Vision

MARC ELRICH

A More Equitable and Inclusive Montgomery County

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.

An Affordable and Welcoming County for a Lifetime

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

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About Montgomery County

Montgomery County was established by the State Convention in 1776, and from its establishment until 1948, the Montgomery County government functioned under the County Commission system. In 1948, the voters adopted a charter giving the County home rule and a council-manager form of government. In 1968, the voters approved a new charter providing for separate legislative and executive branches of government, with legislative power vested in an elected County Council and executive power in an elected County Executive. The new charter became effective with the election of the County Executive and Council in November 1970. 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 1,052,567 as of July 2019, consisting of 43.4 percent White (non-Hispanic) and 56.6 percent cultural minorities. About 32.3 percent of Maryland's foreign-born population resided in Montgomery County in 2018.

The 2018 median household income was $106,287. According to the Bureau of Labor Statistics (BLS), the County's estimated labor force for December 2019 was 564,540 with an unemployment rate of 2.4 percent. Montgomery County is an employment center with 61.5 percent of employment occupied by persons residing and working in the County. For the 2019 fall enrollment, 165,267 pupils were registered in the County's schools.

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FY21 Approved Operating Budget and FY21-FY26 Public Services Program

July 2020

County Executive

Marc Elrich

County Council Members:

Sidney Katz, President

Tom Hucker, Vice President

Gabe Albornoz

Andrew Friedson

Evan Glass

Will Jawando

Nancy Navarro

Craig Rice

Hans Riemer

Montgomery County, Maryland • Office of Management and Budget

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Credits

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Marc Elrich

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Andrew Kleine

SPECIAL ASSISTANTS TO THE COUNTY EXECUTIVE
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DEPUTY CHIEF ADMINISTRATIVE OFFICER
Fariba Kassiri

ASSISTANT CHIEF ADMINISTRATIVE OFFICERS
Jerome Fletcher, Adriana Hochberg, Caroline Sturgis

DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET
Richard S. Madaleno

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Michael J. Coveyou

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Montgomery County Maryland

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to Montgomery County Government, Maryland for its annual budget for the fiscal year beginning July 1, 2019.

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

The award is valid for the period of one year only. We believe our current budget continues to conform to program

requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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* Reflects reorganizations and/or new sections. Please refer to the specific sections for additional information
** Included only in the recommended version of the budget publication

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OFFICE OF THE COUNTY EXECUTIVE
ROCKVILLE, MARYLAND 20850

Marc Elrich
County Executive

MEMORANDUM

September 4, 2020

TO: Interested Readers

FROM: Marc Elrich, County Executive

SUBJECT: FY21 Operating and Capital Budgets
And FY21-26 Capital Improvements Program (CIP)

These publications contain the Approved FY21 Operating and Capital Budgets and amendments to the FY21-26 Capital Improvements Program (CIP) for Montgomery County.

When I released my recommended operating budget in March, the World Health Organization had just declared the coronavirus (COVID-19) a global pandemic. As the months progressed, the expectation that the number of coronavirus cases would grow rapidly in Maryland and Montgomery County became a reality. To slow the spread of the disease, Governor Hogan declared a State of Emergency and issued Executive Orders that included closing schools, most businesses, government offices, and many non-profit service providers; limiting the number of people that can gather together; and a stay at home order for all but critically essential trips and services.

I applaud and appreciate the Council's unanimous support as we took immediate steps to respond to the COVID-19 crisis by enacting special appropriations to assist impacted local employers; to aid residents with food, housing and childcare; to equip first responders, medical professionals, and other critical front-line staff; and to expand local hospital capacity.

The total Council approved FY21 Operating Budget from all sources of funds is an increase of $79.6 million or 1.4 percent from the approved FY20 Budget. The approved tax-supported Operating Budget is $5.063 billion, an increase of $29.9 million or 0.6 percent from the approved FY20 Budget. The budget reflects a property tax rate of $0.9785 per $100 of assessed value. This property tax rate is within the County's Charter Limit.

The approved FY21-26 Capital Improvements Program for Montgomery County includes $4.351 billion for important Montgomery County Public Schools, Montgomery County Government, Montgomery College, Maryland-

National Capital Park and Planning Commission, Housing Opportunities Commission, and Revenue Authority projects. Additionally, $1.670 billion has been approved for the FY21-26 CIP for the Washington Suburban Sanitary Commission.

These budgets address the most pressing needs of our growing community including funding for the Montgomery County Public Schools and Montgomery College. We are now in the difficult situation of balancing the County's normal operations while expanding services to address the public health crisis during a time of great economic disruption. To accomplish this task, the County Government must aggressively seek Federal and State reimbursement for any and all eligible costs. As part of the CARES Act (Coronavirus Aid, Relief, and Economic Security Act), we have already received $183 million to help address response activities.

As detailed in the appropriate departmental sections, the Approved FY21 Operating and Capital Budgets continue to support my priority outcomes:

- Thriving Youth and Families
- A Growing Economy
- A Greener County
- Easier Commutes
- More Affordable and Welcoming County
- Safe Neighborhoods
- Effective, Sustainable Government

Additional information about these budgets can be obtained by visiting the Office of Management and Budget webpage at www.montgomerycountymd.gov/omb. This website provides a searchable, user-friendly means of accessing detailed budget information regarding the Approved Operating and Capital Budgets and CIP. Please call the Office of Management and Budget at 240-777-2800 for further information.

I am looking forward to working with all of you to make Montgomery County better for all.

Message from the Council President

The Council's approach to the Fiscal Year 2021 Budget was unlike any other. We had a singular goal – continuity of service. Like households across our community, we had to limit our spending and control budget growth. I am very pleased that we were able to meet our goal to provide for continuity of services for our residents because when we started our deliberations this seemed like an elusive target.

The County's budget holds the line on property taxes and continues the tradition of fiscal responsibility that has allowed us to maintain the County's AAA bond rating that is the hallmark of well-run governments, and we were also meeting the target for the County's reserves.

This year we funded $2.76 billion for Montgomery County Public Schools. As the Council's focus was on providing a continuity of services budget, this amount funds MCPS at the Maintenance of Effort level, which is mandated by the State of Maryland.

Continuing the Council's commitment to helping children, families and individuals thrive, the budget includes level funding of $5.99 million to support the Montgomery County Early Care and Education Initiative to expand quality early care and education opportunities for infants, toddlers and preschoolers.

The Council funded a continuity of services budget of $318.3 million for Montgomery College. County funding for the College is at the required Maintenance of Effort level. The College budget includes no increase in tuition rates or fees paid by students for FY21. The College's budget maximizes existing resources to protect affordable tuition and offer additional scholarships.

We also took steps to strengthen the County's economy during these difficult circumstances. The operating budget includes more than $5 million to support the work of the Montgomery County Economic Development Corporation. The Council allocated $1.3 million in funding for WorkSource Montgomery, which implements the County's workforce development policies to promote job growth and attract talent. The Council funded approximately $3 million for the County's incubator programs. This includes funding for the Wheaton Small Business Technical Assistance Program. In addition, the budget includes $1.6 million to fund Visit Montgomery which promotes and markets the County as a destination and provides information to County visitors.

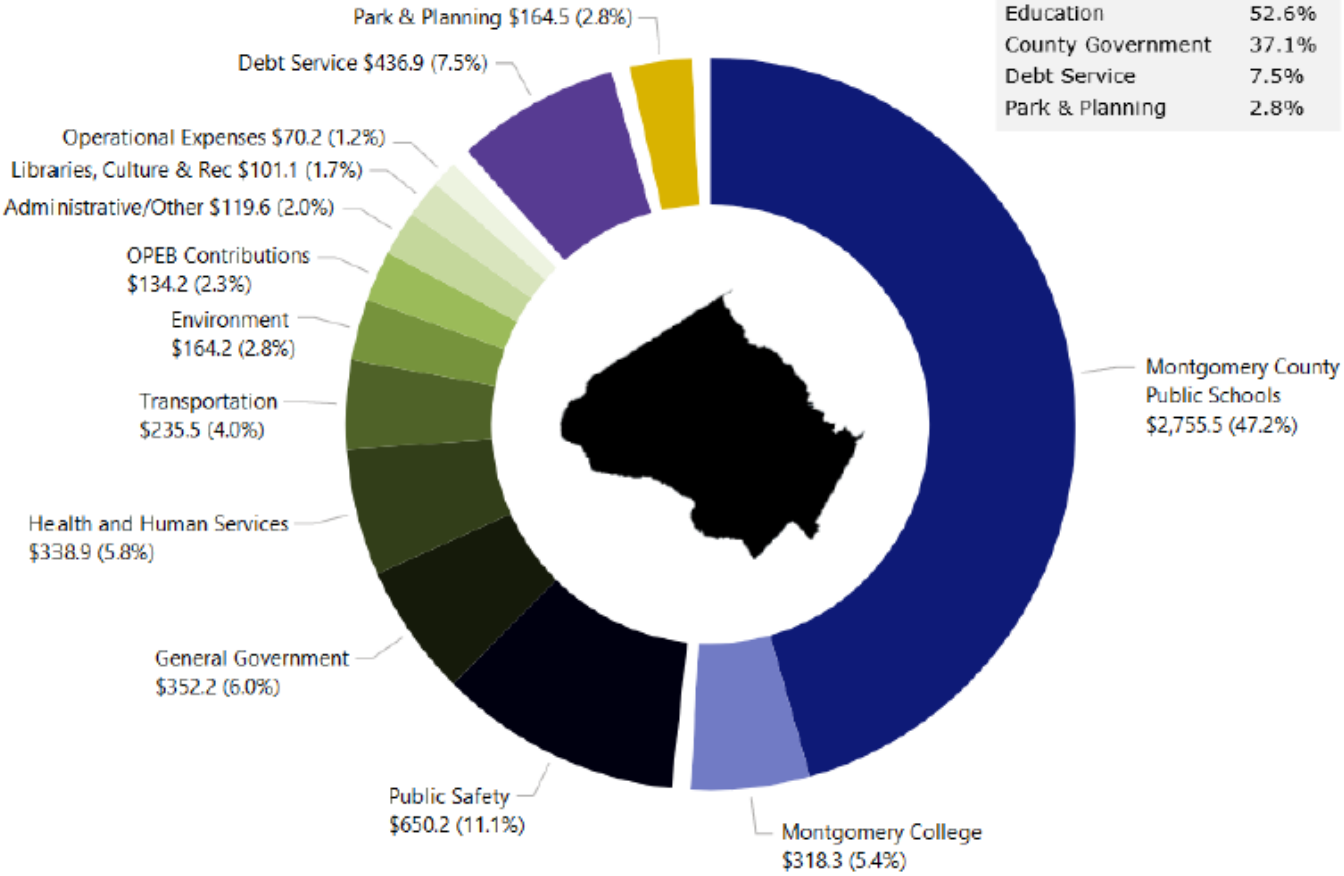
The Council allocated more than $61.8 million in capital and operating funds to support the production and preservation of affordable housing through the Housing Initiative Fund and reserved $6.8 million to determine how the County can leverage additional funding sources and investments to accelerate the production and preservation of affordable housing.

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

Sidney Katz
President, Montgomery County Council

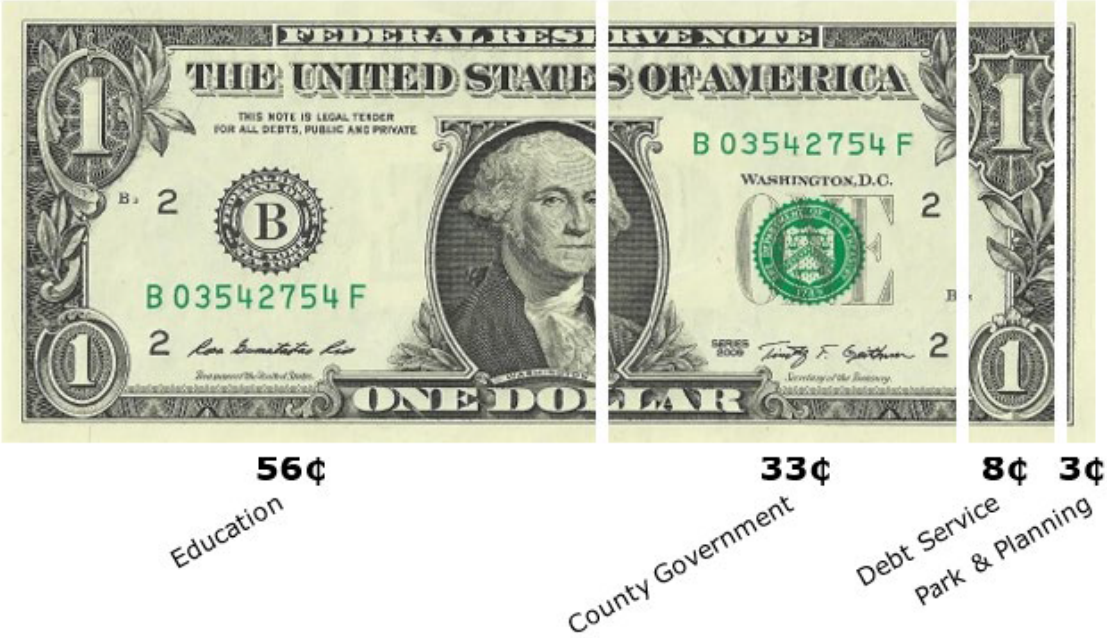
WHERE THE MONEY GOES

Expenditures (millions)



Expenditure Categories	
Education	52.6%
County Government	37.1%
Debt Service	7.5%
Park & Planning	2.8%

Where Your Taxes Go



How to Read the Budget

INTRODUCTION

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

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

- **Last Year / Prior Year -** Fiscal Year **2019**
- **Current Year** - Fiscal Year **2020**
- **Next Year -** Fiscal Year **2021**

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 on those budgets. Questions regarding the approved budgets for Legislative Branch departments should be directed to Sandra Marin, 240-777-7923.

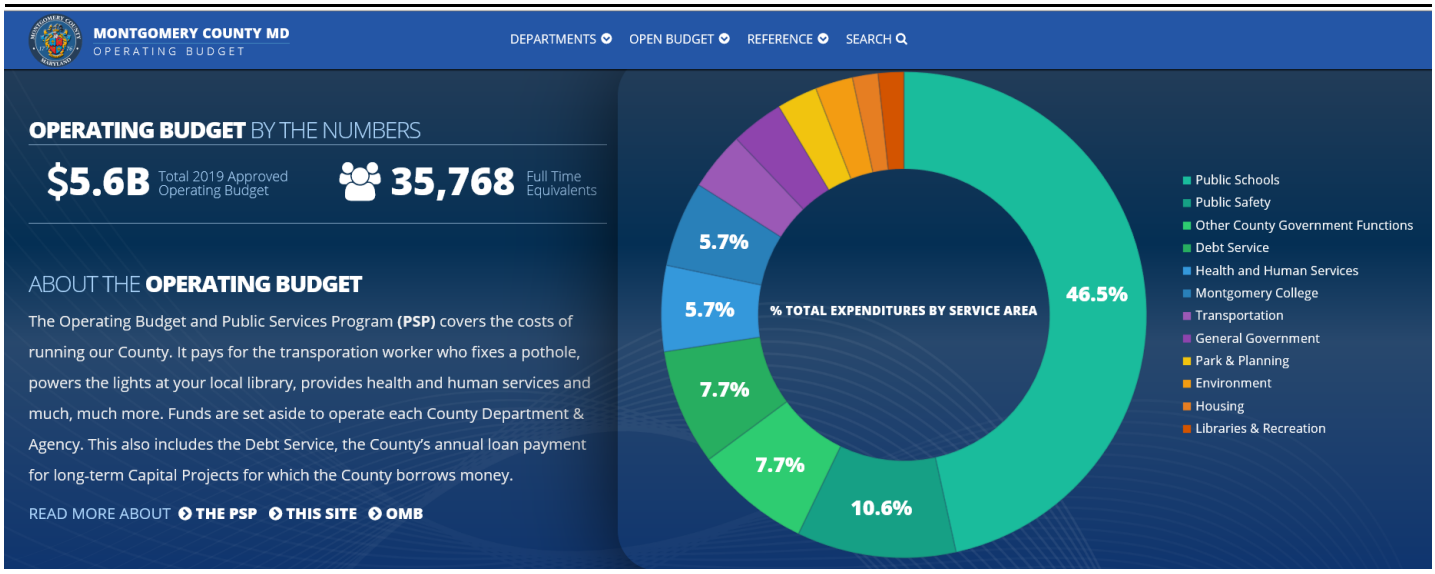
OPEN BUDGET

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

Open BASIS Budget Features Include:

- Interactive charts, visualizations, tables, maps and videos;
- A Custom Google Search Engine for fast results finding;
- Downloadable Publications, Individual Sections/Chapters;
- Filter Previous Years' Data and Content;
- Export & 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.**



CONTENTS OF THE OPERATING BUDGET DOCUMENT

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

County Executive's Budget Message

The County Executive's message summarizes the financial status of the County, major approved expenditure priorities for the upcoming fiscal year, and how the budget is funded.

County Council President's Budget Message

The County Council President's message summarizes the Council's approval of the comprehensive six-year program for Public Services and fiscal policy.

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.

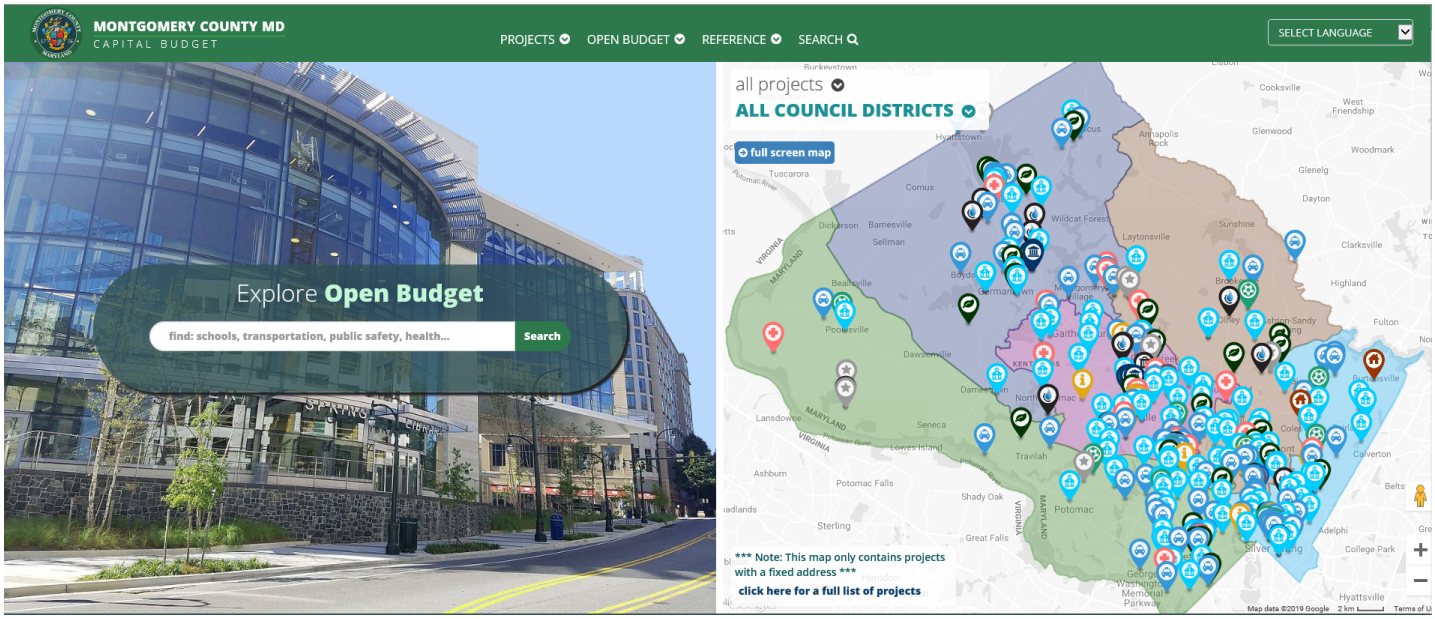
Capital Improvements Program (CIP)**

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 the capital budget, please use our Open Capital Budget website which includes the following 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 Water). A summary of the Housing Opportunities Commission budget is also included, containing the approved 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 Approved Department Budgets

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

- Legislative Branch (the County Council and legislative offices and boards);
- Judicial Branch (Circuit Court and State's Attorney); and
- Executive Branch (departments with functions related to general government; public safety; transportation; health and human services; libraries, culture, and recreation; community development and housing; environment; and other county functions).

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

Non-Departmental Accounts (NDAs)

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

Budget Summary Schedules

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

included for major expenditure categories, revenue sources, the government workforce, and tax rates.

Glossary**

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

DEPARTMENT BUDGET PRESENTATIONS

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

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

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

County Priority Outcomes: denotes which of the County Executive's seven priority outcomes relate to the department.

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

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

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

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

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

Program Performance Measures: lists performance measures that are aligned to each relevant program. Actual performance data are shown for the previous two fiscal years, as well as estimates for the current fiscal year and targets for the next two fiscal years. The FY20 and FY21 figures represent performance goals for the relevant program.

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

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

- Salaries and Wages: The cost of all salary expenses for both full-time and part-time positions, including other personnel cost adjustments (e.g., overtime, shift differential, multilingual pay, etc.)
- Employee Benefits: Social security, group insurance, and retirement. Additional information regarding employee benefits may be found in the Workforce/Compensation chapter of this document.
- Operating Expenses: Those costs required to support the operations of the agency, including such items as contracted services, printing, motor pool, and office supplies.
- Debt Service (for M-NCPPC, Parking Lot Districts, Solid Waste Disposal, Liquor Control, and Montgomery Housing Initiative funds only): The annual payment of principal and interest on bonded indebtedness (for both general obligation and other debt) incurred by departments/agencies funded by a Special or Enterprise fund.
- Capital Outlay: Funding for the acquisition of fixed assets that have a value of $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.

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

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

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

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

Verb and Definition
Add - New funding for services that presently do not exist.
Enhance - More 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 approved expenditures and FTEs.

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

Funding Parameter Items: provides potential future fiscal impacts of the department's programs by fund over a six-year period when measured against the approved budget for the next fiscal year.

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

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

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

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

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Debt Service

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$436,910,760	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, Water Quality Protection bonds, and Wheaton Redevelopment are also included.

BUDGET OVERVIEW

The total approved FY21 Operating Budget for Debt Service is $436,910,760 a decrease of $2,313,480 or -0.5 percent from the FY20 approved budget of $439,224,240. This amount includes long-term lease expenditures of $4,725,960, short-term financing of $20,700,100 and other long-term debt of $28,123,740. The budget excludes $52,050 in debt service, which is appropriated in a non-tax supported fund.

FY21 Approved Changes

The Debt Service appropriation decrease of 0.5 percent is primarily due to estimated savings from an upcoming G.O. bond refunding.

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 37.6 percent of the County's capital expenditures for the six years of the Approved FY21-26 CIP. Other long-term debt includes financing for the Silver Spring Music Venue, Incubators, Site II Acquisition, Affordable Housing (MHI Property Acquisition), Stormwater Management (Water Quality Protection Bonds), Wheaton Redevelopment, Rockville Core, and Energy Performance Contracting.

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

The FY21 Debt Service budget is predicated on the bond issuance requirements in the Approved CIP, adjusted for inflation. An interest

cost of 5.0 percent was budgeted for the Fall 2020 issuance. Projected interest rates for bond issues for FY21 through FY26 are based on market expectations for coupon rates, which drive actual debt service costs. Under these projections and assumptions, total Debt Service will increase from $436.9 million in FY21 to $494.6 million by FY26.

PROGRAM CONTACTS

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

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
DEBT SERVICE					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Debt Service Personnel Costs	**0**	**0**	**0**	**0**	**—**
Debt Service G.O Bonds	383,465,482	397,517,180	392,079,449	383,360,960	-3.6 %
Debt Service Other	24,311,682	25,721,460	23,167,760	31,842,250	23.8 %
Debt Service Expenditures	**407,777,164**	**423,238,640**	**415,247,209**	**415,203,210**	**-1.9 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	5,464,255	3,864,760	3,940,300	252,930	-93.5 %
Investment Income	2,715,106	0	0	0	—
Miscellaneous Revenues	5,409,797	3,446,260	3,995,716	450,000	-86.9 %
Premium on General Obligation Bonds	20,400,280	14,281,670	14,745,670	88,130	-99.4 %
Debt Service Revenues	**33,989,438**	**21,592,690**	**22,681,686**	**791,060**	**-96.3 %**
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	14,836,923	15,985,600	15,773,100	21,707,550	35.8 %
Debt Service - Non-Tax Supported Expenditures	**14,836,923**	**15,985,600**	**15,773,100**	**21,707,550**	**35.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
REVENUES					
Miscellaneous Revenues	0	0	0	257,157	—
Debt Service - Non-Tax Supported Revenues	**0**	**0**	**0**	**257,157**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**422,614,087**	**439,224,240**	**431,020,309**	**436,910,760**	**-0.5 %**
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	**33,989,438**	**21,592,690**	**22,681,686**	**1,048,217**	**-95.1 %**

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

	Actual FY18	Actual FY19	Budget FY20	Estimated FY20	Approved FY21	% Chg App/App	App % GO Bonds
GO BOND DEBT SERVICE EXPENDITURES							
General County	61,573,861	68,386,151	71,907,760	71,716,482	71,740,290		19.1%
Roads & Storm Drains	74,528,705	77,455,210	79,373,220	78,772,642	76,960,090		20.5%
Public Housing	60,055	58,334	58,330	58,326	54,840		0.0%
Parks	8,984,883	9,327,807	9,754,070	9,648,968	9,248,120		2.5%
Public Schools	150,398,822	154,327,680	154,898,510	153,969,990	149,682,120		39.9%
Montgomery College	24,610,342	26,321,750	27,855,450	27,933,739	27,510,250		7.3%
Bond Anticipation Notes/Commercial Paper	3,672,862	5,249,633	8,062,500	6,000,000	5,100,000		
Bond Anticipation Notes/Liquidity & Remarketing	2,269,555	2,418,001	2,600,000	2,500,000	2,450,000		
Cost of Issuance	940,998	776,309	1,071,200	1,000,000	1,025,000		
Total General Fund	327,040,083	344,320,875	355,581,040	351,600,147	343,770,710	-3.3%	89.4%
Fire Tax District Fund	7,524,661	7,819,545	8,005,050	7,880,832	8,355,790		2.2%
Mass Transit Fund	20,378,554	21,468,983	22,400,120	21,746,823	20,686,890		5.5%
Recreation Fund	9,320,281	9,856,079	11,530,970	10,851,647	10,547,570		2.8%
Total Tax Supported Other Funds	37,223,496	39,144,607	41,936,140	40,479,302	39,590,250	-5.6%	10.6%
TOTAL TAX SUPPORTED	364,263,579	383,465,482	397,517,180	392,079,449	383,360,960	-3.6%	100.0%
TOTAL GO BOND DEBT SERVICE EXPENDITURES	364,263,579	383,465,482	397,517,180	392,079,449	383,360,960	-3.6%	100.0%
LONG-TERM LEASE EXPENDITURES							
Revenue Authority - Conference Center	986,634	989,434	991,850	991,850	987,710		
Revenue Authority - HHS Piccard Drive	-	-	-	-	-		
Revenue Authority - Recreation Pools	1,526,249	1,525,590	-	-	-		
Revenue Authority - Crossvines Project - Tax Supported		-	-	-	250,000		
Fire and Rescue Equipment	3,717,900	2,090,843	2,018,250	618,250	3,118,250		
Fleet Equipment	-	-	190,000	-	370,000		
TOTAL LONG-TERM LEASE EXPENDITURES	6,230,782	4,605,866	3,200,100	1,610,100	4,725,960	47.7%	
SHORT-TERM LEASE EXPENDITURES / FINANCING							
Technology Modernization Project	5,675,821	4,661,384	3,647,100	3,647,100	3,647,100		
Libraries System Modernization	96,955	96,955	97,000	97,000	97,000		
Corrections Security System	-	80,901	162,000	162,000	162,000		
Digital Evidence Data Storage	-		-	-	210,100		
Ride On Buses	5,276,084	6,640,713	8,364,300	6,889,100	11,773,900		
Public Safety System Modernization	988,120	3,564,498	3,566,300	3,566,300	2,823,500		
Fire Breathing Apparatus	-	-	1,472,700	1,472,700	1,472,700		
Fuel Management System	631,522	829,410	829,600	829,600	513,800		
Fire and Rescue Equipment	-	-	-	-	-		
TOTAL SHORT-TERM LEASE EXPENDITURES	12,668,502	15,873,861	18,139,000	16,663,800	20,700,100	14.1%	
OTHER LONG-TERM DEBT							
Silver Spring Music Venue - Tax supported	290,805	291,005	291,000	291,000	294,100		
Incubators - Tax Supported	-	770,453	928,000	928,000	931,500		
Site II Acquisition - Tax supported	400,000	1,238,855	1,238,900	1,238,900	1,238,900		
Rockville Core - Tax Supported	-	-	-	-	1,669,000		
Energy Performance Leases QECBs - Tax supported	326,126	727,878	659,970	1,082,970	660,270		
Energy Performance Leases Other - Tax supported	466,583	803,764	1,264,490	1,352,990	1,622,420		
Wheaton Redevelopment - Non-Tax supported	-	-	-	-	2,613,500		
MHI-HUD Loan - Non-Tax supported	59,021	56,727	54,400	54,400	52,050		
Water Quality Protection Charge Bonds - Non-Tax supported	6,100,007	6,148,588	6,361,900	6,149,400	8,172,350		
MHI - Property Acquisition Fund - Non-Tax supported	7,206,058	8,688,335	9,623,700	9,623,700	10,921,700		
TOTAL OTHER LONG-TERM DEBT	14,848,600	18,725,604	20,422,360	20,721,360	28,175,790	38.0%	
DEBT SERVICE EXPENDITURES							
Tax Supported	**384,646,377**	**407,777,165**	**423,238,640**	**415,247,209**	**415,203,210**	**-1.9%**	
Non-Tax Supported - Other Long-term Debt	**13,365,086**	**14,893,649**	**16,040,000**	**15,827,500**	**21,759,600**		
TOTAL DEBT SERVICE EXPENDITURES	**398,011,463**	**422,670,814**	**439,278,640**	**431,074,709**	**436,962,810**	**-0.5%**	
GO BOND DEBT SERVICE FUNDING SOURCES							
General Funds	302,826,842	312,125,488	335,107,250	330,591,927	343,682,580		
BABs Crossover Funds with Escrow Agent	-	5,179,100	2,589,550	2,589,550	-		
Other Interest: Installment Notes, Interest & Penalties	1,272,378	2,715,106	-	-	-		
Federal Subsidy on General Obligation Bonds	5,372,848	5,186,898	3,602,570	3,673,000	-		
Premium on General Obligation Bonds	17,973,769	20,400,280	14,281,670	14,745,670	88,130		
Total General Fund Sources	327,445,837	345,606,872	355,581,040	351,600,147	343,770,710		
Fire Tax District Funds	7,524,661	7,598,125	8,005,050	7,880,832	8,355,790		
Mass Transit Fund	19,739,278	20,527,390	22,400,120	21,746,823	20,686,890		
Recreation Fund	8,914,525	9,310,389	11,530,970	10,851,647	10,547,570		
Total Other Funding Sources	36,178,464	37,435,904	41,936,140	40,479,302	39,590,250		
TOTAL GO BOND FUNDING SOURCES	363,624,301	383,042,775	397,517,180	392,079,449	383,360,960		
NON GO BOND FUNDING SOURCES							
General Funds	9,527,325	13,139,780	11,727,710	11,684,644	13,890,670		
MHI Fund - HUD Loan	59,021	56,727	54,400	54,400	52,050		
Water Quality Protection Fund	6,100,007	6,148,588	6,361,900	6,275,856	8,172,350		
MHI - Property Acquisition Fund	7,206,058	8,688,335	9,623,700	9,623,700	10,921,700		
Non-tax funds - Wheaton Redevelopment	-	-	-	-	2,613,500		
Motor Pool Fund	-	-	190,000	-	370,000		
Mass Transit Fund	5,276,084	6,640,713	8,364,300	6,889,100	11,773,900		
Recreation Fund	1,526,249	1,525,590	-	-	-		
Fire Tax District Fund	4,349,422	2,920,253	4,320,550	2,920,550	5,104,750		
Federal Subsidy - QECBs	283,802	277,357	262,190	267,300	252,930		
Capitalized Interest - Energy Performance Leases	59,194	90,107	47,300	47,300	-		
Funds Held by Trustee – Energy Performance Leases	-	-	-	423,000	-		
ESCO Pepco and Utility Rebates	-	140,590	359,410	359,410	-		
Developer Payments - Site II	-	-	450,000	450,000	450,000		
TOTAL NON GO BOND FUNDING SOURCES	34,387,162	39,628,039	41,761,460	38,995,260	53,601,850		
TOTAL FUNDING SOURCES	**398,011,463**	**422,670,814**	**439,278,640**	**431,074,709**	**436,962,810**		
TOTAL GENERAL OBLIGATION BOND SALES							
Actual and Estimated Bond Sales	340,000,000	340,000,000	320,000,000	320,000,000	320,000,000		
Council SAG Approved Bond Funded Expenditures	340,000,000	340,000,000	320,000,000	320,000,000	320,000,000		

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

	Approved FY21	Projected FY22	Projected FY23	Projected FY24	Projected FY25	Projected FY26
GO BOND DEBT SERVICE EXPENDITURES						
General County	71,740,290	71,541,460	71,191,550	77,673,040	79,697,860	80,160,070
Roads & Storm Drains	76,960,090	83,296,220	86,708,520	88,810,990	91,739,380	96,591,480
Public Housing	54,840	56,690	54,780	50,000	17,980	54,130
Parks	9,248,120	9,957,210	10,258,480	11,348,930	11,792,580	12,368,930
Public Schools	149,682,120	154,876,580	157,824,270	153,962,520	161,330,310	162,404,980
Montgomery College	27,510,250	27,735,500	28,723,230	30,511,380	32,045,670	31,857,810
Bond Anticipation Notes/Commercial Paper	5,100,000	4,800,000	5,000,000	5,300,000	5,500,000	6,000,000
Bond Anticipation Notes/Liquidity & Remarketing	2,450,000	2,450,000	2,450,000	2,450,000	2,450,000	2,450,000
Cost of Issuance	1,025,000	1,100,000	1,130,000	1,160,000	1,190,000	1,200,000
Total General Fund	343,770,710	355,813,660	363,340,830	371,266,860	385,763,780	393,087,400
Fire Tax District Fund	8,355,790	9,107,290	9,537,600	11,122,780	11,608,620	12,132,620
Mass Transit Fund	20,686,890	22,735,890	24,130,150	22,377,710	21,431,050	21,296,070
Recreation Fund	10,547,570	12,750,360	14,735,430	16,738,950	16,993,080	17,202,310
Total Tax Supported Other Funds	39,590,250	44,593,540	48,403,180	50,239,440	50,032,750	50,631,000
TOTAL TAX SUPPORTED	383,360,960	400,407,200	411,744,010	421,506,300	435,796,530	443,718,400
TOTAL GO BOND DEBT SERVICE EXPENDITURES	383,360,960	400,407,200	411,744,010	421,506,300	435,796,530	443,718,400
LONG-TERM LEASE EXPENDITURES						
Revenue Authority - Conference Center	987,710	991,000	991,600	-	-	-
Fire and Rescue Equipment	3,118,250	4,218,250	4,618,250	5,118,250	5,518,250	5,300,000
Fleet Equipment	370,000	370,000	370,000	370,000	370,000	370,000
Revenue Authority - Crossvines Project	250,000	798,000	797,250	800,750	798,250	800,000
TOTAL LONG-TERM LEASE EXPENDITURES	4,725,960	6,377,250	6,777,100	6,289,000	6,686,500	6,470,000
SHORT-TERM LEASE EXPENDITURES / FINANCING						
Technology Modernization Project	3,647,100	3,647,100	3,647,100	1,823,500	-	-
Libraries System Modernization	97,000	48,500	-	-	-	-
Corrections Security System	162,000	162,000	162,000	162,000	162,000	81,000
Digital Evidence Data Storage	210,100	261,900	261,900	261,900	261,900	51,800
Ride On Buses	11,773,900	8,947,700	7,921,900	7,208,600	6,495,300	5,129,000
Intelligent Transit System	-	1,960,000	1,960,000	1,960,000	1,960,000	1,960,000
Public Safety System Modernization	2,823,500	3,017,300	3,744,100	1,166,000	1,166,000	955,000
Fire Breathing Apparatus	1,472,700	1,472,700	1,472,700	1,472,700	1,472,700	-
Fuel Management System	513,800	198,000	198,000	198,000	198,000	-
Transit System Radios	-	370,000	370,000	370,000	370,000	370,000
Police Body Armor	-	222,000	222,000	222,000	222,000	222,000
TOTAL SHORT-TERM LEASE EXPENDITURES	20,700,100	20,307,200	19,959,700	14,844,700	12,307,900	8,768,800
OTHER LONG-TERM DEBT						
Silver Spring Music Venue - Tax supported	294,100	292,000	294,100	291,000	292,000	292,500
Site II Acquisition - Tax supported	1,238,900	1,238,900	1,238,900	1,238,900	1,238,900	1,238,900
Incubators - Tax Supported	931,500	936,720	4,244,500	-	-	-
Rockville Core - Tax Supported	1,669,000	1,667,500	1,669,500	1,664,750	1,668,500	1,665,250
Energy Performance Leases QECBs - Tax supported	660,270	660,540	660,820	701,140	695,550	654,220
Energy Performance Leases Other - Tax supported	1,622,420	1,674,150	1,716,210	1,747,470	1,782,290	1,818,100
Wheaton Redevelopment - Non-Tax Supported	2,613,500	2,614,250	2,612,500	2,613,250	2,611,250	2,611,500
MHI-HUD Loan - Non-Tax supported	52,050	49,650	47,230	54,510	-	-
Water Quality Protection Charge Bonds - Non-Tax supported	8,172,350	8,612,800	9,050,600	9,120,150	9,126,850	9,124,550
MHI - Property Acquisition Fund - Non-Tax supported	10,921,700	11,918,400	13,418,500	15,022,900	16,616,800	18,224,200
TOTAL OTHER LONG-TERM DEBT	28,175,790	29,664,910	34,952,860	32,454,070	34,032,140	35,629,220
DEBT SERVICE EXPENDITURES						
Tax Supported	**415,203,210**	**433,561,460**	**448,304,840**	**448,283,260**	**460,468,170**	**464,626,170**
Non-Tax Supported - Other Long-term Debt	**21,759,600**	**23,195,100**	**25,128,830**	**26,810,810**	**28,354,900**	**29,960,250**
TOTAL DEBT SERVICE EXPENDITURES	**436,962,810**	**456,756,560**	**473,433,670**	**475,094,070**	**488,823,070**	**494,586,420**
GO BOND DEBT SERVICE FUNDING SOURCES						
General Funds	343,682,580	355,813,660	363,340,830	371,266,860	385,763,780	393,087,400
Premium on General Obligation Bonds	88,130	-	-	-	-	-
Total General Fund Sources	343,770,710	355,813,660	363,340,830	371,266,860	385,763,780	393,087,400
Fire Tax District Fund	8,355,790	9,107,290	9,537,600	11,122,780	11,608,620	12,132,620
Mass Transit Fund	20,686,890	22,735,890	24,130,150	22,377,710	21,431,050	21,296,070
Recreation Fund	10,547,570	12,750,360	14,735,430	16,738,950	16,993,080	17,202,310
Total Other Funding Sources	39,590,250	44,593,540	48,403,180	50,239,440	50,032,750	50,631,000
TOTAL GO BOND FUNDING SOURCES	383,360,960	400,407,200	411,744,010	421,506,300	435,796,530	443,718,400
NON GO BOND FUNDING SOURCES						
General Funds	13,890,670	14,924,260	18,678,720	8,070,090	6,133,660	5,536,650
MHI Fund - HUD Loan	52,050	49,650	47,230	54,510	-	-
Water Quality Protection Fund	8,172,350	8,612,800	9,050,600	9,120,150	9,126,850	9,124,550
MHI - Property Acquisition Fund	10,921,700	11,918,400	13,418,500	15,022,900	16,616,800	18,224,200
Non-tax funds - Wheaton Redevelopment	2,613,500	2,614,250	2,612,500	2,613,250	2,611,250	2,611,500
Motor Pool Fund	370,000	370,000	370,000	370,000	370,000	370,000
Mass Transit Fund	11,773,900	11,277,700	10,251,900	9,538,600	8,825,300	7,459,000
Fire Tax District Fund	5,104,750	5,888,950	6,288,950	6,788,950	7,188,950	5,300,000
Federal Subsidy - QECBs	252,930	243,350	233,260	222,320	210,030	203,220
Revenue Authority - Crossvines Project	-	-	288,000	548,100	704,800	800,000
Developer Payments - Site II	450,000	450,000	450,000	1,238,900	1,238,900	1,238,900
TOTAL NON GO BOND FUNDING SOURCES	53,601,850	56,349,360	61,689,660	53,587,770	53,026,540	50,868,020
TOTAL FUNDING SOURCES	**436,962,810**	**456,756,560**	**473,433,670**	**475,094,070**	**488,823,070**	**494,586,420**
TOTAL GENERAL OBLIGATION BOND SALES						
Estimated Bond Sales	320,000,000	310,000,000	300,000,000	290,000,000	280,000,000	270,000,000
Council SAG Approved Bond Funded Expenditures	320,000,000	310,000,000	300,000,000	290,000,000	280,000,000	270,000,000
ESTIMATED INTEREST RATE	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%

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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 approved FY21 Operating Budget for the County Government is $2,165,990,819, a decrease of $3,149,850 or 0.1 percent from the FY20 Approved Budget of $2,169,140,669 (excludes debt service). The total approved FY21 tax supported operating budget for the County Government is $1,671,863,348 a decrease of $18,955,483 or 1.1 percent from the FY20 approved tax supported budget of $1,690,818,831.

The County Government is the agency responsible for providing general services to residents. To do this, the agency is organized functionally into departments, offices, boards, and commissions which undertake all activities and operations of the government. County Government accounting information is organized by fund; this includes both tax supported and non-tax supported special funds, which either encompass an entire department or portions thereof. Detailed budget presentations on each of these organizational units and funds are displayed, organized by function, in the following sections of this document.

Government Functions

The County Government functions organize departments, offices, boards, and commissions by related activity. The functions of the Montgomery County Government are:

- General Government
- Public Safety
- Transportation
- Health and Human Services
- Libraries, Culture and Recreation
- Community Development and Housing
- Environment
- Other County Functions

Government Funds

County government funds are typically categorized by tax supported and non-tax supported funds. Tax supported funds are financed through Countywide taxes or special tax rates assessed on a geographic area encompassing the users of the respective services. In addition to taxes, these funds are also supported by intergovernmental 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

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$2,755,507,059	23,476.79

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 2019-2020 school year (FY20), 165,267 students in prekindergarten classes through Grade 12 attend 208 separate public educational facilities. For the 2020-21 school year (FY21), enrollment is estimated to be 167,041 students.

BUDGET OVERVIEW

The total approved FY21 Operating Budget for Montgomery County Public Schools is $2,755.5 million, an increase of $74.9 million or 2.8 percent from the FY20 approved budget of $2,680.6 million.

Tax Supported Funding for the Public Schools

For FY21, the total tax-supported portion of the approved Operating Budget (excluding grants and enterprise funds) is $2,563.7 million, an increase of $49.4 million or 2.0 percent over the FY20 Approved Operating Budget of $2,514,3 million. In FY21, County revenue will provide 64.5 percent of the public schools' tax supported Operating Budget.

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

Additional County Support for MCPS in FY21	
MCPS Budget (in millions)	**$2,755.5**
Additional County funding (not included in MCPS budget)	
• Debt service on school construction bonds	$149.7
• Pre-funding retiree health benefits	$69.4
• Support services	$85.0
• Technology modernization	$9.5
Total additional County funding	**$313.5**
Total expenditures for MCPS	**$3,069.1**
Sources: Approved FY21 Operating and Capital Budgets	

Additional information regarding the MCPS budget is available in the FY21 MCPS Operating Budget adopted by the Board of Education. Copies of the 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 Daniel K. Marella of the Montgomery County Public Schools at 240.740.3030 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 FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
CURRENT FUND MCPS					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Current Fund MCPS Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	2,445,797,079	2,514,314,537	2,480,816,000	2,562,357,999	1.9 %
Current Fund MCPS Expenditures	**2,445,797,079**	**2,514,314,537**	**2,480,816,000**	**2,562,357,999**	**1.9 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	21,254.35	21,649.85	21,649.85	22,257.28	2.8 %
REVENUES					
Basic State Aid	351,744,825	368,197,235	368,197,235	388,035,631	5.4 %
Federal Revenues	185,340	100,000	100,000	120,000	20.0 %
Foster Care/Miscellaneous	195,830	200,000	200,000	200,000	—
GCEI - Geographic Cost of Education Index	37,711,769	38,902,207	38,902,207	39,976,914	2.8 %
Kirwan Commission	0	24,424,464	10,482,238	11,472,106	-53.0 %
Students With Disabilities	58,575,874	60,956,743	60,956,743	63,704,962	4.5 %
Thornton Legislation	215,185,348	219,907,148	219,907,148	230,529,919	4.8 %
Transportation	43,241,528	46,449,499	46,449,499	47,626,347	2.5 %
Tuition-Other Sources	5,357,488	3,370,000	3,370,000	3,830,000	13.6 %
Current Fund MCPS Revenues	**712,198,002**	**762,507,296**	**748,565,070**	**785,495,879**	**3.0 %**
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**	**—**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Operating Expenses	85,160,492	89,498,471	103,440,697	110,451,136	23.4 %
Grant Fund MCPS Expenditures	**85,160,492**	**89,498,471**	**103,440,697**	**110,451,136**	**23.4 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	557.59	570.94	570.94	570.94	—
REVENUES					
Federal Grants	80,069,774	79,558,409	79,558,409	83,686,189	5.2 %
Private Grants	576,965	6,731,204	6,731,204	10,031,204	49.0 %
State Grants	4,513,753	3,208,858	17,151,084	16,733,743	421.5 %
Grant Fund MCPS Revenues	**85,160,492**	**89,498,471**	**103,440,697**	**110,451,136**	**23.4 %**

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	60,564,324	58,107,965	58,107,965	60,399,980	3.9 %
Food Service Fund Expenditures	**60,564,324**	**58,107,965**	**58,107,965**	**60,399,980**	**3.9 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	598.32	604.32	604.32	607.57	0.5 %
REVENUES					
Federal Food	41,622,040	38,276,538	38,276,538	40,852,540	6.7 %
Miscellaneous: Investment Income	20,773	0	0	0	—
Sale of Meals	17,896,527	17,588,383	17,588,383	17,586,048	—
State Food	1,998,337	2,243,044	2,243,044	1,961,392	-12.6 %
Food Service Fund Revenues	**61,537,677**	**58,107,965**	**58,107,965**	**60,399,980**	**3.9 %**

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	3,651,111	3,966,407	3,966,407	4,967,149	25.2 %
Real Estate Fund Expenditures	**3,651,111**	**3,966,407**	**3,966,407**	**4,967,149**	**25.2 %**
PERSONNEL					
Full-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Part-Time	0	0	0	0	—
FTEs	12.00	12.00	12.00	11.00	-8.3 %
REVENUES					
Real Estate Fund	3,327,588	3,966,407	3,966,407	4,967,149	25.2 %
Real Estate Fund Revenues	**3,327,588**	**3,966,407**	**3,966,407**	**4,967,149**	**25.2 %**
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	2,308,586	2,736,949	2,736,949	2,914,182	6.5 %
Field Trip Fund Expenditures	**2,308,586**	**2,736,949**	**2,736,949**	**2,914,182**	**6.5 %**
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	2,175,575	2,736,949	2,736,949	2,914,182	6.5 %
Field Trip Fund Revenues	**2,175,575**	**2,736,949**	**2,736,949**	**2,914,182**	**6.5 %**
ENTREPRENEURIAL ACTIVITIES FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Entrepreneurial Activities Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	13,264,774	10,150,669	12,350,669	12,646,838	24.6 %
Entrepreneurial Activities Fund Expenditures	**13,264,774**	**10,150,669**	**12,350,669**	**12,646,838**	**24.6 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	12.00	12.00	12.00	12.00	—
REVENUES					
Entrepreneurial Activities Fee	735,515	2,150,669	2,150,669	2,446,838	13.8 %
Entrepreneurial Activities Fund Revenues	**735,515**	**2,150,669**	**2,150,669**	**2,446,838**	**13.8 %**
INSTRUCTIONAL TELEVISION FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Employee Benefits	0	0	0	0	—
Instructional Television Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,740,127	1,799,775	1,799,775	1,769,775	-1.7 %
Instructional Television Fund Expenditures	**1,740,127**	**1,799,775**	**1,799,775**	**1,769,775**	**-1.7 %**
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	**2,612,486,493**	**2,680,574,773**	**2,663,218,462**	**2,755,507,059**	**2.8 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**22,452.26**	**22,867.11**	**22,867.11**	**23,476.79**	**2.7 %**
Total Revenues	**865,134,849**	**918,967,757**	**918,967,757**	**966,675,164**	**5.2 %**

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Montgomery College

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$318,347,932	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 approved FY21 Operating Budget for the Montgomery College is $318.3 million, an increase of $3.7 million or 1.17 percent from the FY20 Approved Budget of $314.7 million. Related revenues, not including the County contribution or Use of Fund Balance, are approximately $168.5 million, an increase of 2.6 percent from the FY20 Approved Budget. The County contribution totals $145.2 million, an equal amount to the FY20 Approved Budget.

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

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 Rafael Pumarejo Murphy of the Office of Management and Budget at 240.777.2775 for more information regarding this agency's operating budget.

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
CURRENT FUND MC					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Current Fund MC Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	251,453,170	264,768,350	255,729,009	268,165,660	1.3 %
Current Fund MC Expenditures	**251,453,170**	**264,768,350**	**255,729,009**	**268,165,660**	**1.3 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1,810.10	1,803.35	1,803.35	1,803.35	—
REVENUES					
Current Fund: Interest	568,468	155,000	475,000	350,000	125.8 %
Current Fund: Other Revenue	677,772	1,459,000	710,541	1,235,000	-15.4 %
Current Fund: Performing Arts Center	94,074	135,000	110,000	115,000	-14.8 %
Fed. State & Priv. Gifts & Grants	302,187	325,000	200,000	300,000	-7.7 %
Other Student Fees: Current Fund	1,508,066	1,269,277	950,000	1,494,472	17.7 %
State Aid	36,589,976	37,213,559	37,213,559	41,848,829	12.5 %
Tuition and Fees: Current Fund	74,984,053	74,591,370	74,331,344	75,252,727	0.9 %
Current Fund MC Revenues	**114,724,596**	**115,148,206**	**113,990,444**	**120,596,028**	**4.7 %**
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	216,659	300,000	300,000	350,000	16.7 %
Emergency Repair Fund Expenditures	**216,659**	**300,000**	**300,000**	**350,000**	**16.7 %**
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	14,498	15,000	10,000	15,000	—
Emergency Repair Fund Revenues	**14,498**	**15,000**	**10,000**	**15,000**	**—**
GRANT FUND MC					
EXPENDITURES					

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund MC Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	14,711,509	21,147,000	13,645,794	18,782,000	-11.2 %
Grant Fund MC Expenditures	**14,711,509**	**21,147,000**	**13,645,794**	**18,782,000**	**-11.2 %**
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	14,711,509	21,147,000	13,645,794	18,782,000	-11.2 %
Grant Fund MC Revenues	**14,711,509**	**21,147,000**	**13,645,794**	**18,782,000**	**-11.2 %**

AUXILIARY FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Auxiliary Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,054,805	1,729,300	934,625	1,941,300	12.3 %
Auxiliary Fund Expenditures	**1,054,805**	**1,729,300**	**934,625**	**1,941,300**	**12.3 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	10.00	2.00	2.00	2.00	—
REVENUES					
Auxiliary Fund: Interest Income	28,254	20,000	17,000	51,000	155.0 %
Other Revenues: Miscellaneous	898,510	900,220	868,200	684,050	-24.0 %
Sales	1,216,071	1,018,000	950,000	924,220	-9.2 %
Auxiliary Fund Revenues	**2,142,835**	**1,938,220**	**1,835,200**	**1,659,270**	**-14.4 %**

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	15,815,705	18,372,215	16,355,300	20,712,172	12.7 %
Workforce Development & Continuing Ed Expenditures	**15,815,705**	**18,372,215**	**16,355,300**	**20,712,172**	**12.7 %**
PERSONNEL					
Full-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Part-Time	0	0	0	0	—
FTEs	93.50	93.50	93.50	93.50	—
REVENUES					
Other Revenues: Interest	67,193	50,000	50,000	80,000	60.0 %
Other Revenues; Miscellaneous	180,204	0	0	0	—
State Aid	7,336,869	8,041,559	8,041,559	9,672,951	20.3 %
Tuition and Fees: Continuing Education	9,615,932	10,900,000	9,213,168	10,372,460	-4.8 %
Workforce Development & Continuing Ed Revenues	**17,200,198**	**18,991,559**	**17,304,727**	**20,125,411**	**6.0 %**
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	1,726,785	1,764,321	1,760,000	1,796,800	1.8 %
Cable Television Fund Expenditures	**1,726,785**	**1,764,321**	**1,760,000**	**1,796,800**	**1.8 %**
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	5,997	0	0	0	—
Cable Television Fund Revenues	**5,997**	**0**	**0**	**0**	**—**
ENDOWMENT FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Endowment Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Endowment Fund Expenditures	**0**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Interest	14,145	11,500	11,500	11,500	—
Endowment Fund Revenues	**14,145**	**11,500**	**11,500**	**11,500**	**—**
MAJOR FACILITIES RESERVE FUND					

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
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	1,708,006	2,000,000	1,705,806	2,000,000	—
Major Facilities Reserve Fund Expenditures	**1,708,006**	**2,000,000**	**1,705,806**	**2,000,000**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Interest Income	246,081	200,000	200,000	175,000	-12.5 %
Student Fees	3,136,908	3,125,000	3,242,416	3,287,000	5.2 %
Major Facilities Reserve Fund Revenues	**3,382,989**	**3,325,000**	**3,442,416**	**3,462,000**	**4.1 %**

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	4,110,935	4,200,000	4,110,351	4,200,000	—
Transportation Fund Expenditures	**4,110,935**	**4,200,000**	**4,110,351**	**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	—

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
REVENUES					
Interest	0	0	0	125,000	—
Miscellaneous Other	360,122	338,000	598,000	170,000	-49.7 %
Student Fees	3,460,519	3,365,000	3,242,416	3,585,000	6.5 %
Transportation Fund Revenues	**3,820,641**	**3,703,000**	**3,840,416**	**3,880,000**	**4.8 %**
DEPARTMENT TOTALS					
Total Expenditures	**291,197,574**	**314,681,186**	**294,940,885**	**318,347,932**	**1.2 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**1,925.60**	**1,910.85**	**1,910.85**	**1,910.85**	**—**
Total Revenues	**156,017,408**	**164,279,485**	**154,080,497**	**168,531,209**	**2.6 %**

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

Office of Instiutional Research and Effectiveness

Montgomery College collects and reports a range of data to comply with State and Federal requirements, to assess and improve the effectiveness of the College's programs, and to inform the community and local policymakers of progress in meeting performance goals. The following selection of data and performance indicators are provided to assist the County Executive and County Council with their annual review of the College's operating budget.

INPUT INDICATORS	YR 1	YR 2	YR 3	YR 4	YR 5	CHANGE	
FISCAL YEAR STUDENTS	**FY15**	**FY16**	**FY17**	**FY18**	**FY19**	**YR 5 VS YR 1**	**YR 5 VS YR 4**
Fiscal Year Unduplicated Credit Students	35,527	34,410	32,752	31,342	29,961	*-15.7%*	*-4.4%*
Fiscal Year Unduplicated Students in WD&CE	22,244	23,164	24,064	24,609	24,890	*11.9%*	*1.1%*
FY Unduplicated Credit + WD&CE Students at MC	56,228	56,001	55,243	54,335	52,732	*-6.2%*	*-3.0%*
Fiscal Year FTEs for Credit Students	16,803	16,323	15,515	14,686	14,040	*-16.4%*	*-4.4%*
Fiscal Year FTEs for WD&CE Students	3,647	4,125	4,228	4,365	4,307	*18.1%*	*-1.3%*
FALL SEMESTER CREDIT STUDENTS	**FALL 2015**	**FALL 2016**	**FALL 2017**	**FALL 2018**	**FALL 2019**	**YR 5 VS YR 1**	**YR 5 VS YR 4**
Total fall semester enrollment	25,320	23,916	22,875	21,720	21,260	*-16.0%*	*-2.1%*
New to College	4,796	4,383	4,228	4,034	3,931	*-18.0%*	*-2.6%*
Recent MCPS Graduates	2,587	2,494	2,507	2,446	2,484	*-4.0%*	*1.6%*
REASON FOR ATTENDING	**FALL 2015**	**FALL 2016**	**FALL 2017**	**FALL 2018**	**FALL 2019**	**YR 5 VS YR 1**	**YR 5 VS YR 4**
Degree Seeking	1,621	1,554	1,710	1,724	1,813	*11.8%*	*5.2%*
Transfer	534	495	271	239	199	*-62.7%*	*-16.7%*
Early Placement	246	249	329	296	279	*13.4%*	*-5.7%*
Certificate Seeking	82	83	92	64	40	*-51.2%*	*-37.5%*
Continuing Education	1	2	4	21	62	*6100.0%*	*195.2%*
Personal Interest	5	8	5	1	2	*-60.0%*	*100.0%*
MD Dream Act	98	99	92	96	87	*-11.2%*	*-9.4%*
Other	5	4	4	5	2	*-60.0%*	*-60.0%*
Continuing/Returning	18,496	17,721	16,790	15,798	15,187	*-17.9%*	*-3.9%*
Transfer-In or "Visiting"	944	1,294	1,214	1,178	1,171	*24.0%*	*-0.6%*
Dual Enrollment - MC and High School	485	518	643	710	971	*100.2%*	*36.8%*
Attending Full-Time	8,890	8,493	8,060	7,571	7,305	*-17.8%*	*-3.5%*
Average Hours Enrolled	9.04	9.08	9.00	9.06	9.01	*-0.3%*	*-0.6%*
Receiving Pell Grants	7,952	7,459	7,248	6,595*	5,730**	*-27.9%*	*-13.1%*
Receiving any Financial Aid	11,915	11,468	10,971	10,265*	8,671**	*-27.2%*	*-15.5%*
New-Needing "Preparatory" Coursework	3,743	3,150	2,680	1,897	2,023	*-46.0%*	*6.6%*
"Foreign" by NCES definitions	2,295	2,253	2,269	2,121	2,190	*-4.6%*	*3.3%*
Asian	3,547	3,395	3,344	3,105	3,086	*-13.0%*	*-0.6%*
Black	8,014	7,541	7,084	6,693	6,405	*-20.1%*	*-4.3%*
Hispanic	6,610	6,550	6,552	6,389	6,350	*-3.9%*	*-0.6%*
White	6,616	5,975	5,429	5,077	4,863	*-26.5%*	*-4.2%*
Multi-Race, Other, Unknown	533	455	466	456	556	*4.3%*	*21.9%*

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

Office of Instiutional Research and Effectiveness

	YR 1	YR 2	YR 3	YR 4	YR 5	CHANGE	
CREDIT COURSES AND ENROLLMENTS	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019	YR 5 VS YR 1	YR 5 VS YR 4
Fall Semester Course Enrollments	70,356	66,605	62,817	60,249	58,228	-17.2%	-3.4%
Fall - Number of Separate Courses	717	699	672	671	656	-8.5%	-2.2%
Fall - Number of Course Sections	3,751	3,549	3,232	3,173	3,164	-15.6%	-0.3%
EMPLOYEES	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019	YR 5 VS YR 1	YR 5 VS YR 4
Administrators	85	83	86	83	89	4.7%	7.2%
Instructional Faculty	1,452	1,404	1,331	1,324	1,321	-9.0%	-0.2%
Non-Instructional Faculty	86	92	90	84	86	0.0%	2.4%
Professional, Technical, and Support Staff	1,326	1,278	1,309	1,339	1,303	-1.7%	-2.7%
TOTAL	**2,949**	**2,857**	**2,816**	**2,830**	**2,799**	-5.1%	-1.1%

	YR1	YR 2	YR 3	YR 4	YR 5	CHANGE	
WORKFORCE DEVELOPMENT & CONTINUING EDUCATION	FY15	FY16	FY17	FY18	FY19	YR 5 VS YR 1	YR 5 VS YR 4
FY Unduplicated Students							
Workforce Development courses	9,079	10,060	10,206	10,946	11,455	26.2%	4.7%
Contract Training courses	3,114	4,004	3,902	5,045	5,099	63.7%	1.1%
Industry-Based Certification courses	4,972	5,432	5,517	5,270	5,531	11.2%	5.0%
Adult Basic Educ., ESOL, Literacy courses	6,545	6,619	7,009	5,942	5,798	-11.4%	-2.4%
All Specifically Grant-Funded programs/courses	na	na	na	6,467		na	na
Apprenticeship Programs	919	906	908	991	1,027	11.8%	3.6%
Allied Health/Health Careers courses	982	961	1,170	1,099	1,072	9.2%	-2.5%

OUTPUT INDICATORS (CREDIT PROGRAMS)	YR1	YR 2	YR 3	YR 4	YR 5	CHANGE	
FALL-TO-FALL NEW STUDENT RETENTION RATES	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	YR 5 VS YR 1	YR 5 VS YR 4
All New Students	67.4%	64.7%	65.4%	64.7%	65.6%	-1.8%	0.9%
Developmental Students	68.8%	66.2%	64.6%	63.7%	62.2%	-6.6%	-1.5%
College-Ready Students	65.4%	62.4%	67.1%	66.4%	70.4%	5.0%	4.1%
Pell Grant Recipients	71.5%	67.8%	68.6%	66.7%	67.7%	-3.8%	1.0%
Began as Full-Time	77.3%	75.6%	74.7%	74.8%	74.2%	-3.1%	-0.6%
Began as Part-Time	55.6%	52.8%	54.1%	51.4%	54.8%	-0.8%	3.4%
Asian	77.1%	77.6%	76.4%	74.9%	78.1%	1.0%	3.1%
Black	60.6%	60.8%	62.5%	62.8%	62.7%	2.1%	-0.1%
Hispanic	71.3%	66.8%	67.1%	63.8%	65.4%	-5.9%	1.6%
White	64.6%	59.5%	60.3%	62.1%	62.1%	-2.5%	0.0%
Multi-Race, Other, Unknown	68.0%	56.3%	64.2%	53.6%	60.0%	-8.0%	6.4%

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

Office of Instiutional Research and Effectiveness

	YR1	YR 2	YR 3	YR 4	YR 5	CHANGE	
FOUR-YEAR GRADUATION-TRANSFER RATES	ENTER FALL 2010	ENTER FALL 2011	ENTER FALL 2012	ENTER FALL 2013	ENTER FALL 2014	YR 5 VS YR 1	YR 5 VS YR 4
All New Students	49.8%	47.5%	45.6%	48.2%	50.2%	0.4%	2.0%
College-Ready	68.5%	68.5%	68.5%	67.7%	69.8%	1.3%	2.1%
Developmental Completers	47.9%	46.7%	44.0%	54.6%	51.8%	3.9%	-2.8%
Developmental Non-Completers	28.0%	29.0%	18.5%	23.3%	21.4%	-6.6%	-1.9%
Pell Grant Recipients	47.6%	44.5%	42.9%	42.1%	44.7%	-2.9%	2.6%
Asian	62.0%	59.9%	55.7%	59.9%	63.3%	1.3%	3.4%
Black	42.4%	49.1%	39.7%	45.3%	46.2%	3.8%	0.9%
Hispanic	44.7%	34.6%	34.2%	38.0%	41.7%	-3.0%	3.7%
White	55.3%	52.8%	56.9%	58.4%	59.3%	4.0%	0.9%

	YR 1	YR 2	YR 3	YR 4	YR 5	CHANGE	
GRADUATION / AWARDS / TRANSFERS	FY15	FY16	FY17	FY18	FY19	YR 5 VS YR 1	YR 5 VS YR 4
Fiscal Year Graduates	2,933	2,770	2,733	2,723	2,922	-0.4%	7.3%
Fiscal Year Awards	2,973	2,843	2,833	2,885	3,082	3.7%	6.8%
Associate Degrees	2,658	2,556	2,612	2,576	2,763	4.0%	7.3%
Certificates	284	287	213	303	312	9.9%	3.0%
TRANSFER TO FOUR-YEAR INSTITUTIONS							
MC Graduate	2,005	1,905	2,072	2,015	2,086	*4.0%*	*3.5%*
12+ Credits, but not Graduate	2,643	2,590	2,517	2,299	2,112	*-20.1%*	*-8.1%*

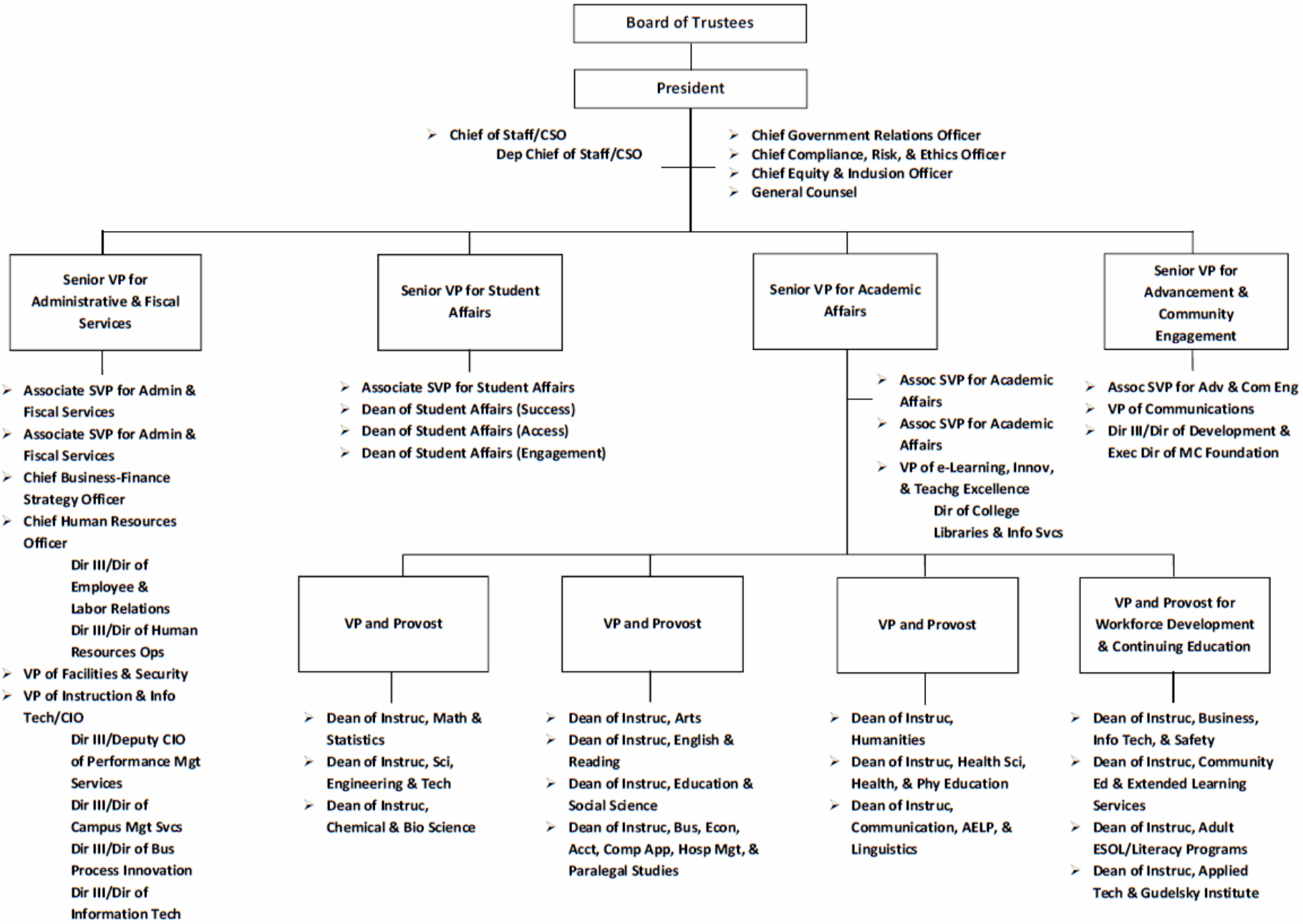
	YR 1	YR 2	YR 3	YR 4	YR 5	CHANGE	
DEVELOPMENTAL METRICS	FALL 2010	FALL 2011	FALL 2012	FALL 2013	FALL 2014	YR 5 VS YR 1	YR 5 VS YR 4
New Students Needing Developmental	3,096	3,032	2,922	3,036	2,746	*-11.3%*	*-9.6%*
Asian	287	260	235	226	233	*-18.8%*	*3.1%*
Black	1,022	1,073	1,007	1,024	842	*-17.6%*	*-17.8%*
Hispanic	862	873	896	1,011	996	*15.5%*	*-1.5%*
White	866	768	728	677	602	*-30.5%*	*-11.1%*
Completed Developmental in Four Years	2,046	1,992	1,867	1,548	1,677	*-18.04%*	*8.3%*
New Students Needing Developmental Math	*These data were not generated and will take additional time to obtain*			2,964***	2,665	na	-10.1%
New Students Completing Developmental Math in Year 1				1,064***	1,179	na	10.8%

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

Office of Instiutional Research and Effectiveness

OUTPUT INDICATORS - WORKFORCE DEVELOPMENT & CONTINUING EDUCATION	YR 1	YR 2	YR 3	YR 4	YR 5	CHANGE	
COURSE / STUDENT SUCCESS RATES	FY15	FY16	FY17	FY18	FY19	YR 5 VS YR 3	YR 5 VS YR 4
Workforce Development Certificate Completers Students	na	3,910	4,045	3,378	2,623	na	-22.4%
Courses	na	6,263	6,019	4,908	3,924	na	-20.0%
Selected Health Career Program Students Obtaining Certification-Percent Successful	79.2%	87.3%	85.7%	92.0%	93.5%	18.1%	1.5%
Percent Selected [Other Programs] Students Obtaining Certification			Data not available				
Number of WD&CE Students Subsequently Enrolled in Credit Courses		4,029	3,919	3,210	3,159	na	-1.6%
Percent Grant-funded Programs/Courses Students that Complete			Data not available				
Percent Apprenticeship Program Completers within 4 Years							
Number of Apprenticeship Program Graduates	135	119	136	159	163	20.7%	2.5%

Montgomery College Organizational Chart



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Maryland-National Capital Park and Planning Commission

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$164,519,721	1,144.94

MISSION STATEMENT

The Maryland-National Capital Park and Planning Commission (M-NCPPC) in Montgomery County manages physical growth and plans communities; protects and stewards natural, cultural, and historical resources; and provides leisure and recreational experiences.

BUDGET OVERVIEW

Park Fund

The FY21 Approved Budget is $111,863,946 including debt service of $7,165,410, with an associated real property tax rate of $0.0600 per $100 of assessed value and a personal property tax rate of $0.1500 per $100 of assessed value for the Park Fund.

Administration Fund

The FY21 Approved Budget is $32,484,966 with an associated real property tax rate of $0.0176 per $100 of assessed value and a personal property tax rate of $0.0445 per $100 of assessed value for the Administration Fund.

Advance Land Acquisition (ALA) Debt Service

The FY21 Approved Budget for ALA debt service funding is $142,600, with an associated real property tax rate of $0.0010 per $100 of assessed value and a personal property tax rate of $0.0025 per $100 of assessed value for ALA debt service.

Grant Fund

The FY21 Approved Budget is $550,000; $400,000 of which is associated with the Park Fund and $150,000 of which is associated with the Administration Fund.

Enterprise Fund

The FY21 Approved Budget is $10,549,109.

Property Management Fund

The FY21 Approved Budget is $1,576,671.

Special Revenue Funds

The FY21 Approved Budget is $7,352,429.

CIP Current Revenue

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:

- **An Affordable, Welcoming County for a Lifetime**
- **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 Brett Magellan of the Office of Management and Budget at 240.777.2767 for more information regarding this agency's operating budget.

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
ADMINISTRATION FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Administration Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	30,343,807	32,344,879	32,644,879	32,484,966	0.4 %
Administration Fund Expenditures	**30,343,807**	**32,344,879**	**32,644,879**	**32,484,966**	**0.4 %**
PERSONNEL					
Full-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Part-Time	0	0	0	0	—
FTEs	186.11	185.76	185.76	187.89	1.2 %
REVENUES					
Intergovernmental	415,700	403,500	403,500	415,600	3.0 %
Investment Income	405,855	100,000	100,000	100,000	—
Miscellaneous	4,084	0	0	0	—
Property Tax	26,630,664	30,516,309	29,870,552	31,512,507	3.3 %
User Fees	254,537	198,400	198,400	204,700	3.2 %
Administration Fund Revenues	**27,710,840**	**31,218,209**	**30,572,452**	**32,232,807**	**3.3 %**
PARK FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Park Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	95,565,280	100,021,551	100,021,551	104,698,536	4.7 %
Debt Service Other	5,983,991	6,624,410	6,399,410	7,165,410	8.2 %
Park Fund Expenditures	**101,549,271**	**106,645,961**	**106,420,961**	**111,863,946**	**4.9 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	737.00	756.00	756.00	791.20	4.7 %
REVENUES					
Facility User Fees	2,802,813	3,216,214	3,216,214	3,233,793	0.5 %
Intergovernmental	3,344,909	3,422,473	3,422,473	3,585,896	4.8 %
Investment Income	348,171	60,000	60,000	100,000	66.7 %
Investment Income: CIP	224,636	40,000	40,000	25,000	-37.5 %
Miscellaneous	422,133	115,800	115,800	102,100	-11.8 %
Property Tax	90,674,169	100,524,312	98,397,114	107,429,001	6.9 %
Park Fund Revenues	**97,816,831**	**107,378,799**	**105,251,601**	**114,475,790**	**6.6 %**
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	151,350	145,200	145,200	142,600	-1.8 %
ALA Debt Service Fund Expenditures	**151,350**	**145,200**	**145,200**	**142,600**	**-1.8 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Property Tax	1,976,076	2,075,264	2,029,578	2,068,181	-0.3 %
ALA Debt Service Fund Revenues	**1,976,076**	**2,075,264**	**2,029,578**	**2,068,181**	**-0.3 %**
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	0	550,000	550,000	550,000	—
Grant Fund MNCPPC Expenditures	**0**	**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	0	400,000	400,000	400,000	—
Grant Fund MNCPPC Revenues	**0**	**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	9,489,241	9,697,934	10,145,445	10,549,109	8.8 %
Enterprise Fund Expenditures	**9,489,241**	**9,697,934**	**10,145,445**	**10,549,109**	**8.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	125.40	120.70	120.70	121.80	0.9 %
REVENUES					
Fees and Charges	6,913,671	6,470,275	6,842,500	7,015,600	8.4 %
Merchandise Sales	834,786	854,350	854,900	886,500	3.8 %
Miscellaneous	823,830	777,622	756,652	777,241	—
Non-Operating Revenues/Interest	587,575	200,000	296,500	393,000	96.5 %

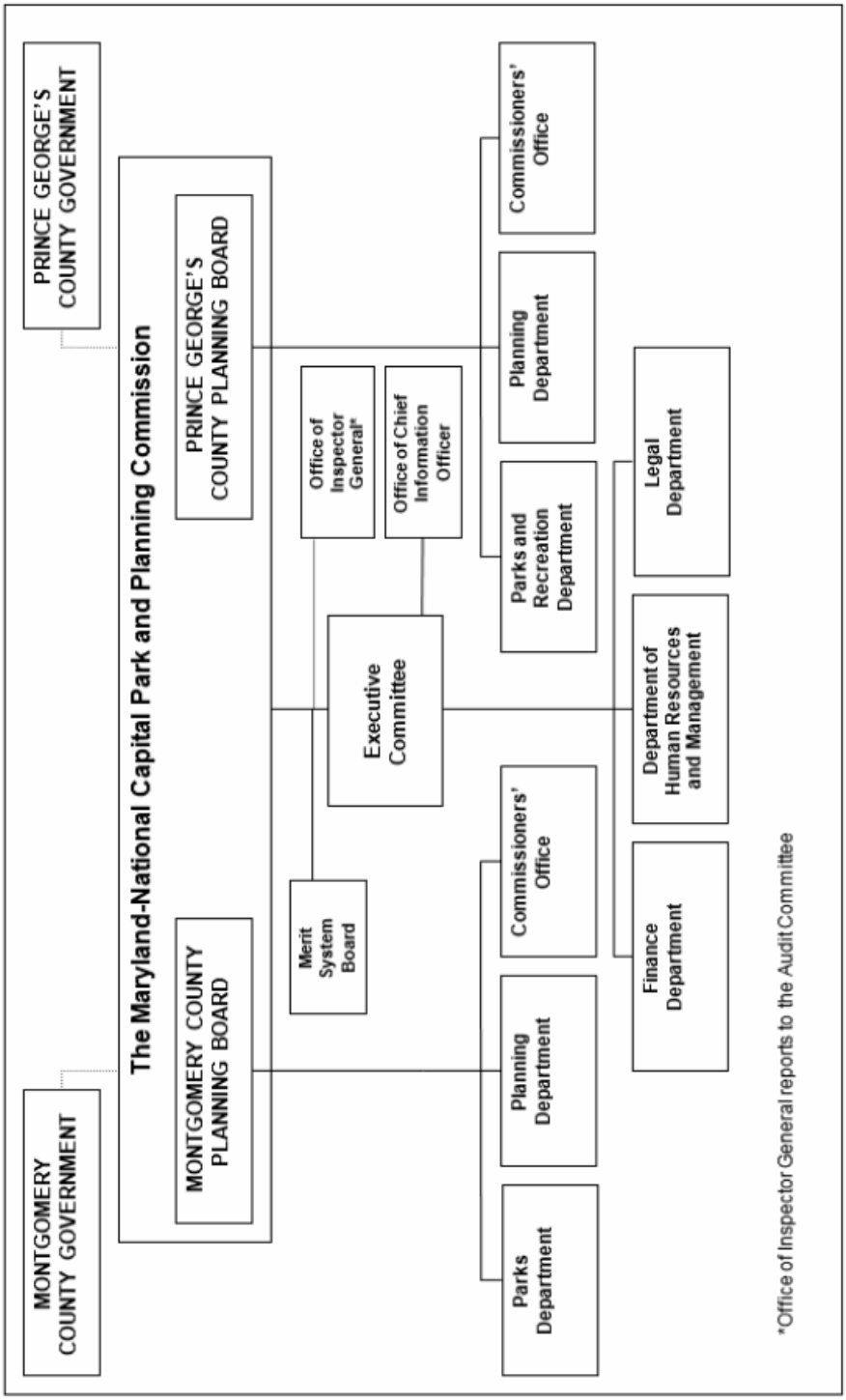
BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Rentals	3,389,722	3,294,795	3,315,022	3,535,795	7.3 %
Enterprise Fund Revenues	**12,549,584**	**11,597,042**	**12,065,574**	**12,608,136**	**8.7 %**
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	1,529,451	1,563,320	1,563,320	1,576,671	0.9 %
Prop Mgmt MNCPPC Expenditures	**1,529,451**	**1,563,320**	**1,563,320**	**1,576,671**	**0.9 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	7.00	5.80	5.80	5.80	—
REVENUES					
Investment Income	34,516	10,000	10,000	25,000	150.0 %
Miscellaneous	6,750	0	0	0	—
Rental Income	1,352,558	1,456,600	1,456,600	1,561,500	7.2 %
Prop Mgmt MNCPPC Revenues	**1,393,824**	**1,466,600**	**1,466,600**	**1,586,500**	**8.2 %**
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	5,234,046	7,084,740	6,889,953	7,352,429	3.8 %
Special Revenue Funds Expenditures	**5,234,046**	**7,084,740**	**6,889,953**	**7,352,429**	**3.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	34.15	34.15	34.15	38.25	12.0 %
REVENUES					
Intergovernmental	322,860	296,730	345,560	510,750	72.1 %
Investment Income	166,385	55,000	64,350	110,000	100.0 %
Miscellaneous	270,893	239,400	363,303	283,000	18.2 %
Service Charges	4,598,030	3,198,043	3,146,925	3,285,260	2.7 %
Special Revenue Funds Revenues	**5,358,168**	**3,789,173**	**3,920,138**	**4,189,010**	**10.6 %**
DEPARTMENT TOTALS					

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Total Expenditures	**148,297,166**	**158,032,034**	**158,359,758**	**164,519,721**	**4.1 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**1,089.66**	**1,102.41**	**1,102.41**	**1,144.94**	**3.9 %**
Total Revenues	**146,805,323**	**158,075,087**	**155,855,943**	**167,710,424**	**6.1 %**

THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION



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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 FY21 Approved appropriation in the Non-Departmental Account for services to be provided by the HOC is $6,824,693. The Department of Finance reflects the amount as a transfer in the County's financial statements. This amount represents an increase of $36,644 from the FY20 Approved budget of $6,788,049.

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 Revenue Authority engages in activities to:

- construct, improve, equip, furnish, and maintain projects devoted wholly or partially for the public good, use, or general welfare;
- initiate public projects designed to stimulate employment or economic growth;
- develop and operate recreational facilities in the County; and
- assist in financing County government projects through the issuance of Revenue Authority bonds or other debt.

Agency Description

The Revenue Authority is an instrumentality of Montgomery County and a public corporation created in accordance with State law in 1957 to construct and operate a variety of self-supporting projects. In 1992, State legislation authorized Montgomery County to establish the Revenue Authority in local law. In December 1992, the County Council enacted legislation that recreated the Revenue Authority in local law (Montgomery County Code, Chapter 42), and the operations of the existing Authority were assumed. The Revenue Authority Board of Directors consists of six members, five of whom serve five-year staggered terms, and are appointed by the County Executive, subject to confirmation by the County Council. In 1998, the County Council amended County Code, Chapter 42 to add the Chief Administrative Officer (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 1st 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 Revenue Authority projects, including payment of principal and interest on bonds issued, are funded from rates, tolls, rents, and charges to users of its projects, such as golf course fees. The Revenue Authority Board of Directors reviews Operating Budget recommendations of its staff during April, publishes its budget by May 1st, and adopts an Operating Budget for the forthcoming fiscal year by July 1st.

PROGRAM CONTACTS

Contact Keith Miller, Chief Executive Officer 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.

WSSC Water

MISSION STATEMENT

The Washington Suburban Sanitary Commission (WSSC Water) is a bi-county governmental agency established in 1918 by an Act of the Maryland General Assembly. It is charged with the responsibility of providing water and sanitary sewer service within the Washington Suburban Sanitary District, which includes most of Montgomery and Prince George's Counties. In Montgomery County, only the Town of Poolesville and portions of the City of Rockville are outside of the District.

WSSC WATER'S APPROVED BUDGET

The total approved FY21 Operating Budget for the Washington Suburban Sanitary Commission is $849,656,222, an increase of $32,263,195 or 3.9 percent from the FY20 approved budget of $817,393,027. The total approved FY21 Capital Budget is $605,381,887, a decrease of $33,144,217 or 5.2 percent from the FY20 approved budget of $638,526,104.

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

PROGRAM CONTACTS

Contact Letitia Carolina-Powell of the WSSC Water at 301.206.8379 or Rafael Pumarejo Murphy of the Office of Management and Budget at 240.777.2775 for more information regarding this agency's operating budget.

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County Council

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$12,612,090	87.43

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 approved FY21 Operating Budget for the County Council is $12,612,090, an increase of $198,675 or 1.60 percent from the FY20 Approved Budget of $12,413,415. Personnel Costs comprise 92.32 percent of the budget for 96 full-time position(s) and seven part-time position(s), and a total of 87.43 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 7.68 percent of the FY21 budget.

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

PROGRAM CONTACTS

Contact Sandra Marin of the County Council at 240.777.7930 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

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**6,104,900**	**35.58**
Enhance: Council Staff Position Adjustments	289,985	3.25
Increase Cost: Operating Expenses and Contract Services	170,000	0.00
Increase Cost: Operating Expenses	19,441	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(494,595)	(1.20)
FY21 Approved	**6,089,731**	**37.63**

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, 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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**6,308,515**	**49.60**
Decrease Cost: Councilmembers' Offices Position Adjustments	(2,881)	(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.	216,725	1.20
FY21 Approved	**6,522,359**	**49.80**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	8,530,987	8,877,838	8,210,672	9,025,407	1.7 %
Employee Benefits	2,595,433	2,759,825	2,544,854	2,618,124	-5.1 %
County General Fund Personnel Costs	**11,126,420**	**11,637,663**	**10,755,526**	**11,643,531**	**0.1 %**
Operating Expenses	750,524	775,752	1,938,752	968,559	24.9 %
County General Fund Expenditures	**11,876,944**	**12,413,415**	**12,694,278**	**12,612,090**	**1.6 %**
PERSONNEL					
Full-Time	88	92	92	96	4.4 %
Part-Time	5	4	4	7	75.0 %
FTEs	83.28	85.18	85.18	87.43	2.6 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**12,413,415**	**85.18**
Changes (with service impacts)		
Enhance: Council Staff Position Adjustments [Council Staff Operations]	289,985	3.25
Other Adjustments (with no service impacts)		
Increase Cost: Operating Expenses and Contract Services [Council Staff Operations]	170,000	0.00
Increase Cost: FY21 Compensation Adjustment	126,131	0.00
Increase Cost: Annualization of FY20 Compensation Increases	109,653	0.00
Increase Cost: Operating Expenses [Council Staff Operations]	19,441	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	4,900	0.00
Increase Cost: Print and Mail Adjustment	3,366	0.00
Decrease Cost: Councilmembers' Offices Position Adjustments [Councilmember Offices]	(2,881)	(1.00)
Decrease Cost: Retirement Adjustment	(91,857)	0.00
Decrease Cost: Council Compensation Adjustment	(141,575)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(288,488)	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
FY21 APPROVED	**12,612,090**	**87.43**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Council Staff Operations	6,104,900	35.58	6,089,731	37.63
Councilmember Offices	6,308,515	49.60	6,522,359	49.80
Total	**12,413,415**	**85.18**	**12,612,090**	**87.43**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
COUNTY GENERAL FUND					
NDA - Legislative Branch Communications Outreach	General Fund	328,421	3.00	678,173	7.00
Cable Television Communications Plan	Cable TV	636,775	5.00	663,125	5.00
	Total	**965,196**	**8.00**	**1,341,298**	**12.00**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**12,612**	**12,612**	**12,612**	**12,612**	**12,612**	**12,612**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**12,612**	**12,612**	**12,612**	**12,612**	**12,612**	**12,612**

Board of Appeals

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$558,845	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 approved FY21 Operating Budget for the Board of Appeals is $558,845, a decrease of $1,568 or 0.28 percent from the FY20 Approved Budget of $560,413. Personnel Costs comprise 93.52 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 6.48 percent of the FY21 budget.

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

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**

PROGRAM CONTACTS

Contact Barbara Jay of the Board of Appeals at 240.777.6604 or Philip Weeda of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

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 FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	412,838	422,344	419,645	417,896	-1.1 %
Employee Benefits	96,308	101,830	101,759	104,710	2.8 %
County General Fund Personnel Costs	**509,146**	**524,174**	**521,404**	**522,606**	**-0.3 %**
Operating Expenses	48,993	36,239	23,929	36,239	—
County General Fund Expenditures	**558,139**	**560,413**	**545,333**	**558,845**	**-0.3 %**
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	230,283	164,413	164,413	164,413	—
Other Charges/Fees	9,254	0	2,090	0	—
County General Fund Revenues	**239,537**	**164,413**	**166,503**	**164,413**	**—**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**560,413**	**3.50**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY20 Compensation Increases	7,368	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: General Wage Adjustment	3,517	0.00
Increase Cost: Service Increment and Longevity Adjustment	3,397	0.00
Increase Cost: Retirement Shift	2,032	0.00
Increase Cost: Retirement Adjustment	1,215	0.00
Increase Cost: Stipend Increase for Board Members [Zoning Related Hearings and Administrative Appeals]	1,125	0.00
Increase Cost: FICA Adjustment	470	0.00
Increase Cost: Print and Mail Adjustment	24	0.00
Re-align: Adjust Operating Expenses [Zoning Related Hearings and Administrative Appeals]	(24)	0.00
Decrease Cost: Group Insurance Adjustment	(1,005)	0.00
Decrease Cost: Council Compensation Adjustment	(8,946)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(10,741)	0.00
FY21 APPROVED	**558,845**	**3.50**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**559**	**559**	**559**	**559**	**559**	**559**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**559**	**559**	**559**	**559**	**559**	**559**

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Inspector General

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$1,835,612	12.00

MEGAN DAVEY LIMARZI, 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 approved FY21 Operating Budget for the Office of Inspector General is $1,835,612, an increase of $603,815 or 49.02 percent from the FY20 Approved Budget of $1,231,797. Personnel Costs comprise 94.90 percent of the budget for 11 full-time position(s) and no part-time position(s), and a total of 12.00 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 5.10 percent of the FY21 budget.

Consistent with the County Charter, the County Executive makes recommendations on the operating budget for all County departments, offices, and agencies. However, recognizing the Charter-defined roles, the County Executive defers significantly to Legislative and Judicial Branch agencies. Questions regarding the approved budgets for Legislative Branch departments should be directed to Sandra Marin, 240-777-7923.

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**

INITIATIVES

- In FY21 the OIG continues to pursue expansion to implement Bill 11-19 by adding Auditor positions which will allow the OIG to conduct a systematic risk-based rotating group by group review of the internal accounting and contracting processes and controls used by each department and principal office in the Executive Branch, as well as audit highrisk County contracts and agreements. Auditing the County's accounting and contracting processes on a recurring basis ensures that

accounting/contracting programs are running effectively and efficiently.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Develop and implement audit programs needed to conduct systematic risk-based rotating group by group review of the internal accounting and contracting processes and controls for Montgomery County Government departments.
- Identify, acquire, and implement case management systems; automate complaints processing, audit program management, and investigatory engagements.
- Develop a mechanism to track savings and improvements identified through OIG audits, investigations, and referrals, and a follow-up system for management to report on actual savings and improvements.
- Implement outreach programs to help educate County employees on how they can help the OIG to fight fraud, waste and abuse, and improve the effectiveness and efficiency of the programs and operations of the County government and independent County agencies.

PROGRAM CONTACTS

Contact Becky Bolat of the Office of Inspector General at 240-777-8243 or Philip Weeda of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

Measure	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Program Measures					
Percent of complaints reviewed and action initiated within 5 business days	94%	98%	95%	95%	95%
Percent of initial inquiries (with no reports or memo) completed within 20 days [1]	N/A	82%	80%	80%	80%
Percent of audit/inspection/investigation reports completed within 8 months	N/A	50%	60%	60%	60%

[1] *The Office of Inspector General (OIG) either completed preliminary inquiry work without further comment, or reclassified the item for continuation as an audit, inspection, investigation, evaluation, or review.*

PROGRAM DESCRIPTIONS

Inspector General

The Inspector General conducts independent audits, reviews, and investigations; receives and investigates credible complaints; reports possible violations of the law to law enforcement or another appropriate organization; notifies the County Council and County Executive of serious problems in programs; reviews legislation and regulations to strengthen controls and increase accountability; and submits reports with recommendations to appropriate officials. The Inspector General periodically conducts projects jointly with other government agencies and contractors.

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	664,737	964,098	1,138,208	1,431,510	48.5 %
Employee Benefits	138,264	191,025	191,025	310,574	62.6 %
County General Fund Personnel Costs	**803,001**	**1,155,123**	**1,329,233**	**1,742,084**	**50.8 %**
Operating Expenses	28,513	76,674	175,445	93,528	22.0 %
County General Fund Expenditures	**831,514**	**1,231,797**	**1,504,678**	**1,835,612**	**49.0 %**
PERSONNEL					
Full-Time	6	6	6	11	83.3 %
Part-Time	0	0	0	0	—
FTEs	7.00	7.00	7.00	12.00	71.4 %

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**1,231,797**	**7.00**
Changes (with service impacts)		
Enhance: Five Positions in Mid-Year FY20 - Council Resolution 19-294 and Bill 11-19 [Inspector General]	781,238	5.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	22,370	0.00
Increase Cost: Annualization of FY20 Compensation Increases	18,124	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	17,513	0.00
Increase Cost: Retirement Adjustment	2,094	0.00
Increase Cost: Print and Mail Adjustment	48	0.00
Decrease Cost: Council Compensation Adjustment	(25,648)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(57,357)	0.00
Decrease Cost: Personnel Cost Adjustments (Mid-Point Salary for New Positions) [Inspector General]	(154,567)	0.00
FY21 APPROVED	**1,835,612**	**12.00**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**1,836**	**1,836**	**1,836**	**1,836**	**1,836**	**1,836**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**1,836**	**1,836**	**1,836**	**1,836**	**1,836**	**1,836**

Legislative Oversight

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$2,032,256	12.67

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 approved FY21 Operating Budget for the Office of Legislative Oversight is $2,032,256, an increase of $154,745 or 8.24 percent from the FY20 Approved Budget of $1,877,511. Personnel Costs comprise 97.77 percent of the budget for 13 full-time position(s) and no part-time position(s), and a total of 12.67 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 2.23 percent of the FY21 budget.

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

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**

PROGRAM CONTACTS

Contact Blaise DeFazio of the Office of Legislative Oversight at 240.777.7983 or Philip Weeda of the Office of Management and Budget at 240.777.2780 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. 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. In addition, OLO is the designated administrator for the Council's audit contracts, as required under Section 315 of the County Charter, and OLO is responsible for preparing economic and racial equity/social justice impact statements for all proposed County legislation.

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,390,513	1,409,350	1,495,010	1,562,430	10.9 %
Employee Benefits	406,540	423,527	437,771	424,438	0.2 %
County General Fund Personnel Costs	**1,797,053**	**1,832,877**	**1,932,781**	**1,986,868**	**8.4 %**
Operating Expenses	140,383	44,634	44,634	45,388	1.7 %
County General Fund Expenditures	**1,937,436**	**1,877,511**	**1,977,415**	**2,032,256**	**8.2 %**
PERSONNEL					
Full-Time	12	12	12	13	8.3 %
Part-Time	0	0	0	0	—
FTEs	11.67	11.67	11.67	12.67	8.6 %

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**1,877,511**	**11.67**
Changes (with service impacts)		
Add: Create Racial Equity Legislative Analyst Position [Legislative Oversight]	119,170	1.00
Other Adjustments (with no service impacts)		
Increase Cost: Funding for Performance Management and Data Analyst Position and Reduction In Force as Requested by the Office of Legislative Oversight [Legislative Oversight]	31,987	0.00
Increase Cost: FY21 Compensation Adjustment	26,298	0.00
Increase Cost: Annualization of FY20 Compensation Increases	22,800	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	20,766	0.00
Increase Cost: Print and Mail Adjustment	754	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Decrease Cost: Annualization of FY20 Personnel Costs	(11,844)	0.00
Decrease Cost: Retirement Adjustment	(27,426)	0.00
Decrease Cost: Council Compensation Adjustment	(27,760)	0.00
FY21 APPROVED	**2,032,256**	**12.67**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
COUNTY GENERAL FUND					
NDA - Independent Audit	General Fund	57,136	0.33	58,680	0.33

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**2,032**	**2,032**	**2,032**	**2,032**	**2,032**	**2,032**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**2,032**	**2,032**	**2,032**	**2,032**	**2,032**	**2,032**

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Merit System Protection Board

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$259,378	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 approved FY21 Operating Budget for the Merit System Protection Board is $259,378, an increase of $1,240 or 0.48 percent from the FY20 Approved Budget of $258,138. 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 FY21 budget.

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

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 Philip Weeda of the Office of Management and Budget at 240.777.2780 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 FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	192,584	192,384	198,484	192,396	—
Employee Benefits	48,908	51,250	51,582	52,478	2.4 %
County General Fund Personnel Costs	**241,492**	**243,634**	**250,066**	**244,874**	**0.5 %**
Operating Expenses	9,686	14,504	8,181	14,504	—
County General Fund Expenditures	**251,178**	**258,138**	**258,247**	**259,378**	**0.5 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	2	2	2	2	—
FTEs	1.50	1.50	1.50	1.50	—

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**258,138**	**1.50**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	4,073	0.00
Increase Cost: Annualization of FY20 Compensation Increases	3,020	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(1,290)	0.00
Decrease Cost: Council Compensation Adjustment	(4,563)	0.00
FY21 APPROVED	**259,378**	**1.50**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**259**	**259**	**259**	**259**	**259**	**259**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**259**	**259**	**259**	**259**	**259**	**259**

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Zoning and Administrative Hearings

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$658,304	4.00

LYNN R. HANNAN, 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 approved FY21 Operating Budget for the Office of Zoning and Administrative Hearings is $658,304, a decrease of $25,279 or 3.70 percent from the FY20 Approved Budget of $683,583. Personnel Costs comprise 90.77 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 9.23 percent of the FY21 budget.

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

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 Lynn R. Hannan of the Office of Zoning and Administrative Hearings at 240.777.6664 or Philip Weeda of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

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 FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	509,385	505,227	506,566	476,729	-5.6 %
Employee Benefits	113,968	118,381	109,645	120,818	2.1 %
County General Fund Personnel Costs	**623,353**	**623,608**	**616,211**	**597,547**	**-4.2 %**
Operating Expenses	55,826	59,975	58,212	60,757	1.3 %
County General Fund Expenditures	**679,179**	**683,583**	**674,423**	**658,304**	**-3.7 %**
PERSONNEL					
Full-Time	4	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	4.00	4.00	4.00	4.00	—
REVENUES					
Other Charges/Fees	5,493	0	0	0	—
Zoning Fees	83,418	65,000	80,000	65,000	—
County General Fund Revenues	**88,911**	**65,000**	**80,000**	**65,000**	**—**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**683,583**	**4.00**

FY21 APPROVED CHANGES

	Expenditures	FTEs
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	7,036	0.00
Increase Cost: Annualization of FY20 Compensation Increases	5,281	0.00
Increase Cost: Retirement Adjustment	3,073	0.00
Increase Cost: Training Expenses [Zoning and Administrative Hearings]	750	0.00
Increase Cost: Print and Mail Adjustment	32	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(4,118)	0.00
Decrease Cost: Council Compensation Adjustment	(7,333)	0.00
Decrease Cost: Reduction in Personnel Costs (Salaries)	(30,000)	0.00
FY21 APPROVED	**658,304**	**4.00**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**658**	**658**	**658**	**658**	**658**	**658**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**658**	**658**	**658**	**658**	**658**	**658**

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Circuit Court

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$15,300,970	121.50

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 cases, and child support cases in accordance with the United States and Maryland Constitutions while administering justice in an honest, fair, and efficient manner.

BUDGET OVERVIEW

The total approved FY21 Operating Budget for the Circuit Court is $15,300,970, an increase of $40,557 or 0.27 percent from the FY20 Approved Budget of $15,260,413. Personnel Costs comprise 82.78 percent of the budget for 119 full-time position(s) and five part-time position(s), and a total of 121.50 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 17.22 percent of the FY21 budget.

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

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**

INITIATIVES

- Improve housing options for Mental Health Court participants as well as increase the number of life skills classes offered to Drug Court participants.

- Establish a clear and easy-to-use process for disabled persons to request appointment of an attorney to obtain representation when pursuing termination of guardianship or removal of guardians.
- Monitor case processing performance for family, civil, criminal, and juvenile cases as well as specialty cases such as Business and Technology, ASTAR, One Family One Judge, and Special Immigrant Juvenile Status to ensure fair and timely resolution of cases.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Family Division Services provided 519 cases with facilitation, set 244 cases for custody/access mediation, processed 340 orders for custody/visitation evaluations, processed 106 cases for adoption investigation and/or reviews, and provided co-parenting classes for 1,571 persons ordered to attend.
- Problem Solving Court implemented a Drug Court Intervention Track for lower level offenders diagnosed with a substance use disorder who would not normally qualify for Drug Court due to minimal backup time. Members of the Intervention Track fully participate in the Drug Court program and services with the goal of program graduation.
- Technical Services improved the functionality of case management databases for the Maryland Automated Guidelines System (MAGS), Special Immigrant Juvenile Status cases, and One Family One Judge cases to assist the court's specialized management of these cases.

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 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 FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Adjudication

Adjudication encompasses support staff for the Judiciary, Differentiated Case Management (DCM), and Quality Control. 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. Quality Control maintains the integrity of the information the Court generates and improves the quality of the data the Court collects.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,591,691**	**33.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	40,288	0.00
FY21 Approved	**3,631,979**	**33.50**

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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Case Filings (includes re-opened cases)					
Criminal (including District Court appeals)	6,414	6,294	6,739	6,780	6,821
Civil (including Registrar of Wills, District Court appeals)	11,168	11,641	12,237	12,215	12,194
Domestic Relations	14,211	13,795	15,154	15,259	15,363
Juvenile (including Delinquency, CINA, and TPR)	3,434	3,232	2,321	2,144	1,966
TOTAL Case Filings	35,227	34,962	36,451	36,398	36,344
Case Terminations (includes re-opened cases)					
Criminal	6,427	6,220	6,697	6,733	6,770
Civil	11,785	11,513	12,624	12,627	12,631
Domestic Relations	14,448	13,753	15,219	15,336	15,453
Juvenile	3,475	3,229	2,390	2,225	2,060
TOTAL Case Terminations	36,135	34,715	36,930	36,921	36,914
Case Clearance Rate (includes re-opened cases)					
Criminal	100%	99%	99%	99%	99%
Civil	106%	99%	103%	103%	104%
Domestic Relations	102%	100%	100%	101%	101%
Juvenile	101%	100%	103%	104%	105%
OVERALL Case Clearance Rate	103%	99%	101%	101%	102%
Total Trials	1,853	1,742	1,702	1,740	1,776

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,077,991**	**10.60**
Increase Cost: Kids Spot Staff, File Trail, and OnBase Document Management System Contracts	18,020	0.00
Decrease Cost: Mid-Year Conversion of Contractual Problem Solving Court Case Manager Position	(157)	0.40
Decrease Cost: Trial Court Research Grant	(13,377)	(0.12)

FY21 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(235,379)	(0.18)
FY21 Approved	**2,847,098**	**10.70**

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,366,555**	**14.00**
Increase Cost: Maryland Electronic Courts Technical Specialist - Calendaring	68,632	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.	(63,219)	0.00
FY21 Approved	**1,371,968**	**15.00**

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,059,745**	**9.83**
Technical Adj: Family Law Grant	0	0.67

FY21 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	194,343	1.18
FY21 Approved	**1,254,088**	**11.68**

Family Magistrates

Family Magistrates are qualified individuals appointed by the Judges of the Circuit Court to hear family matters and make reports and recommendations based on testimony and analysis of the testimony received at hearings. Family Division Judges continue to review the recommendations, make rulings, and issue orders based on the recommendations of the Family Magistrates and any exceptions filed. The Special Juvenile Magistrate is an officer of the Court assigned to conduct proceedings on matters within the Juvenile Court of the Circuit Court for Montgomery County, pursuant to the Annotated Code of Maryland and the Maryland Rules, and in accordance with the Juvenile Differentiated Case Management plan, procedures and policies. Juvenile Judges continue to review the recommendations and hear immediate reviews and exceptions in addition to other juvenile and CINA matters.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**654,961**	**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.	(53,523)	(1.00)
FY21 Approved	**601,438**	**6.00**

Grants

The Family Law Grant is funded by the State and provides services to families to reduce conflict and introduce the parties involved in litigation to problem-solving techniques to help reduce future litigation. See the Family Division Services Program for a description of the services supported by this grant.

The Trial Court Research Partnership Grant supports one Trial Court Researcher assigned to the Administration Program. This individual provides research, analysis, statistical support, and related reports on County and judiciary-wide research projects.

The Montgomery County Adult Drug Court is funded by the State through a grant from the Office of Problem Solving Courts. The mission of the Adult Drug Court is to eliminate drug abuse, crime, and their consequences by forging continuing partnerships with the Court, health treatment providers, concerned community organizations, and law enforcement. By leveraging its partnerships and its authority, the Court directs substance-abusing offenders into evaluation and treatment to achieve personal responsibility and productive citizenship.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,722,378**	**22.07**
Technical Adj: Realign Grant Budget with Grant Award	51,232	0.05
Decrease Cost: Reduction in OE Funding for Drug Court Grant	(21,020)	0.00
FY21 Approved	**2,752,590**	**22.12**

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**680,401**	**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.	14,999	0.00
FY21 Approved	**695,400**	**4.00**

Law Library

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

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**469,971**	**3.00**
Increase Cost: Lexis/Nexis and Westlaw Contracts	2,133	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(22,438)	0.00
FY21 Approved	**449,666**	**3.00**

Technical Services

Technical Services is responsible for every aspect of the Court's information systems. The duties of, and services performed, range from installing and maintaining server/PC hardware and software applications to designing and troubleshooting complex computer networks and information databases. The department manages the electronic recording of all courtroom and hearing room proceedings. All video conferencing between the Circuit Court, District Court, Montgomery County Detention Center, and Montgomery County Correctional Facility is handled through this division. This equipment is used on a daily basis in order to conduct bond hearings via a video connection. Copies of court transcripts are purchased through this division. The Court's website and internal servers for the Court and Clerk's Office are administered by Technical Services.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,404,980**	**13.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	40,779	0.00
FY21 Approved	**1,445,759**	**13.00**

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**231,740**	**2.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	19,244	0.00
FY21 Approved	**250,984**	**2.50**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	7,096,629	7,584,937	7,367,725	7,642,533	0.8 %
Employee Benefits	2,534,921	2,605,082	2,602,563	2,567,516	-1.4 %
County General Fund Personnel Costs	**9,631,550**	**10,190,019**	**9,970,288**	**10,210,049**	**0.2 %**
Operating Expenses	2,810,961	2,348,016	2,408,849	2,338,331	-0.4 %
County General Fund Expenditures	**12,442,511**	**12,538,035**	**12,379,137**	**12,548,380**	**0.1 %**
PERSONNEL					
Full-Time	92	94	94	95	1.1 %
Part-Time	3	4	4	4	—
FTEs	93.70	97.43	97.43	99.38	2.0 %
REVENUES					
Miscellaneous Revenues	55,235	55,230	55,230	55,230	—
State Jury Fee Reimbursement	496,020	482,785	482,785	482,785	—
County General Fund Revenues	**551,255**	**538,015**	**538,015**	**538,015**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	1,815,919	1,830,992	1,830,992	1,870,795	2.2 %
Employee Benefits	603,017	573,307	573,307	584,736	2.0 %
Grant Fund - MCG Personnel Costs	**2,418,936**	**2,404,299**	**2,404,299**	**2,455,531**	**2.1 %**
Operating Expenses	280,761	318,079	318,079	297,059	-6.6 %
Grant Fund - MCG Expenditures	**2,699,697**	**2,722,378**	**2,722,378**	**2,752,590**	**1.1 %**
PERSONNEL					
Full-Time	23	23	23	24	4.4 %
Part-Time	1	1	1	1	—

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
FTEs	23.30	22.07	22.07	22.12	0.2 %
REVENUES					
State Grants	2,697,215	2,722,378	2,722,378	2,752,590	1.1 %
Grant Fund - MCG Revenues	**2,697,215**	**2,722,378**	**2,722,378**	**2,752,590**	**1.1 %**
DEPARTMENT TOTALS					
Total Expenditures	**15,142,208**	**15,260,413**	**15,101,515**	**15,300,970**	**0.3 %**
Total Full-Time Positions	**115**	**117**	**117**	**119**	**1.7 %**
Total Part-Time Positions	**4**	**5**	**5**	**5**	**—**
Total FTEs	**117.00**	**119.50**	**119.50**	**121.50**	**1.7 %**
Total Revenues	**3,248,470**	**3,260,393**	**3,260,393**	**3,290,605**	**0.9 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**12,538,035**	**97.43**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	222,448	0.00
Increase Cost: Annualization of FY20 Compensation Increases	180,349	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	88,826	0.00
Increase Cost: Maryland Electronic Courts Technical Specialist - Calendaring [Case Assignment]	68,632	1.00
Increase Cost: Kids Spot Staff, File Trail, and OnBase Document Management System Contracts [Administration]	18,020	0.00
Increase Cost: Print and Mail Adjustment	2,905	0.00
Increase Cost: Lexis/Nexis and Westlaw Contracts [Law Library]	2,133	0.00
Technical Adj: Family Law Grant [Family Division Services]	0	0.67
Decrease Cost: Mid-Year Conversion of Contractual Problem Solving Court Case Manager Position [Administration]	(157)	0.40
Decrease Cost: Motor Pool Adjustment	(2,791)	0.00
Decrease Cost: Trial Court Research Grant [Administration]	(13,377)	(0.12)
Decrease Cost: Retirement Adjustment	(55,944)	0.00
Decrease Cost: Council Compensation Adjustment	(245,698)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(255,001)	0.00
FY21 APPROVED	**12,548,380**	**99.38**
GRANT FUND - MCG		
FY20 ORIGINAL APPROPRIATION	**2,722,378**	**22.07**
Other Adjustments (with no service impacts)		

FY21 APPROVED CHANGES

	Expenditures	FTEs
Technical Adj: Realign Grant Budget with Grant Award [Grants]	51,232	0.05
Decrease Cost: Reduction in OE Funding for Drug Court Grant [Grants]	(21,020)	0.00
FY21 APPROVED	**2,752,590**	**22.12**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Adjudication	3,591,691	33.50	3,631,979	33.50
Administration	3,077,991	10.60	2,847,098	10.70
Case Assignment	1,366,555	14.00	1,371,968	15.00
Family Division Services	1,059,745	9.83	1,254,088	11.68
Family Magistrates	654,961	7.00	601,438	6.00
Grants	2,722,378	22.07	2,752,590	22.12
Jury	680,401	4.00	695,400	4.00
Law Library	469,971	3.00	449,666	3.00
Technical Services	1,404,980	13.00	1,445,759	13.00
Trust and Guardianships	231,740	2.50	250,984	2.50
Total	**15,260,413**	**119.50**	**15,300,970**	**121.50**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**12,548**	**12,548**	**12,548**	**12,548**	**12,548**	**12,548**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY21	**0**	**22**	**22**	**22**	**22**	**22**
New positions in the FY21 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.						
Subtotal Expenditures	**12,548**	**12,570**	**12,570**	**12,570**	**12,570**	**12,570**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Approved		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Maryland Electronic Courts Technical Specialist - Calendaring	68,632	1.00	90,214	1.00
Total	**68,632**	**1.00**	**90,214**	**1.00**

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State's Attorney

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$18,792,759	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 approved FY21 Operating Budget for the State's Attorney's Office is $18,792,759, a decrease of $48,909 or 0.26 percent from the FY20 Approved Budget of $18,841,668. Personnel Costs comprise 95.86 percent of the budget for 148 full-time position(s) and nine 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 4.14 percent of the FY21 budget.

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

COUNTY PRIORITY OUTCOMES

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

- **Safe Neighborhoods**

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Information Technology Division implemented a District Court Division SharePoint team site application to assist in organizing the District Court Appeals calendar and balance attorneys' caseloads for Track One criminal appeals cases. This ensures accurate and complete information sharing and supports future enhancements to other case dockets. The application decreases inefficiencies in attorney case scheduling, thus reducing conflicts and overbooking issues with other previously

scheduled District Court cases.

- The State's Attorney's Office continues to have a robust internship program. In 2019, the internship program added over 19,000 hours of service to the office which equates to over 9.0 FTE. The internship program has students from high school, undergraduate school, law school, and recent law school graduates as participants.
- The Information Technology Division implemented a new cloud-based Truancy Prevention Program SharePoint Application to improve interaction and communications between the State's Attorney's Office Truancy Prevention Program Unit and Montgomery County Public Schools. The Truancy Prevention Program SharePoint Application provides a "one-stop-shop" for storing, accessing, updating, and monitoring student attendance and grades.

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 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 FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,824,289**	**12.85**
Increase Cost: Online Research Tool	6,008	0.00
Increase Cost: Salary Plan for Assistant State's Attorneys	2,539	0.00
Technical Adj: Realign Grant Budget	1,338	0.01
Technical Adj: Realign Grant Budget	0	(0.09)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(198,572)	(0.01)
FY21 Approved	**1,635,602**	**12.76**

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**8,641,713**	**65.00**
Increase Cost: Salary Plan for Assistant State's Attorneys	58,282	0.00
Technical Adj: Realign Grant Budget	8,506	0.02
Technical Adj: Realign Grant Budget	0	(0.02)
Technical Adj: Mid-Year Conversion of Part-Time and Full-Time Positions	0	(0.25)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(127,360)	0.00
FY21 Approved	**8,581,141**	**64.75**

District Court Prosecution

The District Court Prosecution program prosecutes criminal cases including misdemeanor arrests, citizen complaints, and serious or incarcerable traffic offenses. The State's Attorney's Office has also implemented a Domestic Violence docket in District Court to ensure that assault cases of a domestic nature and violations of protective orders are given special attention.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,592,888**	**25.62**
Technical Adj: Realign Grant Budget	10,352	0.05
Technical Adj: Realign Grant Budget	0	(0.05)
Technical Adj: Mid-Year Conversion of Part-Time and Full-Time Positions	0	(0.50)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	30,442	0.01
FY21 Approved	**2,633,682**	**25.13**

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,391,622**	**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.	109,266	0.00
FY21 Approved	**1,500,888**	**13.50**

Juvenile Court Prosecution

The Juvenile Court Prosecution program prosecutes criminal violations committed by juvenile offenders in Montgomery County and performs a preliminary review of all cases in which a juvenile is charged with a violent crime. This includes cases which have

been reviewed by the Juvenile Services Administration and then referred to the State's Attorney's Office. In such cases, formal charges are filed where appropriate, and litigated to disposition in the Juvenile Court, attempting to obtain restitution for victims when possible. This program also provides administrative support to Teen Court, a Countywide peer adjudication initiative for non-violent juvenile offenses.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,108,565**	**17.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	36,694	0.00
FY21 Approved	**2,145,259**	**17.50**

Major Fraud and Special Investigations

The Major Fraud and Special Investigations Division investigates allegations of complex financial crimes such as real estate and other business investment fraud schemes for which the Police Department is unable to provide investigative resources. The division also investigates allegations of thefts involving attorneys stealing from clients, financial exploitation of elderly victims, and misconduct by public officials. When these investigations support criminal charges, the cases are charged, generally in the Circuit Court, and litigated to disposition by Senior Assistant State's Attorneys. A significant part of this program is attempting to obtain restitution for victims and businesses that have lost money in these complex cases. Program staff also provides guidance to police officers and investigators from other agencies in situations where financial crimes may be suspected.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**527,560**	**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.	7,852	0.00
FY21 Approved	**535,412**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,238,482**	**9.25**
Technical Adj: Mid-Year Conversion of Part-Time and Full-Time Positions	0	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.	(23,431)	0.00
FY21 Approved	**1,215,051**	**10.00**

Victim/Witness Court Assistance

This program assists victims in criminal cases that have been designated as "victim-intensive" by virtue of the vulnerability of the victim or the type of crime. Victims receive direct court assistance from a Victim/Witness Coordinator. The coordinator guides the victim through the judicial process, provides assistance where necessary, and makes referrals to other County agencies as needed. In all other cases, Assistant State's Attorneys provide information and assistance to victims and witnesses. This program is staffed with permanent and volunteer personnel.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**516,549**	**5.13**
Technical Adj: Realign Grant Budget	9,950	0.12
Technical Adj: Realign Grant Budget	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.	19,225	0.00
FY21 Approved	**545,724**	**5.21**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	12,955,004	13,370,509	13,759,434	13,463,972	0.7 %
Employee Benefits	3,983,014	4,426,108	4,367,004	4,278,923	-3.3 %
County General Fund Personnel Costs	**16,938,018**	**17,796,617**	**18,126,438**	**17,742,895**	**-0.3 %**
Operating Expenses	927,942	773,325	910,476	778,138	0.6 %
Capital Outlay	14,989	0	0	0	—
County General Fund Expenditures	**17,880,949**	**18,569,942**	**19,036,914**	**18,521,033**	**-0.3 %**
PERSONNEL					
Full-Time	142	143	143	144	0.7 %
Part-Time	10	10	10	8	-20.0 %
FTEs	150.25	150.98	150.98	151.18	0.1 %
REVENUES					
Miscellaneous Revenues	9,417	0	0	0	—
Other Charges/Fees	5,285	3,800	3,800	3,500	-7.9 %
County General Fund Revenues	**14,702**	**3,800**	**3,800**	**3,500**	**-7.9 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	213,986	198,509	198,509	201,293	1.4 %
Employee Benefits	53,723	73,217	73,217	70,433	-3.8 %
Grant Fund - MCG Personnel Costs	**267,709**	**271,726**	**271,726**	**271,726**	**—**
Operating Expenses	88,919	0	0	0	—
Grant Fund - MCG Expenditures	**356,628**	**271,726**	**271,726**	**271,726**	**—**
PERSONNEL					
Full-Time	4	4	4	4	—
Part-Time	1	1	1	1	—
FTEs	3.10	2.87	2.87	2.67	-7.0 %
REVENUES					
Federal Grants	280,822	0	0	0	—
State Grants	75,806	271,726	271,726	271,726	—

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Grant Fund - MCG Revenues	**356,628**	**271,726**	**271,726**	**271,726**	**—**

DEPARTMENT TOTALS

Total Expenditures	**18,237,577**	**18,841,668**	**19,308,640**	**18,792,759**	**-0.3 %**
Total Full-Time Positions	**146**	**147**	**147**	**148**	**0.7 %**
Total Part-Time Positions	**11**	**11**	**11**	**9**	**-18.2 %**
Total FTEs	**153.35**	**153.85**	**153.85**	**153.85**	**—**
Total Revenues	**371,330**	**275,526**	**275,526**	**275,226**	**-0.1 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**18,569,942**	**150.98**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	412,902	0.00
Increase Cost: Annualization of FY20 Compensation Increases	316,653	0.00
Increase Cost: Salary Plan for Assistant State's Attorneys [Circuit Court Prosecution]	58,282	0.00
Technical Adj: Realign Grant Budget [District Court Prosecution]	10,352	0.05
Technical Adj: Realign Grant Budget [Victim/Witness Court Assistance]	9,950	0.12
Technical Adj: Realign Grant Budget [Circuit Court Prosecution]	8,506	0.02
Increase Cost: Online Research Tool [Administration]	6,008	0.00
Increase Cost: Print and Mail Adjustment	5,780	0.00
Increase Cost: Salary Plan for Assistant State's Attorneys [Administration]	2,539	0.00
Technical Adj: Realign Grant Budget [Administration]	1,338	0.01
Technical Adj: Mid-Year Conversion of Part-Time and Full-Time Positions [Prosecution Management]	0	0.75
Technical Adj: Mid-Year Conversion of Part-Time and Full-Time Positions [Circuit Court Prosecution]	0	(0.25)
Technical Adj: Mid-Year Conversion of Part-Time and Full-Time Positions [District Court Prosecution]	0	(0.50)
Decrease Cost: Motor Pool Adjustment	(6,975)	0.00
Decrease Cost: Retirement Adjustment	(136,078)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(295,181)	0.00
Decrease Cost: Council Compensation Adjustment	(442,985)	0.00
FY21 APPROVED	**18,521,033**	**151.18**
GRANT FUND - MCG		
FY20 ORIGINAL APPROPRIATION	**271,726**	**2.87**
Other Adjustments (with no service impacts)		
Technical Adj: Realign Grant Budget [Administration]	0	(0.09)

FY21 APPROVED CHANGES

	Expenditures	FTEs
Technical Adj: Realign Grant Budget [Circuit Court Prosecution]	0	(0.02)
Technical Adj: Realign Grant Budget [Victim/Witness Court Assistance]	0	(0.04)
Technical Adj: Realign Grant Budget [District Court Prosecution]	0	(0.05)
FY21 APPROVED	**271,726**	**2.67**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Administration	1,824,289	12.85	1,635,602	12.76
Circuit Court Prosecution	8,641,713	65.00	8,581,141	64.75
District Court Prosecution	2,592,888	25.62	2,633,682	25.13
District Court Screening and Mediation	1,391,622	13.50	1,500,888	13.50
Juvenile Court Prosecution	2,108,565	17.50	2,145,259	17.50
Major Fraud and Special Investigations	527,560	5.00	535,412	5.00
Prosecution Management	1,238,482	9.25	1,215,051	10.00
Victim/Witness Court Assistance	516,549	5.13	545,724	5.21
Total	**18,841,668**	**153.85**	**18,792,759**	**153.85**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
COUNTY GENERAL FUND					
Police	General Fund	141,516	1.00	156,166	1.00

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**18,521**	**18,521**	**18,521**	**18,521**	**18,521**	**18,521**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**18,521**	**18,521**	**18,521**	**18,521**	**18,521**	**18,521**

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County Executive

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$5,683,707	33.70

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 approved FY21 Operating Budget for the Office of the County Executive is $5,683,707, a decrease of $227,837 or 3.85 percent from the FY20 Approved Budget of $5,911,544. Personnel Costs comprise 85.58 percent of the budget for 36 full-time position(s) and six part-time position(s), and a total of 33.70 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 14.42 percent of the FY21 budget.

County Priority Outcomes

The Office of the County Executive administers and supports all seven of the County Executive's Priority Outcomes.

1. Thriving Youth and Families
2. A Growing Economy
3. A Greener County
4. Easier Commutes
5. A More Affordable and Welcoming County
6. Safe Neighborhoods
7. Effective Sustainable Government

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 agreements, headline performance measures, and outcome budget program performance measures that are reviewed and monitored on a routine basis;

2. The County Executive has outlined seven priority outcomes, 21 key indicators of County performance and quality of life, and seven teams involved in developing and implementing strategies to improve performance.

INITIATIVES

- Continue to expand the Innovation Accelerator program, increasing participation among County employees and partners to empower a workforce that makes the County a more effective, efficient, and equitable place to work for both internal and external stakeholders and delivers the best results for County taxpayers.
- Create the Business Advancement Team and realign key staff in order to provide oversight and leadership on business programs including incubator management, economic development incentives and financing programs, business development projects, and other business-related special initiatives.
- Continue to focus on results-based accountability across County departments through several strategic efforts such as Outcome Budgeting, a 10-Year Financial Plan, and the Turn the Curve approach.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Through expansion of the Innovation Program, oversee myriad cross-departmental projects to improve processes, reduce costs and errors, and improve customer service for County residents, partners, and employees.
- Internal Audit completed and published ten audit reports (FY19 and FY20, to date), including reviews of the following: procure-to-pay operations; Access ID Card program; cashiering operations in the Department of Finance; use of field orders and change orders by the Department of General Services; grant operations in the Department of Health and Human Services; warehouse inventory management in Alcohol Beverage Services; and a risk assessment of the County's information technology environment.
- Working with Departments, Internal Audit has seen continued progress in closure of open recommendations from Intergovernmental Relations, Office of Legislative Affairs, and Internal Audit reviews; with a closure rate of 90 percent.
- Completed multiple Innovation Accelerator courses wherein participants focused on topics within their sphere of influence to reduce waste and improve outcomes for both internal and external stakeholders. Within Innovation Accelerator courses, facilitated discussions and encouraged peer support that resulted in employees completing projects such as shifting to an on-demand model in lieu of printing solicitations thereby saving the Office of Procurement countless man hours and thousands of sheets of paper; and successfully reducing processing time at the Department of Permitting Services for customers to receive a fuel storage tank permit while concurrently cutting the error rate related to these permits in half.

PROGRAM CONTACTS

Contact Nicole Gyapong 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

Administration

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

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**318,429**	**2.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(5,624)	0.00
FY21 Approved	**312,805**	**2.00**

Business Advancement Team

The Business Advancement Team will serve as a visible point of entry for the business community by coordinating the delivery of County services and projects related to business development. The office will guide business clients in identifying where to go for assistance, and ensure results-driven relationships and projects with related business development organizations outside the realm of County government.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Shift: Five Positions from Finance to Support Operations of the Business Advancement Team	697,980	5.00
Shift: Three Positions from Community Engagement Cluster to Business Advancement Team	467,878	3.00
Shift: Charge to Conference Center NDA	(123,974)	(1.00)
Shift: Charge to Incubator NDA	(275,117)	(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.	7,166	0.00
FY21 Approved	**773,933**	**5.00**

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 Constituent Services section coordinates responses to correspondence and electronic mail from our residents and identifies community/residents' concerns that require special attention/response; 2) The Innovation Program provides space and support for workers to collaborate cross-departmentally as they improve processes, reduce costs and errors, and improve customer service. This program also ensures effective utilization of the Innovation Loan Fund; 3) The Business Advancement Team administers programs to support the growth and expansion of businesses in the County and serves as the business community's point of entry into the County government, providing direct services such as training and technical assistance through Business Connect, assistance with County processes and procedures,

and economic development project incentives. The Business Advancement Team also manages the County's incubator network system and coordinates the implementation of the White Oak and White Flint Master Plans; and 4) The Criminal Justice Coordinating Commission (CJCC) seeks to enhance cooperation among the agencies involved in the criminal justice system in Montgomery County and to ensure that they address the issues facing the system.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,719,932**	**24.50**
Increase Cost: Reduction in Budgeted Lapse	168,917	0.00
Increase Cost: Migration of Personnel Costs from White Oak CIP to Operating Budget	90,243	0.50
Increase Cost: Chief Digital Officer Position	71,887	0.40
Increase Cost: Workforce Adjustment	0	0.60
Technical Adj: Additional Charges to Department of Permitting Service	(69,884)	(0.30)
Shift: Program Manager II Charged to Vision Zero NDA	(106,186)	(1.00)
Shift: Chief Labor Relations Officer Position to New Office of Labor Relations	(161,949)	(1.00)
Shift: Chief Equity Officer Position to Office of Racial Equity and Social Justice	(179,346)	(1.00)
Decrease Cost: Lapse Dir Crim Justuce Coordinator Position (#015564)	(179,718)	0.00
Shift: Transfer Two Positions to the Innovation Accelerator Program	(318,420)	(2.00)
Shift: Reorganization-Merger CountyStat and Office of Management and Budget	(622,181)	(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.	149,778	1.00
FY21 Approved	**2,563,073**	**17.70**

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,332,343**	**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.	(223,795)	(1.00)
FY21 Approved	**1,108,548**	**6.00**

Innovation Accelerator

The Innovation Program provides space and support for workers to collaborate cross-departmentally as they improve processes, reduce costs and errors, and improve customer service.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Shift: Transfer Two Positions from Chief Administrative Officer	318,420	2.00
Enhance: Lead for America Fellow	50,000	0.00
Enhance: Operating Expenses for Innovation Accelerator	10,000	0.00
FY21 Approved	**378,420**	**2.00**

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**540,840**	**1.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	6,088	0.00
FY21 Approved	**546,928**	**1.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,140,618	3,996,046	3,724,253	3,836,762	-4.0 %
Employee Benefits	1,112,585	1,163,795	1,195,375	1,027,256	-11.7 %
County General Fund Personnel Costs	**5,253,203**	**5,159,841**	**4,919,628**	**4,864,018**	**-5.7 %**
Operating Expenses	755,642	751,703	933,353	819,689	9.0 %
County General Fund Expenditures	**6,008,845**	**5,911,544**	**5,852,981**	**5,683,707**	**-3.9 %**
PERSONNEL					
Full-Time	36	34	34	36	5.9 %
Part-Time	5	6	6	6	—
FTEs	35.50	34.50	34.50	33.70	-2.3 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	616	0	0	0	—
Grant Fund - MCG Expenditures	**616**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
DEPARTMENT TOTALS					
Total Expenditures	**6,009,461**	**5,911,544**	**5,852,981**	**5,683,707**	**-3.9 %**
Total Full-Time Positions	**36**	**34**	**34**	**36**	**5.9 %**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Total Part-Time Positions	**5**	**6**	**6**	**6**	**—**
Total FTEs	**35.50**	**34.50**	**34.50**	**33.70**	**-2.3 %**
Total Revenues	**0**	**0**	**0**	**0**	**—**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**5,911,544**	**34.50**
Changes (with service impacts)		
Enhance: Lead for America Fellow [Innovation Accelerator]	50,000	0.00
Enhance: Operating Expenses for Innovation Accelerator [Innovation Accelerator]	10,000	0.00
Other Adjustments (with no service impacts)		
Shift: Five Positions from Finance to Support Operations of the Business Advancement Team [Business Advancement Team]	697,980	5.00
Shift: Three Positions from Community Engagement Cluster to Business Advancement Team [Business Advancement Team]	467,878	3.00
Shift: Transfer Two Positions from Chief Administrative Officer [Innovation Accelerator]	318,420	2.00
Increase Cost: Reduction in Budgeted Lapse [CAO - Supervision & Management of Executive Branch Departments]	168,917	0.00
Increase Cost: Migration of Personnel Costs from White Oak CIP to Operating Budget [CAO - Supervision & Management of Executive Branch Departments]	90,243	0.50
Increase Cost: Chief Digital Officer Position [CAO - Supervision & Management of Executive Branch Departments]	71,887	0.40
Increase Cost: FY21 Compensation Adjustment	39,956	0.00
Increase Cost: Annualization of FY20 Compensation Increases	35,731	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	4,475	0.00
Increase Cost: Workforce Adjustment [CAO - Supervision & Management of Executive Branch Departments]	0	0.60
Decrease Cost: Print and Mail Adjustment	(1,707)	0.00
Decrease Cost: Motor Pool Adjustment	(7,667)	0.00
Decrease Cost: Retirement Adjustment	(19,974)	0.00
Decrease Cost: Council Compensation Adjustment	(44,451)	0.00
Technical Adj: Additional Charges to Department of Permitting Service [CAO - Supervision & Management of Executive Branch Departments]	(69,884)	(0.30)
Decrease Cost: Annualization of FY20 Personnel Costs	(72,750)	0.00
Shift: Program Manager II Charged to Vision Zero NDA [CAO - Supervision & Management of Executive Branch Departments]	(106,186)	(1.00)
Shift: Charge to Conference Center NDA [Business Advancement Team]	(123,974)	(1.00)
Shift: Chief Labor Relations Officer Position to New Office of Labor Relations [CAO - Supervision & Management of Executive Branch Departments]	(161,949)	(1.00)
Shift: Chief Equity Officer Position to Office of Racial Equity and Social Justice [CAO - Supervision & Management of Executive Branch Departments]	(179,346)	(1.00)

FY21 APPROVED CHANGES

	Expenditures	FTEs
Decrease Cost: Lapse Dir Crim Justuce Coordinator Position (#015564) [CAO - Supervision & Management of Executive Branch Departments]	(179,718)	0.00
Shift: Charge to Incubator NDA [Business Advancement Team]	(275,117)	(2.00)
Shift: Transfer Two Positions to the Innovation Accelerator Program [CAO - Supervision & Management of Executive Branch Departments]	(318,420)	(2.00)
Shift: Reorganization-Merger CountyStat and Office of Management and Budget [CAO - Supervision & Management of Executive Branch Departments]	(622,181)	(4.00)
FY21 APPROVED	**5,683,707**	**33.70**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Administration	318,429	2.00	312,805	2.00
Business Advancement Team	0	0.00	773,933	5.00
CAO - Supervision & Management of Executive Branch Departments	3,719,932	24.50	2,563,073	17.70
County Executive - Policy Planning and Development	1,332,343	7.00	1,108,548	6.00
Innovation Accelerator	0	0.00	378,420	2.00
Internal Audit	540,840	1.00	546,928	1.00
Total	**5,911,544**	**34.50**	**5,683,707**	**33.70**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
COUNTY GENERAL FUND					
Permitting Services	Permitting Services	199,985	1.00	209,651	0.90
CIP	Capital Fund	263,092	1.60	90,244	0.50
NDA - Conference Center	General Fund	0	0.00	122,579	1.00
NDA - Incubator Programs - Economic Development Partnership	General Fund	0	0.00	265,800	2.00
NDA - Vision Zero	General Fund	0	0.00	126,163	1.00
	Total	**463,077**	**2.60**	**814,437**	**5.40**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**5,684**	**5,684**	**5,684**	**5,684**	**5,684**	**5,684**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**5,684**	**5,684**	**5,684**	**5,684**	**5,684**	**5,684**

Board of Elections

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$8,284,106	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 approved FY21 Operating Budget for the Montgomery County Board of Elections is $8,284,106, an increase of $49,840 or 0.61 percent from the FY20 Approved Budget of $8,234,266. Personnel Costs comprise 53.03 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 46.97 percent of the FY21 budget.

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **Effective, Sustainable Government**

INITIATIVES

- Voter satisfaction with the polling place experience during Early Voting and Election Day.
- Monitor and mitigate voter wait time on Election Day.
- Expand the use of social media to enhance voter education and community outreach.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Board of Election - MoCo Votes Smartphone and SMS Apps provide direct links to commonly requested information in a user-friendly application, reducing telephone call volume to office staff.
- Creation of a database to track logic and accuracy testing of election equipment and automatically update paperwork when there is a change in data.

- Increase part-time seasonal temporary employees to reduce overtime hours.
- Create a Voter-Cancellation form to allow former residents of Montgomery County to cancel their voter registration which will improve the accuracy of the registered voters list.

PROGRAM CONTACTS

Contact Margaret A. Jurgensen of the Montgomery County Board of Elections at 240.777.8523 or Taman Morris of the Office of Management and Budget at 240.777.2771 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Administration

The Administration program of the Board of Elections is responsible for delivering a fundamental and legally mandated public good by ensuring that all eligible citizens have the right to vote, and that elections are accurate, fair, and equitable. This requires effective management of resources from the State Board of Elections and County Government, as well as adherence to all Federal, State, and local laws and regulations. This is accomplished through the following activities: public records management including the certification of election results with the Board of Canvassers; support to the County Board of Elections and its attorney; compliance with Montgomery County Government policies and regulations related to human resources, procurement, budget, etc.; liaising with the Maryland State Board of Elections; compliance with Federal and State statutory and regulatory requirements; and the effective coordination of public information. These combined activities are essential to ensure the accuracy and integrity of the election process, and to instill public confidence in election results.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of public comments recorded at official board meetings	N/A	4	12	13	14
Percent of precincts reporting election results by 11:00 p.m.	N/A	98.9%	100.00%	100.00%	100.00%
Average voter wait time on election day (minutes)	N/A	7	30	30	30

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,496,421**	**18.45**
Shift: Administration and Contracts from Election Operations	164,066	0.00
Increase Cost: Board Attorney and Stipends	35,500	0.00
Shift: Transfer of Seasonal FTE to Election Operations	0	(1.00)
Decrease Cost: Salary Adjustment for Seasonal Temps, Multilingual and Overtime Pay	(29,098)	0.00
Decrease Cost: Maryland State Board of Election Fees	(71,649)	0.00
Shift: Transfer Position to Voter Services	(79,784)	(1.00)

FY21 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(727,470)	(12.45)
FY21 Approved	**2,787,986**	**4.00**

Election Operations

The Election Operations program contains three independent sections that ensure Early and Election Day voting is successful. These sections are Polling Place and Early Voting Management, Election Judge Recruitment and Training, and Outreach.

According to the Maryland Law Code, the Polling Place and Early Voting Management (PPM) section is responsible for leasing polling sites, assigning all Montgomery County voters to sites that are in the same or an adjacent precinct to the voter's home address, ensuring each polling place complies with the Americans with Disabilities Act, ensuring all polling places have adequate ballots and supplies, and providing the Board of Elections with information about the cost of facilities, the accessibility of voting sites, and other criteria.

The program's duties also include coordinating with the Information Technology program and the Montgomery County Department of General Services to transport voting equipment, assisting candidates and groups requesting to add questions to the ballot, assisting candidate filings, proofing ballot styles, and redistricting and updating voter precincts.

The timeline of Montgomery County's election process is dictated by the Maryland State Election Calendar, and begins with the creation of Early Voting Centers and Election Day polling places. As Polling Place Management is preparing the supplies and equipment necessary to facilitate an election, other sections within Election Operations are preparing Election Judges, and providing voter outreach to the public.

Election Judge Recruitment and Training is responsible for the recruitment of registered Maryland voters to serve as Election Judges during Early Voting and Election Day. The section also provides training, assigns Election Judges to sites, and provides payment to each volunteer. Recruitment of volunteers is done year-round utilizing a variety of methods, with increased effort and focus in the six months preceding an election. A database of interested volunteers is maintained by the section to maintain the efficiency of the selection process.

Training for all election workers is required by State law and is necessary for successful operations on Election Day. The training program includes both on-line and in-person class instruction throughout the County, over a period of 9 to 12 weeks. Each precinct team includes volunteers that are registered in different political parties, have various levels of experience, and that may have bilingual language capabilities. Following each election, the Election Judge Recruitment and Training staff complete payroll processing and a thorough precinct performance review and audit.

The Voting Rights Act mandates that information provided in English also be provided in Spanish, and the Outreach section is responsible for accommodating the cultural and linguistic needs of Montgomery County. This section is responsible for contacting voting eligible citizens that are unregistered, for whom English is a second language, who have special needs or disabilities, who are homeless, or who live in areas with low participation rates. With over 170 recognized languages, Montgomery County is a

nationally recognized leader in providing effective voter outreach through voter-focused planning and community engagement. A key asset for the Outreach section is its national award-winning Future Vote Initiative that has recruited 43,619 students and parents to participate in elections, since 2004. The Initiative has also recruited over 10,000 students, that are at least 16 years-old, to serve as election judges.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of voters rating Election Day polling place as "well run"	N/A	91%	95%	95%	95%
Percent of no-show Election Judges on Election Day	N/A	4%	4%	4%	4%
Number of election judges recruited, trained, and placed per election	2,979	3,393	3,000	3,300	3,200
Percent of polling places opening on time	100%	100%	100%	100%	100%
Tax dollars saved by leveraging Future Vote students earning Student Learning (SSL) hours	$223,986	$299,049	$187,829	$230,804	$187,829

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,169,602**	**20.53**
Increase Cost: Election Judge Stipends	130,420	0.00
Increase Cost: Polling Place Leases	6,645	0.00
Shift: Transfer of Seasonal FTE from Administration	0	1.00
Technical Adj: Salary transfer to Voter Services	(5,105)	0.00
Shift: Overtime Pay to Seasonal Temps and Multilingual Pay	(39,018)	0.00
Technical Adj: Maryland State Board of Elections Fees Consolidation	(50,000)	0.00
Shift: Supplies to Information Technology and Administration	(55,058)	0.00
Shift: Administration and Contracts	(158,070)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	39,398	0.00
FY21 Approved	**3,038,814**	**21.53**

Information Technology

The Information and Technology (IT) program supports the year-round security of all data and the efficient performance of voting equipment for thousands of voters during an election cycle. The IT program is responsible for network infrastructure, the production of data reports, the maintenance of systems related to election operations, the maintenance, storage and security of equipment, and the maintenance of website and database applications mandated for use by the State Board of Elections. The program coordinates with the Maryland State Board of Elections to organize and integrate voter registration information, to modify polling place precincts and district boundaries, and to transport voting equipment.

The IT program collaborates with Montgomery County's Department of Technology Services (DTS) to implement enhancements to the Election Management System. The Election Management System is used to manage election workers, Future Vote students and polling places. The program also coordinates with DTS to implement technology that provides valuable information and resources to voters such as the display of wait times on the department website, and allowing voters to request and receive voting information by text message.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Annual hours worked by temporary employees to perform Maryland State Board of	N/A	10,892	13,052	14,000	11,000

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Elections mandated tasks exceeding merit workforce availability					
Number of electronic poll books prepared and used on election days	1,059	1,059	1,162	1,162	1,048
Percent of required voting units per precinct that were operable on election day	100%	100%	100%	100%	100%
Average response time to resolve equipment and/or maintenance concerns during voting hours (hours)	2.5	2.5	1.5	1.5	1.5
Incidents of emergency bin use during voting hours	N/A	8	6	6	8

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Increase Cost: IT Administration and Supplies	45,989	0.00
Technical Adj: Department of Technology Services Contract	37,000	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.	681,665	12.45
FY21 Approved	**764,654**	**12.45**

Voter Services

Accurate voter registration records are the foundation for fair and equitable elections, and accurate voter registration records are the basis of effective election planning. The Voter Services Program administers voter registration and absentee voting under procedures established by the State Administrator of Elections. Voter Services is responsible for answering voters' questions, and ensures compliance with Federal and State confidentiality requirements. In addition, the Voter Services Program coordinates the counting of absentee and provisional ballots, and ensures that each ballot for an election corresponds to a single eligible voter who has not cast more than one ballot.

Voter Services is a deadline-driven program that diligently processes a constant stream of incoming data. The program processes all changes to name, address, and party affiliation, and maintains a database of citizens that will not vote for reasons of death, felony conviction, ineligibility for jury duty, residency outside of the jurisdiction, or other valid legal reason.

The program provides legally-required training for volunteer registrars; responds to various voter and candidate requests for voter registration applications, listings, and data regarding registered voters; verifies nominating and referenda petitions; and issues and canvasses absentee and provisional ballots. The program also tracks returned mail and sends multiple mailings to voters for whom new eligibility information is obtained in order to comply with State and Federal requirements.

The program also provides voter registration data to municipalities within Montgomery County, and is responsible for researching provisional ballots, verifying same-day registration, performing monthly peer audits of other jurisdictions within the state, assisting military and overseas voters, administering voting for residents of nursing homes and assisted living facilities, receiving and staging ballots, conducting the post-election canvassing, counting and auditing of ballots cast, and reconciling and auditing absentee and provisional voter credit.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of registered voters served per program FTE	N/A	35,989	39,306	40,462	41,619
Number of absentee ballots requested (000s)	15	48	42	70	25
Number of active registered voters (000s)	644	665	680	700	720
Average time before application is processed (hours)	N/A	48	52	72	56

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Cost per absentee ballot canvassed	N/A	$1.18	$1.28	$1.02	$1.31

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,568,243**	**17.37**
Technical Adj: Position and salary funding transferred from Election Operations and Administration	84,889	1.00
Increase Cost: Salary Adjustment for Seasonal Temps, Multilingual and Overtime Pay	57,438	0.00
Reduce: Administration and Contracts	(74,343)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	56,425	0.00
FY21 Approved	**1,692,652**	**18.37**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,947,596	3,460,569	4,055,496	3,518,079	1.7 %
Employee Benefits	885,827	876,467	958,669	874,694	-0.2 %
County General Fund Personnel Costs	**4,833,423**	**4,337,036**	**5,014,165**	**4,392,773**	**1.3 %**
Operating Expenses	3,755,854	3,897,230	3,948,361	3,891,333	-0.2 %
County General Fund Expenditures	**8,589,277**	**8,234,266**	**8,962,526**	**8,284,106**	**0.6 %**
PERSONNEL					
Full-Time	28	29	29	29	—
Part-Time	3	2	2	2	—
FTEs	56.18	56.35	56.35	56.35	—
REVENUES					
Miscellaneous Revenues	23,466	0	0	0	—
Other Charges/Fees	2,177	10,000	10,000	10,000	—
County General Fund Revenues	**25,643**	**10,000**	**10,000**	**10,000**	**—**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**8,234,266**	**56.35**
Changes (with service impacts)		
Reduce: Administration and Contracts [Voter Services]	(74,343)	0.00
Other Adjustments (with no service impacts)		
Shift: Administration and Contracts from Election Operations [Administration]	164,066	0.00
Increase Cost: Election Judge Stipends [Election Operations]	130,420	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Technical Adj: Position and salary funding transferred from Election Operations and Administration [Voter Services]	84,889	1.00
Increase Cost: FY21 Compensation Adjustment	83,918	0.00
Increase Cost: Salary Adjustment for Seasonal Temps, Multilingual and Overtime Pay [Voter Services]	57,438	0.00
Increase Cost: Annualization of FY20 Compensation Increases	55,020	0.00
Increase Cost: IT Administration and Supplies [Information Technology]	45,989	0.00
Technical Adj: Department of Technology Services Contract [Information Technology]	37,000	0.00
Increase Cost: Board Attorney and Stipends [Administration]	35,500	0.00
Increase Cost: Polling Place Leases [Election Operations]	6,645	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	4,081	0.00
Increase Cost: Retirement Adjustment	3,703	0.00
Increase Cost: Print and Mail Adjustment	889	0.00
Increase Cost: Annualization of FY20 Personnel Costs	178	0.00
Shift: Transfer of Seasonal FTE from Administration [Election Operations]	0	1.00
Shift: Transfer of Seasonal FTE to Election Operations [Administration]	0	(1.00)
Technical Adj: Salary transfer to Voter Services [Election Operations]	(5,105)	0.00
Decrease Cost: Motor Pool Adjustment	(6,786)	0.00
Decrease Cost: Salary Adjustment for Seasonal Temps, Multilingual and Overtime Pay [Administration]	(29,098)	0.00
Shift: Overtime Pay to Seasonal Temps and Multilingual Pay [Election Operations]	(39,018)	0.00
Technical Adj: Maryland State Board of Elections Fees Consolidation [Election Operations]	(50,000)	0.00
Shift: Supplies to Information Technology and Administration [Election Operations]	(55,058)	0.00
Decrease Cost: Maryland State Board of Election Fees [Administration]	(71,649)	0.00
Shift: Transfer Position to Voter Services [Administration]	(79,784)	(1.00)
Decrease Cost: Council Compensation Adjustment	(90,985)	0.00
Shift: Administration and Contracts [Election Operations]	(158,070)	0.00
FY21 APPROVED	**8,284,106**	**56.35**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Administration	3,496,421	18.45	2,787,986	4.00
Election Operations	3,169,602	20.53	3,038,814	21.53
Information Technology	0	0.00	764,654	12.45
Voter Services	1,568,243	17.37	1,692,652	18.37
Total	**8,234,266**	**56.35**	**8,284,106**	**56.35**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**8,284**	**8,284**	**8,284**	**8,284**	**8,284**	**8,284**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**8,284**	**8,284**	**8,284**	**8,284**	**8,284**	**8,284**

Community Engagement Cluster

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$4,308,574	30.00

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 approved FY21 Operating Budget for the Community Engagement Cluster is $4,308,574, a decrease of $498,694 or 10.37 percent from the FY20 Approved Budget of $4,807,268. Personnel Costs comprise 88.06 percent of the budget for 24 full-time position(s) and 12 part-time position(s), and a total of 30.00 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 11.94 percent of the FY21 budget.

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **A Greener County**
- **Effective, Sustainable Government**

INITIATIVES

- Expanding community liaison capacity to enhance support to the Middle Eastern and LGBTQ communities.
- Enhance outreach activities to increase awareness of citizenship programs offered in the County.

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 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 FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**762,940**	**4.00**
Enhance: Unlapse Program Manager II	73,044	0.00
Re-align: Conversion of Contract Services to Permanent Staff	(81,000)	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.	(812)	0.00
FY21 Approved	**754,172**	**4.00**

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**189,727**	**1.00**
Re-align: Conversion of Contract Services to Permanent Staff	80,927	1.00

FY21 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	5,937	0.00
FY21 Approved	**276,591**	**2.00**

Community Partnership

The Office of Community Partnerships (OCP) is a bridge to 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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,352,688**	**8.50**
Add: Middle Eastern Community Liaison	48,980	0.50
Add: LGBTQ Community Liaison	48,980	0.50
Increase Cost: Grant Award Adjustment	7,000	0.00
Shift: Community Outreach Manager Position to Office of Racial Equity and Social Justice	(123,968)	(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.	(134,404)	0.00
FY21 Approved	**1,199,276**	**8.50**

Gilchrist Center

The Charles W. Gilchrist Center for Cultural Diversity is the County's Welcome Center for newcomers and builds the network of immigrant service providers in the County. The Center offers various immigrant integration services at various locations throughout the County that prepare residents to contribute to our economy and our community.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**546,672**	**6.50**
Enhance: Citizenship Promotion	24,440	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	51,875	0.00
FY21 Approved	**622,987**	**6.50**

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,955,241**	**12.00**
Shift: Business Solutions Group from Community Engagement Cluster to Fund Position in NDA - Conference Center	(76,908)	0.00
Shift: Business Solutions Group from Community Engagement Cluster to Business Advancement Team	(467,878)	(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.	45,093	0.00
FY21 Approved	**1,455,548**	**9.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,356,803	3,067,171	2,744,821	2,859,292	-6.8 %
Employee Benefits	596,391	910,508	737,739	863,296	-5.2 %
County General Fund Personnel Costs	**2,953,194**	**3,977,679**	**3,482,560**	**3,722,588**	**-6.4 %**
Operating Expenses	797,530	765,124	1,035,124	514,521	-32.8 %
Capital Outlay	10	0	0	0	—
County General Fund Expenditures	**3,750,734**	**4,742,803**	**4,517,684**	**4,237,109**	**-10.7 %**
PERSONNEL					
Full-Time	18	26	26	23	-11.5 %
Part-Time	9	10	10	12	20.0 %
FTEs	22.85	31.35	31.35	29.35	-6.4 %
REVENUES					
Commission for Women Fees	2,500	0	0	0	—
Facility Rental Fees	13,199	10,500	10,500	10,500	—
Miscellaneous Revenues	1,630	0	0	0	—
Parking Fees	(3,300)	0	0	0	—
Recreation Fees	5,515	0	0	0	—
County General Fund Revenues	**19,544**	**10,500**	**10,500**	**10,500**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	49,929	47,676	47,676	54,413	14.1 %
Employee Benefits	13,615	16,789	16,789	17,052	1.6 %
Grant Fund - MCG Personnel Costs	**63,544**	**64,465**	**64,465**	**71,465**	**10.9 %**
Operating Expenses	4,963	0	0	0	—
Grant Fund - MCG Expenditures	**68,507**	**64,465**	**64,465**	**71,465**	**10.9 %**
PERSONNEL					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
FTEs	0.65	0.65	0.65	0.65	—
REVENUES					
Federal Grants	68,507	64,465	64,465	71,465	10.9 %
Grant Fund - MCG Revenues	**68,507**	**64,465**	**64,465**	**71,465**	**10.9 %**
DEPARTMENT TOTALS					
Total Expenditures	**3,819,241**	**4,807,268**	**4,582,149**	**4,308,574**	**-10.4 %**
Total Full-Time Positions	**19**	**27**	**27**	**24**	**-11.1 %**
Total Part-Time Positions	**9**	**10**	**10**	**12**	**20.0 %**
Total FTEs	**23.50**	**32.00**	**32.00**	**30.00**	**-6.3 %**
Total Revenues	**88,051**	**74,965**	**74,965**	**81,965**	**9.3 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**4,742,803**	**31.35**
Changes (with service impacts)		
Enhance: Unlapse Program Manager II [Administration]	73,044	0.00
Add: Middle Eastern Community Liaison [Community Partnership]	48,980	0.50
Add: LGBTQ Community Liaison [Community Partnership]	48,980	0.50
Enhance: Citizenship Promotion [Gilchrist Center]	24,440	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY20 Personnel Costs	138,837	0.00
Re-align: Conversion of Contract Services to Permanent Staff [Commission for Women]	80,927	1.00
Increase Cost: FY21 Compensation Adjustment	22,035	0.00
Increase Cost: Print and Mail Adjustment	6,813	0.00
Decrease Cost: Council Compensation Adjustment	(28,708)	0.00
Decrease Cost: Retirement Adjustment	(40,432)	0.00
Shift: Business Solutions Group from Community Engagement Cluster to Fund Position in NDA - Conference Center [Regional Services Centers]	(76,908)	0.00
Re-align: Conversion of Contract Services to Permanent Staff [Administration]	(81,000)	0.00
Shift: Community Outreach Manager Position to Office of Racial Equity and Social Justice [Community Partnership]	(123,968)	(1.00)
Decrease Cost: Elimination of One-Time Items Approved in FY20	(130,856)	0.00
Shift: Business Solutions Group from Community Engagement Cluster to Business Advancement Team [Regional Services Centers]	(467,878)	(3.00)
FY21 APPROVED	**4,237,109**	**29.35**

FY21 APPROVED CHANGES

	Expenditures	FTEs
GRANT FUND - MCG		
FY20 ORIGINAL APPROPRIATION	**64,465**	**0.65**
Other Adjustments (with no service impacts)		
Increase Cost: Grant Award Adjustment [Community Partnership]	7,000	0.00
FY21 APPROVED	**71,465**	**0.65**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Administration	762,940	4.00	754,172	4.00
Commission for Women	189,727	1.00	276,591	2.00
Community Partnership	1,352,688	8.50	1,199,276	8.50
Gilchrist Center	546,672	6.50	622,987	6.50
Regional Services Centers	1,955,241	12.00	1,455,548	9.00
Total	**4,807,268**	**32.00**	**4,308,574**	**30.00**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**4,237**	**4,237**	**4,237**	**4,237**	**4,237**	**4,237**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**4,237**	**4,237**	**4,237**	**4,237**	**4,237**	**4,237**

County Attorney

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$6,361,363	41.20

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 approved FY21 Operating Budget for the Office of the County Attorney is $6,361,363, an increase of $19,394 or 0.31 percent from the FY20 Approved Budget of $6,341,969. Personnel Costs comprise 86.91 percent of the budget for 76 full-time position(s) and one part-time position(s), and a total of 41.20 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 13.09 percent of the FY21 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**

INITIATIVES

- Successfully defended a legal challenge to County's pesticide law (established under Bill 52-14) in *Complete Lawn Care v. Montgomery County*. The law restricts the application of certain pesticides for cosmetic purposes on County and private property and is codified in Chapter 33B of the County Code.
- Successfully defended a legal challenge to the Amendment to the Westbard Master Plan in *Bennett v. Montgomery County*, where several residents of the Westbard area filed a lawsuit challenging an amendment to the Westbard Sector Plan. The amendment modernized the Master Plan and allowed for the redevelopment of the aging Westwood Shopping Center. The redevelopment includes affordable housing and is projected to yield economic development benefits, including additional tax revenues, for the County as a whole.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Prosecuted over 6,200 code citations in FY19, an increase of 76 percent over the number of citations prosecuted in FY17,

using existing staff resources.

- In coordination with the Department of Housing and Community Affairs (DHCA), County Attorney implemented an online electronic citations application (eCitation) for code enforcement. This application standardizes and improves the process of issuance of citations. The eCitation program allows inspectors of user departments to easily look up violation codes, search specific citation ticket, and run ad hoc report and export data from the portal. OCA has completed training for the Health and Human Services and Police Animal Services Division inspectors. Additional training will be expanded to other departments and agenccies.

PROGRAM CONTACTS

Contact Carolyn Kilgariff of the Office of the County Attorney at 240.777.6766 or Naeem Mia of the Office of Management and Budget at 240.777.2786 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Administration

Under this program, administrative support, financial and operational management, and oversight is provided in support of the Litigation Program and the General Counsel Program. Also provides 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, Revenue Authority, and Solid Waste Fund.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Overall average rating from Internal Customer Satisfaction Survey	3.39	3.38	3.39	3.50	3.50

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Re-align: Administration and Support Services Programs into New Administration Program	2,397,630	12.95
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(140,055)	0.00
FY21 Approved	**2,257,575**	**12.95**

General Counsel

This program provides general counsel services to the agencies and instrumentalities of the County government. These general counsel services include providing legal advice to the Executive and Legislative Branches of County government; review of

legislation and transaction for legal sufficiency; collection of debts owed to the County; representation of the County in child welfare cases; representation of the County in appellate cases; and representation of the County before administrative agencies.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Appeals lost	2	1	1	1	1
Appeals won	13	24	17	17	17
Forfeitures collected ($000)	$286.00	$384.68	$296.14	$296.14	$296.14
Number of adoptions granted	19	34	22	22	22
Number of children in need of assistance (CINA) or guardianship hearings	2,618	2,465	2,613	2,613	2,613
Number of new CINA petitions filed	193	183	182	182	182
Number of new termination of parental rights (TPR) petitions filed [1]	22	25	31	31	31
Number of termination of parents rights (TPR's) granted [2]	32	19	30	30	30
Debt collection - cost/revenue ratio [3]	2.7%	4.1%	3.3%	3.3%	3.3%
Percent of appeals in the Appellate Court won	87.00%	96.00%	93.00%	100.00%	100.00%
Child welfare litigation - ratio of termination of parental rights (TPR) and child in need of assistance (CINA) adjudicated granted or denied	99.5%	99.5%	99.5%	100%	100%
Debt collection - collected/total referred ratio	191.0%	139.5%	173%	150%	150%

[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.*

[3] *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.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Re-align: Merge Finance and Procurement, Government Operations and Appeals, Health and Human Services, Human Resources, and Zoning, Land Use, and Economic Development Programs into New General Counsel Program	3,811,168	29.00
Increase Cost: Outside Counsel Expenses	110,000	0.00
Decrease Cost: Annualization of Mid-Year FY20 Position Actions	(7,116)	(1.50)
Re-align: Charges to Other Departments/Funds	(34,546)	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.	224,282	0.00
FY21 Approved	**4,103,788**	**28.25**

Litigation

Through this program, OCA represents the County (and other members of the Self-Insurance Fund) before all courts and administrative agencies in which claims for relief are sought in connection with alleged wrong-doing by members of the Self-Insurance Fund and their employees. Under this program, OCA also provides the County with legal representation in state and federal courts in connection with legal actions brought by the County to enforce County law. For FY21, all attorneys and staff in this program are fully charged to the Self-Insurance Fund (SIF).

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Total number of settlements	19	26	24	24	24

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of workers' compensation hearings [1]	2,055	1880	1945	1945	1945
Code Citations processed	4,933	6,253	4,912	4,912	4,912
Ratio amount paid by County vs. amount demanded by the plaintiff	0.014	0.000	0.071	0.000	0.000
Total paid to plaintiff by the County ($000)	$91.8	$0	$61.9	$0	$0
Self-insurance fund litigation: Win/loss ratio	86%	100%	94%	94%	94%
Code enforcement collected ($000)	$578	$656	$595	$650	$650
Number of judgments in County's favor	44	30	39	30	30
Number of judgments paid	7	0	3	0	0
Last settlement amount demanded by plaintiff ($000)	$658,906	83,184	262,985	262,985	262,985
Worker's compensation cases: Total net gain to the County ($000)	2,584	2,960	2575	3,130	3,187
Code enforcement - Win/loss ratio	99.2%	99.38%	99.08%	100%	100%

[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.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Re-align: Merge Insurance Defense Litigation Program into New Litigation Program	133,171	1.25
Shift: Chargeback from General Fund to Self-Insurance Fund	(133,171)	(1.25)
FY21 Approved	**0**	**0.00**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Administration

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,628,792**	**7.50**
Re-align: Existing Administration Program into New Administration Program	(1,628,792)	(7.50)
FY21 Approved	**0**	**0.00**

Finance and Procurement

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,177,493**	**11.50**
Re-align: Finance and Procurement Program Into New General Counsel Program	(1,177,493)	(11.50)
FY21 Approved	**0**	**0.00**

Goverment Operations and Appeals

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Debt collection ($000)	$17,889	$11,693	$14,799	$14,799	$14,799

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**468,402**	**2.75**

FY21 Approved Changes	Expenditures	FTEs
Re-align: Government Operations and Appeals Program into New General Counsel Program	(468,402)	(2.75)
FY21 Approved	**0**	**0.00**

Health and Human Services

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,199,584**	**7.10**
Re-align: Health and Human Services Program into New General Counsel Program	(1,199,584)	(7.10)
FY21 Approved	**0**	**0.00**

Human Resources

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,139,986**	**7.50**
Re-align: Human Resources Program into New General Counsel Program	(1,139,986)	(7.50)
FY21 Approved	**0**	**0.00**

Insurance Defense Litigation

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**133,171**	**1.25**
Re-align: Insurance Defense Litigation Program into New Litigation Program	(133,171)	(1.25)
FY21 Approved	**0**	**0.00**

Public Interest Representation

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
FY21 Approved	**0**	**0.00**

Support Services

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**414,243**	**4.70**
Re-align: Merge Support Services Program into New Administration Program	(414,243)	(4.70)
FY21 Approved	**0**	**0.00**

Zoning, Land Use and Economic Development

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**180,298**	**0.90**

FY21 Approved Changes	Expenditures	FTEs
Re-align: Zoning, Land Use and Economic Development Program into New General Counsel Program	(180,298)	(0.90)
FY21 Approved	**0**	**0.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,942,515	4,281,032	4,291,683	4,297,742	0.4 %
Employee Benefits	1,544,093	1,348,655	1,348,417	1,230,736	-8.7 %
County General Fund Personnel Costs	**6,486,608**	**5,629,687**	**5,640,100**	**5,528,478**	**-1.8 %**
Operating Expenses	504,498	712,282	749,534	832,885	16.9 %
Capital Outlay	100	0	0	0	—
County General Fund Expenditures	**6,991,206**	**6,341,969**	**6,389,634**	**6,361,363**	**0.3 %**
PERSONNEL					
Full-Time	76	76	76	76	—
Part-Time	2	2	2	1	-50.0 %
FTEs	43.50	43.20	43.20	41.20	-4.6 %
REVENUES					
Federal Financial Participation Reimbursements	284,621	250,000	250,000	250,000	—
Miscellaneous Revenues	74	0	0	0	—
Other Charges/Fees	(337)	0	0	0	—
Other Intergovernmental	93,853	45,630	45,630	45,630	—
County General Fund Revenues	**378,211**	**295,630**	**295,630**	**295,630**	**—**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**6,341,969**	**43.20**
Other Adjustments (with no service impacts)		
Re-align: Merge Finance and Procurement, Government Operations and Appeals, Health and Human Services, Human Resources, and Zoning, Land Use, and Economic Development Programs into New General Counsel Program [General Counsel]	3,811,168	29.00
Re-align: Administration and Support Services Programs into New Administration Program [Administration]	2,397,630	12.95
Re-align: Merge Insurance Defense Litigation Program into New Litigation Program [Litigation]	133,171	1.25
Increase Cost: FY21 Compensation Adjustment	118,215	0.00
Increase Cost: Outside Counsel Expenses [General Counsel]	110,000	0.00
Increase Cost: Annualization of FY20 Compensation Increases	88,849	0.00
Increase Cost: Annualization of FY20 Personnel Costs	55,611	0.00
Increase Cost: Print and Mail Adjustment	603	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Decrease Cost: Annualization of Mid-Year FY20 Position Actions [General Counsel]	(7,116)	(1.50)
Re-align: Charges to Other Departments/Funds [General Counsel]	(34,546)	0.75
Decrease Cost: Retirement Adjustment	(56,536)	0.00
Decrease Cost: Council Compensation Adjustment	(122,515)	0.00
Re-align: Insurance Defense Litigation Program into New Litigation Program [Insurance Defense Litigation]	(133,171)	(1.25)
Shift: Chargeback from General Fund to Self-Insurance Fund [Litigation]	(133,171)	(1.25)
Re-align: Zoning, Land Use and Economic Development Program into New General Counsel Program [Zoning, Land Use and Economic Development]	(180,298)	(0.90)
Re-align: Merge Support Services Program into New Administration Program [Support Services]	(414,243)	(4.70)
Re-align: Government Operations and Appeals Program into New General Counsel Program [Goverment Operations and Appeals]	(468,402)	(2.75)
Re-align: Human Resources Program into New General Counsel Program [Human Resources]	(1,139,986)	(7.50)
Re-align: Finance and Procurement Program Into New General Counsel Program [Finance and Procurement]	(1,177,493)	(11.50)
Re-align: Health and Human Services Program into New General Counsel Program [Health and Human Services]	(1,199,584)	(7.10)
Re-align: Existing Administration Program into New Administration Program [Administration]	(1,628,792)	(7.50)
FY21 APPROVED	**6,361,363**	**41.20**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Administration	0	0.00	2,257,575	12.95
Administration	1,628,792	7.50	0	0.00
Finance and Procurement	1,177,493	11.50	0	0.00
General Counsel	0	0.00	4,103,788	28.25
Goverment Operations and Appeals	468,402	2.75	0	0.00
Health and Human Services	1,199,584	7.10	0	0.00
Human Resources	1,139,986	7.50	0	0.00
Insurance Defense Litigation	133,171	1.25	0	0.00
Litigation	0	0.00	0	0.00
Support Services	414,243	4.70	0	0.00
Zoning, Land Use and Economic Development	180,298	0.90	0	0.00
Total	**6,341,969**	**43.20**	**6,361,363**	**41.20**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
COUNTY GENERAL FUND					

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
Board of Appeals	General Fund	72,871	0.50	76,335	0.50
Intergovernmental Relations	General Fund	28,637	0.30	29,015	0.30
Finance	General Fund	172,276	1.05	180,262	1.05
Finance	Risk Management (Self Insurance - ISF)	3,111,743	20.50	3,102,886	21.00
Human Resources	Employee Health Self Insurance	18,475	0.10	18,931	0.10
Correction and Rehabilitation	General Fund	133,894	1.00	159,607	1.00
Police	General Fund	71,933	0.50	178,216	1.00
Parking District Services	Bethesda Parking	24,084	0.10	22,832	0.10
Parking District Services	Silver Spring Parking	28,812	0.20	30,410	0.20
Health and Human Services	Grant Fund	194,294	2.40	194,294	2.40
Permitting Services	Permitting Services	222,744	1.00	211,260	1.00
Housing and Community Affairs	General Fund	92,093	0.50	93,653	0.50
Housing and Community Affairs	Montgomery Housing Initiative	181,040	1.00	186,430	1.00
Recycling and Resource Management	Solid Waste Disposal	138,565	0.75	141,985	0.75
Recycling and Resource Management	Solid Waste Collection	46,188	0.25	47,328	0.25
CIP	Capital Fund	463,658	2.80	483,202	2.80
NDA - Montgomery County Employee Retirement Plans	General Fund	18,475	0.10	18,931	0.10
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	18,475	0.10	18,931	0.10
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	77,597	0.42	79,512	0.42
NDA - Retiree Health Benefits Trust	Retiree Health Benefits Trust Fund	31,408	0.17	32,183	0.17
NDA - Retiree Health Benefits Trust	RSP-Disability Benefits (LTD2)	11,085	0.06	11,359	0.06
Cable Television Communications Plan	Cable TV	120,420	0.50	114,160	0.50
	Total	**5,278,767**	**34.30**	**5,431,722**	**35.30**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**6,361**	**6,361**	**6,361**	**6,361**	**6,361**	**6,361**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**6,361**	**6,361**	**6,361**	**6,361**	**6,361**	**6,361**

Ethics Commission

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$365,266	2.00

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 approved FY21 Operating Budget for the Ethics Commission is $365,266, a decrease of $102,060 or 21.84 percent from the FY20 Approved Budget of $467,326. Personnel Costs comprise 89.35 percent of the budget for two full-time position(s) and no part-time position(s), and a total of 2.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 10.65 percent of the FY21 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 Robert Cobb, Director of the Ethics Commission at 240.777.6674 or Philip Weeda of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

Measure	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Program Measures					
Number of financial disclosure statements required (calendar year)	1,786	1,814	1,814	1,814	1,814
Number of formal opinions, waivers and guidance (calendar year)	15	19	19	19	19
Number of lobbyist activity reports (calendar year)	259	219	219	219	219

Measure	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of lobbyists registered (calendar year)	172	135	135	135	135
Number of outside employment requests processed (calendar year)	882	2,241	2,241	2,241	2,241
Percentage of Executive Branch public financial disclosure filers in compliance with ethics training requirement	99%	99%	99%	99%	99%

PROGRAM DESCRIPTIONS

Ethics Program Compliance

Financial Disclosure: The Public Ethics Law requires filing of financial disclosure reports by certain County employees. The Ethics Commission administers the electronic filing system for reporting and coordinates with the Office of Human Resources and all County agencies regarding the status of filers. It resolves all anomalous circumstances and questions from filers that routinely arise associated with the filing of financial disclosure reports and the system designed for that purpose.

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

Lobbying: The Public Ethics Law requires certain persons who spend or receive over $500 to communicate with County officials and employees to register as lobbyists and to file semi-annual activity reports with the Ethics Commission. Annual registration fees are required and are paid to the Ethics Commission 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 FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	310,402	342,874	261,119	267,006	-22.1 %
Employee Benefits	75,013	85,569	60,073	59,353	-30.6 %
County General Fund Personnel Costs	**385,415**	**428,443**	**321,192**	**326,359**	**-23.8 %**
Operating Expenses	21,165	38,883	38,883	38,907	0.1 %
County General Fund Expenditures	**406,580**	**467,326**	**360,075**	**365,266**	**-21.8 %**
PERSONNEL					
Full-Time	3	3	3	2	-33.3 %
Part-Time	0	0	0	0	—
FTEs	3.00	3.00	3.00	2.00	-33.3 %
REVENUES					
Miscellaneous Revenues	22,253	30,000	30,000	20,000	-33.3 %
County General Fund Revenues	**22,253**	**30,000**	**30,000**	**20,000**	**-33.3 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**467,326**	**3.00**
Other Adjustments (with no service impacts)		
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	4,081	0.00
Increase Cost: Annualization of FY20 Compensation Increases	3,784	0.00
Increase Cost: Retirement Adjustment	2,284	0.00
Increase Cost: FY21 Compensation Adjustment	2,187	0.00
Increase Cost: Print and Mail Adjustment	24	0.00
Decrease Cost: Council Compensation Adjustment	(2,619)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(22,144)	0.00
Shift: Vacant Program Specialist II Position to Shared Administrative Resources Model [Ethics Program Compliance]	(89,657)	(1.00)
FY21 APPROVED	**365,266**	**2.00**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**365**	**365**	**365**	**365**	**365**	**365**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**365**	**365**	**365**	**365**	**365**	**365**

Finance

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$93,649,301	130.04

MICHAEL COVEYOU, DIRECTOR

MISSION STATEMENT

The mission of the Department of Finance is to prudently manage financial operations, recommend and implement sound fiscal policies, safeguard public assets, and encourage a safe environment on public property.

BUDGET OVERVIEW

The total approved FY21 Operating Budget for the Department of Finance is $93,649,301, an increase of $4,104,020 or 4.58 percent from the FY20 Approved Budget of $89,545,281. Personnel Costs comprise 18.61 percent of the budget for 130 full-time position(s) and no part-time position(s), and a total of 130.04 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 81.39 percent of the FY21 budget.

The Finance Operating Budget is comprised of a General Fund component (the Director's Office and the Divisions of Fiscal Management, Treasury and Controller) and the Division of Risk Management, which is funded by the Liability and Property Coverage Self-Insurance Fund. The total approved FY21 Operating Budget for the General Fund component is $15,305,580 a decrease of $220,372 or -1.42 percent over the FY20 approved budget of $15,525,952. Personnel Costs comprise approximately 82.80 percent of the General Fund budget for 119 full-time positions. A total of 97.67 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 17.20 percent of the budget.

The total FY21 Operating Budget for the Self-Insurance Fund component of Finance (Risk Management) is $78,343,721, an increase of $4,324,392 or 5.84 percent over the FY20 approved budget of $74,019,329. Personnel Costs comprise approximately 6.07 percent of the Self-Insurance Fund budget for 11 full-time positions. A total of 32.37 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 93.93 percent of the budget. Included in the total FTEs are 21 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**

INITIATIVES

- Develop a Ten-Year Financial Plan for Montgomery County.
- Partnering Community Banks with the Small Business Plus! Program to boost lending to local small businesses and spur job creation in Montgomery County. The Small Business Plus! Program began with an initial total deposit of $10 million with several local community banks in 2012 and has since expanded into deposits of approximately $50 million as of December 31, 2018 with the program generating over $1.8 million in interest income and creating an estimated 2,132 jobs.
- Establishing Bank On Program in Montgomery County. Bank On is a national program and movement developed to assist people in establishing a low-cost/free bank account with functionality primarily for safely depositing checks, money orders services, cash withdrawals, and electronic bill payment.
- The Department of Finance has been working with multiple financial advisors including Municap and PFM Financial Advisors LLC on a comprehensive portfolio of options to ensure the financial sustainability of the White Flint Special Taxing Districts over the next 12 years.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Established a new Financial Analysis, Audit, and Compliance (FAAC) section in the Division of the Controller which is responsible for performing extensive financial analysis to improve financial reporting, advancing functions in Oracle eBusiness financial modules, posting audits of financial transactions, and ensures compliance with Department and Countywide policies.
- The County will migrate its online tax billing system, MUNIS on- premise to the vendor's Cloud Software-as-a-Service solution.
- Developed a disaster recovery and continuity of operations solution for the County's Enterprise Resource Planning (ERP) System in collaboration with the Office of Emergency Management and Homeland Security and the Department of Technology Services.
- Implemented an online credit card and e-check payment option for the Department of Health and Human Services and Alcohol Beverage Services (formerly, Department of Liquor Control).

PROGRAM CONTACTS

Contact Jedediah Millard of the Department of Finance at 240.777.8855 or Estela Boronat de Gomes of the Office of Management and Budget at 240.777.2785 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Controller

This program provides effective management and support to the operations of accounts payable and receivable; general and grants accounting; financial analysis, audit and compliance; and payroll. This program through its operations is responsible for overseeing expenditures and cash flow management, preparing timely and accurate annual financial statements and other standardized reports; complying with Federal, State, and County mandates; and developing standardized County policies and procedures.

The Accounts Payable operations is responsible for timely and accurate payments to vendors for goods and services provided to the County; complying with County policies and procedures; and carrying out State and Federal reporting requirements.

The Accounts Receivable operations is responsible for the timely receipt and accounting for monies due to the County from residents, businesses, and government agencies. In conjunction with the implementation of the Enterprise Resource Planning (ERP) system and associated best practices, it also provides services including invoicing/billing, collection, accounting, reconciliation, and reporting reconciliation of monies due.

General and Grant Accounting operations 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 Federal, State, County, and other outside resources; adherence to budgetary policies established by management; and compliance with Federal, State, and County mandates. The program prepares the Comprehensive Annual Financial Report, Debt Service Booklet, the Single Audit Report on expenditures of Federal awards, and the State Uniform Financial Report, as well as numerous other standardized and specialized reports. This program also provides high quality, timely service to County departments through analysis and technical assistance and through preparation, review, and approval of financial transactions including grants.

The Financial Analysis, Audit, and Compliance (FAAC) section is responsible for performing extensive financial analysis to improve financial reporting, advancing functions in Oracle EBS financial modules, posting audits of financial transactions, and ensuring compliance with Department and Countywide policies.

Payroll operations is responsible for managing and maintaining the County's payroll system and functions as prescribed by Federal, State, and County laws, and local regulations. It provides timely and accurate payroll disbursements to County employees, accounts for payroll deductions, issues W-2 statements to account for pre-tax and post-tax benefits, maintains official payroll and leave records, and responds to internal and external inquiries. Payroll proactively operates in conjunction with other County departments to maintain and develop efficient and effective improvements to the personnel/payroll.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Procurement Card rebate revenue generated	$724,221	$770,260	$775,000	$800,000	$825,000
Procurement Card transactions processed	41,902	43,321	43,500	43,500	43,750
Vendor payments issued [1]	128,866	118,086	120,000	120,000	120,000
Journal entries prepared by Finance	1,548	1,550	2,000	2,000	2,000
Journal entries reviewed and posted	3,046	3,600	3,650	3,650	3,650
Grant reports produced	575	552	552	552	552

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Paychecks and payroll advices issued for employees [2]	297,715	298,471	300,000	300,000	300,000
Pension and long-term disability (LTD2) payroll payments processed	63,064	75,254	80,000	80,000	80,000
Percent of non-compliant payments â€“ Direct purchase orders created the same day as invoice date and duplicate dollars per total invoices	0.292%	0.293%	0.289%	0.269%	0.267%
Percent of payroll errors per sum of dollars under and overpaid	0.301%	0.299%	0.297%	0.233%	0.230%

[1] *Vendor payments (checks, ACH's, wires, SUA) represent checks disbursed; each check may represent multiple invoice vouchers.*

[2] *Number of employees varies by month due to seasonal and temporary staff. Count reflects number of employees, not number of transactions (a person can have multiple transactions with one check).*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**973,619**	**8.88**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	5,249,179	40.99
FY21 Approved	**6,222,798**	**49.87**

Fiscal Management

This program provides effective management of County capital and operating funds and the fiscal analysis and issue management associated with master plan development, economic development, and legislative issues. It is also responsible for 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 investors 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 growth and/or expansion of economic opportunities in the County; and with high quality financial consulting services for County agencies, managers, staff, elected officials, and residents.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Make Office Vacancies Extinct (MOVE) Program: Square feet of office space leased	126,408	122,316	130,000	140,000	150,000
Interest Rate - True Interest Cost for Montgomery County General Obligation Bonds (the most common debt instrument used by the County) [1]	1.7%	3.3%	3.3%	3.8%	3.8%

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Interest Rate Benchmarking - County General Obligation (GO) vs. Municipal Market Data Index (basis point spread) [2]	3.0	7.0	0.0	0.0	0.0
Investment Return Benchmarking - County Return vs. S&P Local Government Investment Pool Index (basis point spread)	18	22	12	12	12
Revenue forecasting - Percent variance between actual revenue and projected revenue	-3.31%	-1.80%	0.00%	0.00%	0.00%
Receive the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting [3]	Received	Expected	Expected	Expected	Expected
Investment Return - Rate of return on Montgomery County's investments	1.34%	2.33%	1.65%	1.15%	1.15%
Bond Rating - Rating given to Montgomery County by Fitch, Moody's, and Standard and Poor's (Bond ratings are a measure of the quality and safety of a bond and are based on the issuer's financial condition)	AAA	AAA	AAA	AAA	AAA

[1] *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. FY19 actual resorts back to 30 years estimate for final TIC.*

[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 was a return to a more stable interest rate environment with FY19 experiencing greater volatility.*

[3] *The County has been awarded this certificate more times than any other county in the nation (FY18 = 49 times)*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,182,499**	**12.00**
Increase Cost: Reduce Chargeback to Capital Project-White Flint	116,557	0.75
Shift: Finance Staff Reassigned to the Office of Business Advancement Team in the Office of County Executive	(296,289)	(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.	39,799	0.00
FY21 Approved	**2,042,566**	**10.75**

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 policies and standards and with appropriate financial control standards. Major programs that are supported include Property Tax Billing and Collection, Time and Attendance, Electronic Payment implementation and Compliance, joint ownership of the County's Enterprise Resource Planning system, software development of customized applications, robotic process automation, business process re-engineering, Disaster Recovery and Continuity of Operations planning and special projects.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Electronic payments (credit card and ACH) transactions processed by the County's credit card processor and bank	N/A	4,331,646	4,500,000	4,700,000	4,900,000
Average number of days to close payroll service requests	4.9	3.1	2.8	2.5	2.3
Workflows, tasks, and processes streamlined utilizing existing or new technologies	N/A	23	25	27	30

FY21 Approved Changes	Expenditures	FTEs

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,647,183**	**3.00**
Increase Cost: Annual Payment Card Industry (PCI) and Automated Clearing House (ACH) Compliance	6,060	0.00
Shift: Chargeback for Billing, Collection and Processing Services	5,028	0.00
Decrease Cost: IT Financial Systems Applications - Ongoing Maintenance	(133,130)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	73,923	1.00
FY21 Approved	**1,599,064**	**4.00**

Operations and Administration

This program includes operational support for the Department as well as the administrative portions of the Director's Office, the Division of the Controller, the Treasury Division, and the Division of Risk Management. The program provides support for efficient, effective, and timely accomplishment of the Department's mission, including budget development and oversight, personnel administration, strategic planning, and contract administration. The program provides high quality consulting services for County agencies, managers, staff, elected officials, and residents.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**5,144,071**	**19.37**
Shift: Chargeback for Billing, Collection and Processing Services	32,237	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,427,083)	(5.00)
FY21 Approved	**3,749,225**	**14.37**

Risk Management

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 pays all claims for Self Insured Workers' Compensation, General and Auto Liability, Auto Physical Damage and Property matters. The program is funded through contributions from the agencies, which are based upon an annual actuarial analysis of their exposures and outstanding and projected future claims. The program provides accurate and timely insurance and risk management advice to County Departments and participating agencies and reduces County and participating agency exposure to risk by: comparing the cost of commercially available coverage to evaluate the best method of funding exposure to loss; transferring contractual risk under indemnification/hold harmless agreements; recommending and reviewing contractual insurance requirements for County agreements. The Program also purchases commercial insurance policies. The Program maintains a contract agreement with a Third Party Claims administrator to handle all claims submitted to the County and agencies - including Workers' Compensation, General Liability, Automobile Liability, Auto Physical Damage and Property damage.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Training classes conducted by Safety and Health Specialists [1]	1,469	462	2,000	2,000	2,000
Workers Compensation - Cost per $100 of payroll	$2.88	$2.84	$2.84	$2.84	$2.84
Workers Compensation - Number of Montgomery County Government cases resulting in lost work time	554	528	517	508	498

[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.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Increase Cost: Claims Expense	2,650,125	0.00
Increase Cost: Commercial Insurance Premiums	1,695,878	0.00
Increase Cost: Building Space Lease	3,621	0.00
Increase Cost: Insurance Broker Services	2,333	0.00
Shift: Chargeback from County Attorney to Self-Insurance Fund (SIF)	(8,857)	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.	73,208,154	27.50
FY21 Approved	**77,551,254**	**28.00**

Treasury

This program is responsible for providing coordination and oversight of treasury operations and customer services through the cashiering function. All money received by the County, directly through the Treasury cashiering operation, from other County agencies, or through the internet and bank lockbox operation, is processed, administered, and recorded in a timely fashion in the County's accounting system. This program handles property, transfer and recordation, 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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Tax related number of service request tickets transferred from MC311 Call Center to Treasury	4,267	3,220	3,500	3,750	3,750
Property tax accounts billed	376,553	376,259	376,300	377,000	379,000
Transfer tax transactions processed [1]	20,857	21,048	23,000	23,000	23,000
Cashier transactions processed	116,916	91,977	93,000	93,000	93,000

[1] *Transfer Tax transactions includes taxable and non-taxable transactions*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**476,765**	**4.90**
Shift: Chargeback for Billing, Collection and Processing Services	(10,745)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,018,374	18.15
FY21 Approved	**2,484,394**	**23.05**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Accounts Receivable

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**524,463**	**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.	(524,463)	(6.00)
FY21 Approved	**0**	**0.00**

General Accounting

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,979,885**	**15.99**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,979,885)	(15.99)
FY21 Approved	**0**	**0.00**

Grants Accounting

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**557,992**	**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.	(557,992)	(5.00)
FY21 Approved	**0**	**0.00**

Insurance

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**68,893,645**	**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.	(68,893,645)	(4.00)
FY21 Approved	**0**	**0.00**

Legal Services

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,111,744**	**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.	(3,111,744)	(20.50)
FY21 Approved	**0**	**0.00**

Occupational Safety and Health

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**764,014**	**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.	(764,014)	(3.00)
FY21 Approved	**0**	**0.00**

Payroll

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,295,986**	**10.00**

FY21 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,295,986)	(10.00)
FY21 Approved	**0**	**0.00**

Tax Operations

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,993,415**	**18.15**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,993,415)	(18.15)
FY21 Approved	**0**	**0.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	7,739,974	9,948,205	7,961,193	10,004,755	0.6 %
Employee Benefits	2,793,109	2,842,233	2,899,778	2,668,155	-6.1 %
County General Fund Personnel Costs	**10,533,083**	**12,790,438**	**10,860,971**	**12,672,910**	**-0.9 %**
Operating Expenses	3,541,509	2,735,514	3,849,662	2,632,670	-3.8 %
County General Fund Expenditures	**14,074,592**	**15,525,952**	**14,710,633**	**15,305,580**	**-1.4 %**
PERSONNEL					
Full-Time	121	124	124	119	-4.0 %
Part-Time	0	0	0	0	—
FTEs	94.90	98.92	98.92	97.67	-1.3 %
REVENUES					
Miscellaneous Revenues	559,993	700,000	700,000	700,000	—
Other Charges/Fees	513,978	514,500	498,500	505,200	-1.8 %
Other Fines/Forfeitures	17,243	15,000	15,000	15,000	—
Other Intergovernmental	433,953	473,970	510,920	514,230	8.5 %
County General Fund Revenues	**1,525,167**	**1,703,470**	**1,724,420**	**1,734,430**	**1.8 %**
SELF INSURANCE INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	2,597,186	3,671,599	3,229,034	3,748,658	2.1 %
Employee Benefits	822,177	1,074,954	967,334	1,003,665	-6.6 %
Self Insurance Internal Service Fund Personnel Costs	**3,419,363**	**4,746,553**	**4,196,368**	**4,752,323**	**0.1 %**
Operating Expenses	63,938,020	69,272,776	69,534,278	73,591,398	6.2 %
Self Insurance Internal Service Fund Expenditures	**67,357,383**	**74,019,329**	**73,730,646**	**78,343,721**	**5.8 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Full-Time	11	11	11	11	—
Part-Time	0	0	0	0	—
FTEs	31.87	31.87	31.87	32.37	1.6 %
REVENUES					
Investment Income	4,556,909	1,000,000	2,979,161	1,628,727	62.9 %
Miscellaneous Revenues	578,956	1,000,000	1,127,461	1,000,000	—
Self Insurance Revenues	68,944,588	73,404,480	73,843,897	77,514,144	5.6 %
Self Insurance Internal Service Fund Revenues	**74,080,453**	**75,404,480**	**77,950,519**	**80,142,871**	**6.3 %**
DEPARTMENT TOTALS					
Total Expenditures	**81,431,975**	**89,545,281**	**88,441,279**	**93,649,301**	**4.6 %**
Total Full-Time Positions	**132**	**135**	**135**	**130**	**-3.7 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**126.77**	**130.79**	**130.79**	**130.04**	**-0.6 %**
Total Revenues	**75,605,620**	**77,107,950**	**79,674,939**	**81,877,301**	**6.2 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**15,525,952**	**98.92**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	214,503	0.00
Increase Cost: Annualization of FY20 Compensation Increases	137,761	0.00
Increase Cost: Reduce Chargeback to Capital Project-White Flint [Fiscal Management]	116,557	0.75
Shift: Chargeback for Billing, Collection and Processing Services [Operations and Administration]	32,237	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	13,288	0.00
Increase Cost: Annual Payment Card Industry (PCI) and Automated Clearing House (ACH) Compliance [Information Technology]	6,060	0.00
Shift: Chargeback for Billing, Collection and Processing Services [Information Technology]	5,028	0.00
Increase Cost: Print and Mail Adjustment	2,961	0.00
Decrease Cost: Annualization of FY20 Operating Expenses	(3,618)	0.00
Shift: Chargeback for Billing, Collection and Processing Services [Treasury]	(10,745)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY20	(22,557)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(22,564)	0.00
Decrease Cost: Retirement Adjustment	(23,759)	0.00
Decrease Cost: IT Financial Systems Applications - Ongoing Maintenance [Information Technology]	(133,130)	0.00
Decrease Cost: Council Compensation Adjustment	(236,105)	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Shift: Finance Staff Reassigned to the Office of Business Advancement Team in the Office of County Executive [Fiscal Management]	(296,289)	(2.00)
FY21 APPROVED	**15,305,580**	**97.67**

SELF INSURANCE INTERNAL SERVICE FUND

FY20 ORIGINAL APPROPRIATION	**74,019,329**	**31.87**
Other Adjustments (with no service impacts)		
Increase Cost: Claims Expense [Risk Management]	2,650,125	0.00
Increase Cost: Commercial Insurance Premiums [Risk Management]	1,695,878	0.00
Increase Cost: FY21 Compensation Adjustment	73,032	0.00
Increase Cost: Annualization of FY20 Compensation Increases	51,946	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	10,475	0.00
Increase Cost: Building Space Lease [Risk Management]	3,621	0.00
Increase Cost: Insurance Broker Services [Risk Management]	2,333	0.00
Increase Cost: Print and Mail Adjustment	87	0.00
Decrease Cost: Motor Pool Adjustment	(5,022)	0.00
Shift: Chargeback from County Attorney to Self-Insurance Fund (SIF) [Risk Management]	(8,857)	0.50
Decrease Cost: OPEB Adjustment	(28,400)	0.00
Decrease Cost: Retirement Adjustment	(42,765)	0.00
Decrease Cost: Council Compensation Adjustment	(78,061)	0.00
FY21 APPROVED	**78,343,721**	**32.37**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Accounts Receivable	524,463	6.00	0	0.00
Controller	973,619	8.88	6,222,798	49.87
Fiscal Management	2,182,499	12.00	2,042,566	10.75
General Accounting	1,979,885	15.99	0	0.00
Grants Accounting	557,992	5.00	0	0.00
Information Technology	1,647,183	3.00	1,599,064	4.00
Insurance	68,893,645	4.00	0	0.00
Legal Services	3,111,744	20.50	0	0.00
Occupational Safety and Health	764,014	3.00	0	0.00
Operations and Administration	5,144,071	19.37	3,749,225	14.37
Payroll	1,295,986	10.00	0	0.00
Risk Management	0	0.00	77,551,254	28.00
Tax Operations	1,993,415	18.15	0	0.00

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Treasury	476,765	4.90	2,484,394	23.05
Total	**89,545,281**	**130.79**	**93,649,301**	**130.04**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	126,880	0.75	104,170	0.75
Human Resources	Retiree Health Benefits Trust Fund	37,110	0.25	38,650	0.25
General Services	Central Duplicating (Printing & Mail)	6,760	0.05	6,980	0.05
Transportation	Leaf Vacuuming	245,720	0.43	241,830	0.43
Parking District Services	Bethesda Parking	32,500	0.24	33,560	0.24
Parking District Services	Silver Spring Parking	36,800	0.27	38,000	0.27
Parking District Services	Wheaton Parking	12,370	0.09	12,790	0.09
Community Use of Public Facilities	Community Use of Public Facilities	49,950	0.37	51,480	0.37
Recreation	Recreation	44,010	0.33	45,300	0.33
Permitting Services	Permitting Services	13,200	0.10	13,590	0.10
Environmental Protection	Water Quality Protection	961,595	6.00	939,867	6.00
Recycling and Resource Management	Solid Waste Disposal	587,636	4.38	581,270	4.38
Recycling and Resource Management	Solid Waste Collection	271,466	0.64	266,990	0.64
Alcohol Beverage Services	Liquor	815,361	6.50	821,265	6.50
CIP	Capital Fund	151,872	1.00	39,397	0.25
Non-Departmental Accounts	Retirement Fund (ERS)	40,152	0.30	41,366	0.30
Non-Departmental Accounts	Retiree Health Benefits Trust Fund	4,708	0.05	4,884	0.05
Non-Departmental Accounts	RSP-Disability Benefits (LTD2)	1,480	0.01	1,550	0.01
NDA - Conference Center	General Fund	156,599	1.00	0	0.00
NDA - Incubator Programs - Economic Development Partnership	General Fund	111,288	1.00	0	0.00
Economic Development Fund	Economic Development Fund	157,046	1.00	163,335	1.00
	Total	**3,864,503**	**24.76**	**3,446,274**	**22.01**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
FY21 Approved	**15,306**	**15,306**	**15,306**	**15,306**	**15,306**	**15,306**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**15,306**	**15,306**	**15,306**	**15,306**	**15,306**	**15,306**
SELF INSURANCE INTERNAL SERVICE FUND						
EXPENDITURES						
FY21 Approved	**78,344**	**78,344**	**78,344**	**78,344**	**78,344**	**78,344**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**(2)**	**(4)**	**(4)**	**(4)**	**(1)**
Subtotal Expenditures	**78,344**	**78,342**	**78,340**	**78,340**	**78,340**	**78,343**

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General Services

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$40,020,440	169.30

DAVID DISE, DIRECTOR

MISSION STATEMENT

The Department of General Services (DGS) proactively serves the diverse business and service requirements of all County departments, providing a single point of government-to-government service, enabling departments to successfully complete their respective missions, and thereby, adding value to the services performed by Montgomery County to County residents.

BUDGET OVERVIEW

The total approved FY21 Operating Budget for the Department of General Services is $40,020,440, a decrease of $273,694 or 0.68 percent from the FY20 Approved Budget of $40,294,134. Personnel Costs comprise 43.80 percent of the budget for 232 full-time position(s) and one part-time position(s), and a total of 169.30 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 56.20 percent of the FY21 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**

INITIATIVES

- The Printing and Mail program has saved 121 trees, 1.38 million gallons of water, and reduced 113,460 pounds of carbon dioxide by implementing eco-friendly practices.
- The Division of Facilities and Maintenance (DFM) program manages the County's Building Automation Systems (BAS), remotely responds and controls energy and environmental conditions at approximately 100 County facilities.
- DFM performs preventive maintenance, repair, and groundskeeping for 435 County-owned and County-leased facilities.
- DFM inspects and maintains 121 emergency generators located throughout the County, ensuring that systems are operational for emergency situations.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Secured funds for green initiatives. In FY19, Department of General Services received over $400,000 for energy-saving and advanced energy projects and over $900,000 for streetlight upgrades. Received a total of $4 million in grants and incentives since FY13 with an additional $3.5 million expected in FY20.
- Installed the new IM 5000 Mail Meters with Enhanced Shipping and Mailing (ESM). The County saves five cents from every First-Class mail and nine cents for every pre-sorted First-Class mail with the postage meters. Department of General Services is in the process of establishing Intelligent Mail Bar Codes (IMB) and Intelligent Mail Package Bar Codes capability, with the Postal Service providing further discounts on Flat Mail and Priority Mail.
- Installed the new DS 600i Folder Inserter with IM 5000 Mail Meter inline. The new DS 600i Folder Inserter cuts production time by half as it eliminates pre-folding inserts and the Inline IM 5000 mail meter enhances efficiencies.
- Working with the United States Postal Service to integrate AS 980S Address Printer with BCC Bulk Mailer Software, to provide address validation and barcoding. Validation of addresses will reduce returned mail and barcoding will provide further discounts on postage from the Postal Service.

PROGRAM CONTACTS

Contact Angela Dizelos of the Department of General Services at 240.777.6028 or Gary Nalven of the Office of Management and Budget at 240.777.2779 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Administration

The Administration program provides services in three key areas: 1) The Director's Office provides overall leadership for the Department including policy development, strategic planning, emergency preparedness and operations, accountability, service integration, performance measures, and customer service; 2) The Office of Planning and Development in the Director's Office supports the County Executive's redevelopment and other key strategic capital initiatives; 3) The Division of Central Services provides oversight and direction for the preparation and monitoring of the Operating 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), and increasing access to County facilities for residents and employees with disabilities. The Division of Central Services also handles administration of the day-to-day operations of the Department including direct service delivery, training, and oversight of

procurements and contract management for the Department.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,320,378**	**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.	(422,109)	0.00
FY21 Approved	**2,898,269**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
FY21 Approved	**0**	**0.00**

Central Duplicating, Imaging, Archiving, & Mail Services

This is an Internal Service fund program that provides timely and efficient document management to County Government through high-speed digital printing services, graphic design, electronic publishing, high-speed color digital printing, full-service bindery, large format and banner printing, digital imaging, electronic and physical archiving of County records. The program administers and manages the countywide paper and multi-functional printer contracts, as well as a full-service mail operation that processes and scans all classes of incoming/ interoffice mail. Mail operations also processes outgoing mail to the U.S. Postal Service and deliver's mail/partial packages to all County departments and agencies.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of printing orders completed	7,853	8,004	8,050	8,075	8,100
Print/Mail/Archives: Internal customer survey satisfaction rating (scale of 1-4)	3.36	3.40	3.41	3.42	3.43
Print/Mail/Archives: Internal customer survey responsiveness rating (scale of 1-4)	3.08	3.41	3.42	3.42	3.42

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**8,222,221**	**34.57**
Increase Cost: Lease and Maintenance Costs	21,382	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.	(85,999)	0.00

FY21 Approved Changes	Expenditures	FTEs
FY21 Approved	**8,157,604**	**34.57**

Energy and Sustainability

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

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Amount of grants and incentives received for Energy and Sustainability initiatives (in dollars)	222,234	1,306,250	3,583,517	1,077,057	500,000
Utility savings delivered by Energy and Sustainability initiatives (in dollars)	961,674	1,303,806	1,992,656	1,992,119	1,989,119
Reduction in greenhouse gas emissions delivered by Energy and Sustainability initiatives (metric tons of carbon dioxide equivalent)	2,020	5,952	11,431	11,412	11,393
County facility, fleet, and streetlight greenhouse gas emissions (metric tons of carbon dioxide equivalent)	126,957	132,059	131,210	125,000	120,000

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**811,074**	**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.	38,681	0.00
FY21 Approved	**849,755**	**5.00**

Facilities Management

The Division of Facilities Management's mission is to provide the comprehensive planning and delivery of maintenance services and oversight of building-related operations at County facilities used by County staff and residents. Components of these programs are:

- routine, preventive, and corrective maintenance;
- custodial and housekeeping, grounds maintenance, recycling, and trash removal services;
- building structure and building envelope maintenance;
- engineering support services and various project management services;
- electrical/mechanical systems operations and maintenance;
- small to mid-sized building remodeling projects;
- snow removal and storm damage repair from snow, wind, rain, and storm events; and
- internal customer services.

Through Building Automation Systems (BAS), technicians implement an energy management program to monitor and maintain heating and cooling systems, ensuring the most efficient use of these services.

In addition, Facilities Management oversees moving services and several comprehensive Capital Improvements Program (CIP) projects aimed at sustaining efficient and reliable facility operations to protect and extend the life of the County's investment in facilities and equipment.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Condition of non-critical building systems and aesthetics: Dollars of custodial and ground maintenance on all County properties ($000) [1]	$6,150	$6,725	$7,438	$7,438	$7,438
Average percent of work orders completed in quarter	80.1%	78.6%	80.0%	80.0%	80.0%
Number of hours offline for heating/cooling systems	11	0	0	0	0
Facilities Maintenance: Internal customer survey satisfaction rating (scale of 1-4)	2.90	2.72	2.73	2.75	2.76

[1] *Dollars reflect budget numbers.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**26,922,582**	**107.70**
Add: Fire Watch Services	3,120	0.00
Add: Fall Protection Equipment Annual Inspections	2,500	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	190,158	0.00
FY21 Approved	**27,118,360**	**107.70**

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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of square feet of leased space managed	1,010,130	951,399	1,098,630	1,098,630	1,098,630
Average amount Montgomery County pays in rent (in dollars per square foot)	$19.34	$25.85	$26.75	N/A	N/A
Average rent paid by Montgomery County as a percent of average market rent for leased space [1]	71.9%	90.9%	N/A	N/A	N/A
Leased Space Needs: Internal customer survey responsiveness rating (scale of 1-4)	3.34	2.94	2.95	2.97	2.98
Leased Space Needs: Internal customer survey satisfaction rating (scale of 1-4)	3.08	2.97	2.98	3.00	3.01

[1] *For competitiveness, DGS does not provide real estate projections for future years.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,017,879**	**7.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(21,427)	0.00
FY21 Approved	**996,452**	**7.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	11,231,693	10,784,069	11,405,064	10,975,578	1.8 %
Employee Benefits	3,912,300	3,844,650	3,946,263	3,581,377	-6.9 %
County General Fund Personnel Costs	**15,143,993**	**14,628,719**	**15,351,327**	**14,556,955**	**-0.5 %**
Operating Expenses	20,544,120	17,443,194	25,951,429	17,305,881	-0.8 %
Capital Outlay	2,176	0	0	0	—
County General Fund Expenditures	**35,690,289**	**32,071,913**	**41,302,756**	**31,862,836**	**-0.7 %**
PERSONNEL					
Full-Time	198	198	198	198	—
Part-Time	1	1	1	1	—
FTEs	135.73	134.73	134.73	134.73	—
REVENUES					
Miscellaneous Revenues	87,150	120,000	120,000	120,000	—
County General Fund Revenues	**87,150**	**120,000**	**120,000**	**120,000**	**—**
PRINTING & MAIL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	1,900,765	2,121,425	2,061,866	2,192,245	3.3 %
Employee Benefits	737,448	832,381	795,746	780,321	-6.3 %
Printing & Mail Internal Service Fund Personnel Costs	**2,638,213**	**2,953,806**	**2,857,612**	**2,972,566**	**0.6 %**
Operating Expenses	5,252,458	4,909,005	4,862,530	4,825,628	-1.7 %
Capital Outlay	0	359,410	359,410	359,410	—
Printing & Mail Internal Service Fund Expenditures	**7,890,671**	**8,222,221**	**8,079,552**	**8,157,604**	**-0.8 %**
PERSONNEL					
Full-Time	33	34	34	34	—
Part-Time	1	0	0	0	—
FTEs	34.07	34.57	34.57	34.57	—
REVENUES					
Imaging/Archiving Revenues	1,475,812	1,508,760	1,508,760	1,513,588	0.3 %
Investment Income	44,785	7,804	7,804	28,330	263.0 %
Mail Revenues	1,993,563	2,246,857	2,246,857	2,332,546	3.8 %
Other Charges/Fees	1,969,605	1,843,208	1,843,208	1,828,260	-0.8 %
Print Revenues	2,086,474	2,488,079	2,488,079	2,604,674	4.7 %
Printing & Mail Internal Service Fund Revenues	**7,570,239**	**8,094,708**	**8,094,708**	**8,307,398**	**2.6 %**
DEPARTMENT TOTALS					
Total Expenditures	**43,580,960**	**40,294,134**	**49,382,308**	**40,020,440**	**-0.7 %**
Total Full-Time Positions	**231**	**232**	**232**	**232**	**—**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Total Part-Time Positions	**2**	**1**	**1**	**1**	**—**
Total FTEs	**169.80**	**169.30**	**169.30**	**169.30**	**—**
Total Revenues	**7,657,389**	**8,214,708**	**8,214,708**	**8,427,398**	**2.6 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**32,071,913**	**134.73**
Changes (with service impacts)		
Add: Fire Watch Services [Facilities Management]	3,120	0.00
Add: Fall Protection Equipment Annual Inspections [Facilities Management]	2,500	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	304,625	0.00
Increase Cost: Annualization of FY20 Compensation Increases	118,414	0.00
Increase Cost: Annualization of FY20 Personnel Costs	109,624	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	3,312	0.00
Increase Cost: Print and Mail Adjustment	1,571	0.00
Decrease Cost: Motor Pool Adjustment	(144,504)	0.00
Decrease Cost: Retirement Adjustment	(271,130)	0.00
Decrease Cost: Council Compensation Adjustment	(336,609)	0.00
FY21 APPROVED	**31,862,836**	**134.73**
PRINTING & MAIL INTERNAL SERVICE FUND		
FY20 ORIGINAL APPROPRIATION	**8,222,221**	**34.57**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	72,272	0.00
Increase Cost: Annualization of FY20 Compensation Increases	31,938	0.00
Increase Cost: Annualization of FY20 Personnel Costs	24,390	0.00
Increase Cost: Lease and Maintenance Costs [Central Duplicating, Imaging, Archiving, & Mail Services]	21,382	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	4,081	0.00
Increase Cost: Print and Mail Adjustment	929	0.00
Decrease Cost: Motor Pool Adjustment	(17,908)	0.00
Decrease Cost: Retirement Adjustment	(32,776)	0.00
Decrease Cost: Council Compensation Adjustment	(81,145)	0.00
Decrease Cost: OPEB Adjustment	(87,780)	0.00
FY21 APPROVED	**8,157,604**	**34.57**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Administration	3,320,378	15.03	2,898,269	15.03
Building Design and Construction	0	0.00	0	0.00
Central Duplicating, Imaging, Archiving, & Mail Services	8,222,221	34.57	8,157,604	34.57
Energy and Sustainability	811,074	5.00	849,755	5.00
Facilities Management	26,922,582	107.70	27,118,360	107.70
Real Estate Program	1,017,879	7.00	996,452	7.00
Total	**40,294,134**	**169.30**	**40,020,440**	**169.30**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
COUNTY GENERAL FUND					
General Services	Central Duplicating (Printing & Mail)	56,241	0.52	0	0.00
Fleet Management Services	Motor Pool	636,303	2.80	0	0.00
Recycling and Resource Management	Solid Waste Disposal	68,652	0.10	72,033	0.10
Alcohol Beverage Services	Liquor	564,025	1.20	602,077	1.20
CIP	Capital Fund	8,190,054	55.65	8,178,578	55.65
Administration and Support	General Fund	0	0.00	749,029	3.50
Not Defined	Not Defined	749,029	3.50	0	0.00
	Total	**10,264,304**	**63.77**	**9,601,717**	**60.45**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**31,863**	**31,863**	**31,863**	**31,863**	**31,863**	**31,863**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**31,863**	**31,863**	**31,863**	**31,863**	**31,863**	**31,863**
PRINTING & MAIL INTERNAL SERVICE FUND						
EXPENDITURES						
FY21 Approved	**8,158**	**8,158**	**8,158**	**8,158**	**8,158**	**8,158**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**(5)**	**(13)**	**(13)**	**(13)**	**(3)**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
Subtotal Expenditures	**8,158**	**8,153**	**8,145**	**8,145**	**8,145**	**8,155**

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Fleet Management Services

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$87,921,419	211.10

DAVID DISE, DIRECTOR

MISSION STATEMENT

The mission of the Department of General Services Division of Fleet Management Services (DFMS) is to plan for, acquire, maintain, fuel, and dispose of the County's fleet of motor vehicles, buses, heavy equipment, and other vehicular equipment in support of the transportation and service delivery needs of all County departments. The Division maintains its four shop locations and thirteen fuel sites, and operates out of six depots Countywide.

BUDGET OVERVIEW

The total approved FY21 Operating Budget for the Division of Fleet Management Services is $87,921,419, an increase of $3,162,242 or 3.73 percent from the FY20 Approved Budget of $84,759,177. Personnel Costs comprise 27.56 percent of the budget for 208 full-time position(s) and no part-time position(s), and a total of 211.10 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 72.44 percent of the FY21 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**

INITIATIVES

- The Division of Fleet Management Services (DFMS) has received the first four electric buses in the County's electric bus program which will go into service in March 2020. DFMS has developed a technical specification. A request for proposals (RFP) is currently in process to procure ten electric buses as part of a Federal Transit Administration (FTA) Bus and Facilities Grant. Buses will operate out of the Brookville Depot in Silver Spring which will eventually include solar canopy grid infrastructure that will make the County's electric bus service truly green. Additional electric buses are scheduled to be purchased and delivered in the late FY21/ early FY22 timeframe.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Brookville Depot Private Public Partnership (P3) Electrification Grid is a large solar array system to be built over the existing parking lot. The array will collect sunlight during the day and transfer the energy collected into batteries for future use. The electric buses will be charged using the collected energy stored in the batteries. Additional energy, not needed for the buses, potentially will be sold back to the power company at a predetermined price. If needed, additional power can be purchased from the power company during peak times. This smart grid technology will be part of the County's sustainability plan.
- The Division of Fleet Management Services developed and proposed a plan to remove the underground fuel storage tanks at the County Council Office Building (COB) and demolish the current fuel station building. This location will then become an electric vehicle charging station lot with multiple chargers.
- The ViriCiti network is an innovative service provided to monitor electric buses and their corresponding charging network. The system is installed on buses and monitors all the sub-systems on buses. This system accesses all information and uses it for mission-critical performance reporting and warranty information. It monitors the electric bus charging stations and will alert Fleet to any issues or irregularities with the charging stations. This service provides the Division of Fleet Management Services with all the corresponding historical data ensuring all warranties on the bus, especially the batteries, will be adhered to for the benefit of the County. This system can be expanded as new buses are added to the fleet.
- Work with Montgomery County Police Department (MCPD) to procure an all-electric car to evaluate its suitability for use in a law enforcement capacity. The pilot program will evaluate the ability to be outfitted with the typical equipment necessary for a police vehicle, suitable space necessary to accommodate a police officer with weapon and other safety equipment, ability to operate in intense emergency response, serviceability, and usability in the field. The program will also allow MCPD to target specific applications in the field for which electric vehicles are most appropriate.
- Develop a Green Fleet Plan that includes fleet optimization efforts such as developing centralized motor pools with a high concentration of electric vehicles and developing a Mobility Services interface for County employees who travel on official business. Mobility Services Software will advise employees on the best mode of transportation, with options including nearby motor pools, public transportation, or ride sharing services like Uber or Lyft. The Mobility Services Software will allow the Division of Fleet Management Services to target and remove under-utilized County vehicles, the cost savings from which will help fund the "greening" of the fleet by offsetting the acquisition costs of electric vehicles.
- The Division of Fleet Management Services is currently working on a pilot with a company to develop software to streamline the accident claim process. Currently, most government accident claim processes are extremely slow due to disconnects between vehicle operators, Fleet Maintenance sections, and Risk Management sections. These delays cause end-users to be without the vehicles necessary to provide services or incur additional costs due to extended vehicle rentals. This software streamlines the claim process by creating a database of drivers and the vehicles that they operate. When a vehicle comes into the shop with accident damage, Risk Management is automatically notified, and they can schedule claims adjusters to begin the process. All information regarding the incident can be logged into the portal which controls a workflow by notifying each stakeholder when they are required to take action. It also tracks the amount of time in each process so any organizational issues that may improve turnaround time can be addressed.

PROGRAM CONTACTS

Contact Peggy Lynch of the Division of Fleet Management Services at 240.777.5759 or Gary Nalven of the Office of Management and Budget at 240.777.2779 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Administrative Automotive Services

Administrative Automotive Services maintains and repairs the automotive light fleet for all administrative vehicles including automobiles, vans and light trucks. Maintenance and repair service for the automotive and light truck fleet is provided through contractual services at the Seven Locks maintenance facility. The Division serves the transportation needs of 30 individual County departments and provides maintenance and repair services to several other agencies and governments in the area including fire departments and local municipalities. This program ensures the availability of properly maintained vehicles, without which County residents would be severely impacted.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of administrative vehicle work orders completed	6,714	6,002	6,448	6,388	6,279
Fleet Maintenance and Operations: Mean distance between failure: Administrative light equipment (in miles)	11,847	13,064	13,000	15,000	17,000
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Administrative Vehicles (in days)	0.82	0.50	0.70	0.60	0.50

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,107,704	2.00
FY21 Approved	**3,107,704**	**2.00**

Business Support Services

Business Support Services prepares and monitors the budget, oversees financial management of the Motor Pool (MP) Internal Service Fund, payment processing, solicitations, requisitions and purchase orders. This program includes the preparation of MP Fund financial statements for the Comprehensive Annual Financial Report (CAFR) including Balance Sheet, Statement of Revenues, Expenses, Changes in Fund Equity, and Statement of Cash Flow. The Division's Parts Team provides tools, equipment and parts for the repair and maintenance of the Fleet via an end-to-end process flow including trained supervisors and technicians, stockroom policies and procedures, safety regulations, contracts, and a computerized inventory system that drives receiving, stocking, issuing, forecasting, reporting and accountability. This program achieved significant improvements in inventory parts handling, implemented material handling upgrades for more efficient parts storage and processing, and implemented automated tool boxes and computerized locker systems to maximize tool availability for repairs.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Amount spent on parts (in dollars)	$9,619,108	$10,514,997	$11,124,990	$10,732,289	$11,114,481
Fiscal inventory parts turn rate	2.07	2.00	2.00	2.10	2.20
Percent of workorders completed without delay for parts	88.0%	83.0%	85.0%	87.0%	87.0%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**14,888,283**	**36.00**
Enhance: Additional Tools and Safety Equipment to Support Transit and Heavy Fleet Maintenance	450,000	0.00
Increase Cost: Align Holiday Pay to Actuals	81,516	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(146,447)	(1.00)
FY21 Approved	**15,273,352**	**35.00**

Heavy Equipment Services

Heavy Equipment Services (HES) maintains and repairs heavy equipment, including heavy dump trucks, straight trucks, construction equipment, snow plows, leafers, mowers, backhoes, hydraulic excavators, and other specialized pieces of equipment. HES provides maintenance support for Police, FRS, and Sheriff vehicles, as well as other County vehicles that provide support services to constituents, without which County services to residents would be severely impacted. HES is a 24/7 operation that includes maintenance on the County's plow trucks before, during, and after snow storms to maximize fleet availability and ensure safe travel routes for emergency vehicles and County residents. This program provides direct vehicle maintenance support at the Gaithersburg, Poolesville, Damascus, Bethesda, Colesville and Silver Spring depots.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of heavy equipment work orders completed	4,942	5,011	4,944	4,966	4,974
Fleet Maintenance and Operations: Mean distance between failure: Heavy equipment (in miles)	13,778	13,175	13,477	15,500	17,500
Heavy equipment fleet availability	89%	92%	91%	92%	93%
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Heavy Equipment (in days)	1.7	1.7	2.2	1.7	1.5

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**14,139,642**	**39.00**
Increase Cost: Replace Aging Vehicle Lifts in all Shops	826,576	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(8,884,696)	(3.50)
FY21 Approved	**6,081,522**	**35.50**

Operational Management

Operational Management provides policy development and planning services and operational, personnel, and management oversight and support for Division activities. The focus is to become the benchmarked leader of innovative fleet operations, maintenance excellence, and exceptional teamwork by leveraging technology to maximize operational efficiencies, fleet accountability and customer service. Performance Metrics illustrate trends, the results of work efforts, and the effects of policies. The Division's Green Fleet strategy combines sound management, fleet rightsizing, alternative fuels, and innovative technologies to

reduce fuel consumption and facilitate the acquisition of environmentally compliant vehicles, including flex-fuel, hybrid, electric, CNG and clean diesel.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of fleet work orders completed	45,902	44,998	45,415	45,438	45,284
Fleet Maintenance and Operations: Internal customer survey satisfaction rating (scale of 1-4)	3.0	3.0	3.0	3.1	3.2
Clean Air Commitment - Gallons of alternative fuels used [1]	1,479,278	1,538,449	1,505,672	1,507,800	1,479,000
Clean Air Commitment - Gallons of diesel/unleaded used	4,942,973	5,184,375	5,034,453	5,053,934	4,943,000

[1] *The measurement for gallons of alternative fuels used is in Gasoline Gallon Equivalents.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**35,206,820**	**18.10**
Increase Cost: Additional Funding for Contracted Support Services	379,247	0.00
Enhance: Electric Vehicle Charging Station Equipment and Service	65,520	0.00
Increase Cost: Print and Mail Charges	37,475	0.00
Re-align: EZ Pass/Toll Payments for County Vehicles	8,900	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding	(3,290)	0.00
Decrease Cost: One-time Increase for Specialized Training in FY20	(536,814)	0.00
Decrease Cost: Fuel Expenditures	(1,760,119)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,765,747	0.00
FY21 Approved	**35,163,486**	**18.10**

Public Safety Automotive Services

Public Safety Automotive Services maintains and repairs the automotive light fleet for Police, FRS, Sheriff and Corrections vehicles including automobiles, vans and light trucks. Maintenance and repair service for this component of the fleet is provided through contractual services at the Seven Locks maintenance facility. This program ensures the availability of properly maintained Public Safety vehicles, without which protective services to residents, neighborhoods and the community would be severely impacted.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of public safety vehicle work orders completed	18,923	18,467	18,531	18,640	18,546
Fleet Maintenance and Operations: Mean distance between failure: Public Safety light equipment (in miles)	24,893	26,600	26,327	26,464	26,600
Percent of customers satisfied with police vehicle maintenance	96.0%	97.5%	98.0%	98.0%	98.0%
Police vehicle fleet availability	96%	98%	97%	97%	98%
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Public Safety light equipment (in days)	2.3	0.9	1.8	1.5	1.3

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Increase Cost: Light Fleet Maintenance Contract - Align Budget to Actuals	568,645	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	5,969,848	2.50
FY21 Approved	**6,538,493**	**2.50**

Transit Equipment Services

Transit Equipment Services (TES) provides scheduled and non-scheduled maintenance and repair of the Ride-On Bus fleet at three locations: Brookville Maintenance Facility (BMF), Equipment Maintenance and Transit Operation Center (EMTOC), and Small Transit Shop (STS). This program supports FLASH, the new bus-based rapid transit system with features that improve reliability and capacity; FLEX, the new on-demand transit service that helps residents get around in defined Rockville and Glenmont/Wheaton zones; and the acquisition and maintenance of electric buses. TES implemented a preventive maintenance contractor-based business model which supplemented operations and increased capacity to meet federally mandated requirements. The Transit technician on-boarding and training program contributed to improved equipment availability and injury reduction.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of transit work orders completed	15,323	15,518	15,492	15,444	15,485
Percent of transit preventive maintenance completed within 6,000 miles of previous PM	88%	97%	93%	94%	95%
Fleet Maintenance and Operations: Mean distance between failure: Transit equipment (in miles) [1]	14,762	13,007	13,000	14,000	15,000
Average days out of service per bus for parts	2.09	3.32	3.00	2.00	2.00
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Transit equipment (in days)	1.6	1.5	1.6	1.5	1.2

[1] *The Federal Transit Administration requirement is 12,000 miles.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**20,524,432**	**118.00**
Enhance: Replace Hybrid Batteries, Engines, and/or Transmissions to Ensure Reliable Transit Service	3,500,000	0.00
Enhance: Add Parts Inventory for New Buses	330,000	0.00
Increase Cost: Tools and Equipment to Support Bus Maintenance at Brookville Maintenance Facility	252,000	0.00
Enhance: Contract Increase for Bus Service Lane to Accommodate New FLASH and FLEX Buses	146,052	0.00
Enhance: Battery Monitoring Equipment for New Electric Buses	100,000	0.00
Decrease Cost: One-time Increase in FY20 to Support Maintenance of FLASH Buses	(973,264)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,122,358)	0.00
FY21 Approved	**21,756,862**	**118.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
MOTOR POOL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	16,735,416	18,405,281	17,662,888	18,564,767	0.9 %
Employee Benefits	5,187,971	5,675,053	5,552,222	5,669,056	-0.1 %
Motor Pool Internal Service Fund Personnel Costs	**21,923,387**	**24,080,334**	**23,215,110**	**24,233,823**	**0.6 %**
Operating Expenses	47,247,301	50,588,492	47,394,439	53,043,933	4.9 %
Capital Outlay	6,295,610	10,027,891	10,027,891	10,581,203	5.5 %
Debt Service Other	0	62,460	62,460	62,460	—

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Motor Pool Internal Service Fund Expenditures	**75,466,298**	**84,759,177**	**80,699,900**	**87,921,419**	**3.7 %**
PERSONNEL					
Full-Time	202	208	208	208	—
Part-Time	0	0	0	0	—
FTEs	206.10	211.10	211.10	211.10	—
REVENUES					
Insurance Recoveries	2,030,930	1,787,425	1,273,838	1,786,236	-0.1 %
Investment Income	332,645	157,780	209,950	210,410	33.4 %
Miscellaneous Revenues	1,191,629	203,000	232,940	203,000	—
Motor Pool Charges/Fees	75,609,113	77,032,289	73,903,589	84,298,240	9.4 %
Other Intergovernmental	0	0	45,000	0	—
Motor Pool Internal Service Fund Revenues	**79,164,317**	**79,180,494**	**75,665,317**	**86,497,886**	**9.2 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
MOTOR POOL INTERNAL SERVICE FUND		
FY20 ORIGINAL APPROPRIATION	**84,759,177**	**211.10**
Changes (with service impacts)		
Enhance: Replace Hybrid Batteries, Engines, and/or Transmissions to Ensure Reliable Transit Service [Transit Equipment Services]	3,500,000	0.00
Enhance: Additional Tools and Safety Equipment to Support Transit and Heavy Fleet Maintenance [Business Support Services]	450,000	0.00
Enhance: Add Parts Inventory for New Buses [Transit Equipment Services]	330,000	0.00
Enhance: Contract Increase for Bus Service Lane to Accommodate New FLASH and FLEX Buses [Transit Equipment Services]	146,052	0.00
Enhance: Battery Monitoring Equipment for New Electric Buses [Transit Equipment Services]	100,000	0.00
Enhance: Electric Vehicle Charging Station Equipment and Service [Operational Management]	65,520	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Replace Aging Vehicle Lifts in all Shops [Heavy Equipment Services]	826,576	0.00
Increase Cost: Light Fleet Maintenance Contract - Align Budget to Actuals [Public Safety Automotive Services]	568,645	0.00
Increase Cost: FY21 Compensation Adjustment	550,036	0.00
Increase Cost: Additional Funding for Contracted Support Services [Operational Management]	379,247	0.00
Increase Cost: Annualization of FY20 Compensation Increases	267,877	0.00
Increase Cost: Tools and Equipment to Support Bus Maintenance at Brookville Maintenance Facility [Transit Equipment Services]	252,000	0.00
Increase Cost: Motor Pool Adjustment	99,001	0.00
Increase Cost: Align Holiday Pay to Actuals [Business Support Services]	81,516	0.00
Increase Cost: Print and Mail Charges [Operational Management]	37,475	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: Risk Management Adjustment	25,121	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	9,911	0.00
Re-align: EZ Pass/Toll Payments for County Vehicles [Operational Management]	8,900	0.00
Increase Cost: Print and Mail Adjustment	6,923	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding [Operational Management]	(3,290)	0.00
Decrease Cost: Retirement Adjustment	(155,100)	0.00
Decrease Cost: OPEB Adjustment	(513,220)	0.00
Decrease Cost: One-time Increase for Specialized Training in FY20 [Operational Management]	(536,814)	0.00
Decrease Cost: Council Compensation Adjustment	(600,751)	0.00
Decrease Cost: One-time Increase in FY20 to Support Maintenance of FLASH Buses [Transit Equipment Services]	(973,264)	0.00
Decrease Cost: Fuel Expenditures [Operational Management]	(1,760,119)	0.00
FY21 APPROVED	**87,921,419**	**211.10**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Administrative Automotive Services	0	0.00	3,107,704	2.00
Business Support Services	14,888,283	36.00	15,273,352	35.00
Heavy Equipment Services	14,139,642	39.00	6,081,522	35.50
Operational Management	35,206,820	18.10	35,163,486	18.10
Public Safety Automotive Services	0	0.00	6,538,493	2.50
Transit Equipment Services	20,524,432	118.00	21,756,862	118.00
Total	**84,759,177**	**211.10**	**87,921,419**	**211.10**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
MOTOR POOL INTERNAL SERVICE FUND						
EXPENDITURES						
FY21 Approved	**87,921**	**87,921**	**87,921**	**87,921**	**87,921**	**87,921**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY21	**0**	**(4,649)**	**(4,649)**	**(4,649)**	**(4,649)**	**(4,649)**
Items recommended for one-time funding in FY21 will be eliminated from the base in the outyears.						
Retiree Health Insurance Pre-funding	**0**	**(34)**	**(78)**	**(77)**	**(82)**	**(17)**
Shop Lift Replacements	**0**	**0**	**(827)**	**(827)**	**(827)**	**(827)**
Replacement of all shop lifts is funded across FY21 and FY22.						

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
Subtotal Expenditures	**87,921**	**83,238**	**82,367**	**82,368**	**82,363**	**82,428**

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Human Resources

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$302,813,854	63.65

BERKE ATTILA, 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 approved FY21 Operating Budget for the Office of Human Resources is $302,813,854, an increase of $21,046,115 or 7.47 percent from the FY20 Approved Budget of $281,767,739. Personnel Costs comprise 2.77 percent of the budget for 61 full-time position(s) and two part-time position(s), and a total of 63.65 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 97.23 percent of the FY21 budget.

The Office of Human Resources Budget is comprised of a General Fund component of $7,842,794 and a Employee Health Benefit Self Insurance Fund component of $294,971,060.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**

INITIATIVES

- Expand the MLS LEADS program into MCG LEADS to incorporate innovative learning strategies including tours, book clubs, mentoring, department orientations, project-driven cohort groups, conferences, boot camps, specialized departmental training, career development coaching, and virtual learning opportunities for aspiring leaders, new supervisors, and managers.
- Streamline the position creation and reclassification process for departments to improve the time to review and approve, and eliminate redundant steps.
- Launched the Turn the Curve Initiatives for Alternate Work Schedules/Telework, Candidate Qualification Pool, and Reduce the Time to Hire performance measures.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- EEO/Diversity Management implemented a new case-tracking system that employees may use to submit requests for review and response.
- Implementing Self-Service Benefits, which will eliminate paper enrollment forms and reduce manual data entry for the health insurance team.
- Stress Management team will continue efforts to procure a new Electronic Health Records system to facilitate administrative and clinical operations.
- Continue efforts to lower the time to fill vacant positions through fillable forms, streamline the approval process, release of a "How to Apply" video to improve the candidate's experience in the recruitment process, and conduct Hiring Manager refresher training.

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 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 FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Business Operations and Performance

The Business Operations and Performance Division is comprised of the Classification, Compensation, 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.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Job classification activities completed [1]	N/A	166	282	210	210
Number of new hire salary equity analyses completed	181	160	229	245	260
Average days to complete new hire salary equity analyses [2]	N/A	16	24	20	16
Average days to complete non-study job classifications related to hires [3]	N/A	N/A	26	14	10
Percent of job classifications reviewed/studied within the past 10 years [4]	N/A	25%	28%	34%	41%

[1] *Complete data not available prior to FY19*

[2] *Complete data not available prior to FY19*

[3] *Data not available prior to FY20*

[4] *Data not available prior to FY19*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,240,641**	**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.	(1,049,186)	(4.50)
FY21 Approved	**1,191,455**	**8.00**

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,041,050**	**21.40**
Increase Cost: Reduced Lapse Assumption	91,659	0.00

FY21 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,768	0.00
FY21 Approved	**3,135,477**	**21.40**

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 Montgomery County Personnel Regulations 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.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of Equal Employment Opportunity complaints/inquiries received	144	184	200	200	200
Number of participants in Equal Employment Opportunity and diversity management trainings	1,405	1,788	1,780	1,780	1,780
Percent of Equal Employment Opportunity cases with successful resolution	32%	37%	47%	57%	67%
Percent of trainings that are customized for departments	33%	34%	34%	34%	34%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**438,830**	**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.	13,841	0.00
FY21 Approved	**452,671**	**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.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of employees enrolled in Virgin Pulse wellness program	5,490	5,881	5,763	5,936	6,055
Percent of employees actively engaged in Virgin Pulse wellness program	58%	63%	61%	65%	67%
Percent of Virgin Pulse wellness program users whose chronic disease risk decreases	71%	82%	82%	82%	82%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**271,198,799**	**14.35**
Increase Cost: Claims Expenditure Adjustment	22,073,850	0.00
Shift: Return Charge to the Public Information Office	(4,500)	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.	(11,432)	0.00
FY21 Approved	**293,256,717**	**14.35**

Occupational Medical Services

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. OMS also includes the County's Disability Program Manager who administers the County's Americans with Disabilities Act (ADA) program.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of mandatory incumbent physical exams performed by Occupational Medical Services	3,297	3,050	3,189	3,316	3,449
Number of candidates processed for medical clearances	2,246	2,174	2,350	2,444	2,541
Percent of medical encounters processed within five days of visit	84%	70%	76%	82%	85%
Average patient length of stay from sign in to discharge (minutes)	83	71	77	75	73
Percent of mandatory incumbent physical exams completed within required timeline	95%	72%	79%	82%	85%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Increase Cost: Consumer Price Index Adjustment for Occupational Medical Services	35,527	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,140,176	2.00
FY21 Approved	**2,175,703**	**2.00**

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, Senior Fellow, Position and Career Education Program (PACE),

Multilingual, Job Fairs and coordinates County transfers, demotions, promotions, noncompetitive reappointments, retiree rehiring; manages the County's Disability and Veteran Employment Initiatives; provides selection guidelines training on interviewing and selecting employees; community and employee briefing trainings on the County's employment process and interview/resume preparation; reviews and validates all County compensation (such as, wage equity, within grade salary requests, temporary promotion, promotion, demotion salary requests), develops candidate qualification templates (minimum qualifications/preferred criteria), and validates candidate qualifications; and facilitates priority consideration placements.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of people hired	1,449	1,369	1,400	1,400	1,400
Percent of vacancies filled within target duration	40%	40%	45%	50%	55%
Average hiring manager satisfaction rating with pools of candidates (scale of 1-5)	4.5	4.4	4.4	4.4	4.4
Percent of new hires who are racial minorities (compared to county labor force: 56%)	54%	57%	56%	56%	56%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,589,273**	**10.40**
Add: Applicant Tracking System	510,000	0.00
Reduce: Applicant Tracking System - Council rejection	(510,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(9,510)	0.00
FY21 Approved	**1,579,763**	**10.40**

Training and Organizational Development

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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of training classes offered	817	743	750	750	750
Percent of employees who participate in at least two non-mandatory training/development programs [1]	N/A	3.5%	4.0%	5.0%	5.0%
Percent of training courses geared toward leadership development	4.0%	3.8%	4.0%	5.0%	5.0%
Percent of computer skills trainees who report applying skills to current position	93%	94%	95%	95%	95%

[1] *Data not available prior to FY19*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Add: Management Development Program Initiative	150,000	1.00
Reduce: Management Development Program Initiative - Council rejection	(150,000)	(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.	1,022,068	4.50
FY21 Approved	**1,022,068**	**4.50**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Labor and Employee Relations

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,259,146**	**7.00**
Shift: Labor Management Relations Committee Funding	(100,000)	0.00
Shift: Labor and Employee Relations Team to Office of Labor Relations	(1,036,255)	(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.	(2,122,891)	(2.00)
FY21 Approved	**0**	**0.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,411,800	4,676,270	4,327,771	4,235,292	-9.4 %
Employee Benefits	1,173,154	1,339,111	1,223,355	1,153,426	-13.9 %
County General Fund Personnel Costs	**5,584,954**	**6,015,381**	**5,551,126**	**5,388,718**	**-10.4 %**
Operating Expenses	2,793,965	2,896,040	3,216,625	2,454,076	-15.3 %
Capital Outlay	92,229	0	0	0	—
County General Fund Expenditures	**8,471,148**	**8,911,421**	**8,767,751**	**7,842,794**	**-12.0 %**
PERSONNEL					
Full-Time	69	68	68	61	-10.3 %
Part-Time	3	2	2	2	—
FTEs	45.65	45.00	45.00	39.80	-11.6 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**
EMPLOYEE HEALTH SELF INSURANCE					
EXPENDITURES					
Salaries and Wages	2,073,826	2,270,128	2,194,632	2,320,206	2.2 %
Employee Benefits	487,043	688,339	582,771	679,153	-1.3 %
Employee Health Self Insurance Personnel Costs	**2,560,869**	**2,958,467**	**2,777,403**	**2,999,359**	**1.4 %**
Operating Expenses	256,490,683	269,897,851	270,178,672	291,971,701	8.2 %
Employee Health Self Insurance Expenditures	**259,051,552**	**272,856,318**	**272,956,075**	**294,971,060**	**8.1 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	25.25	23.65	23.65	23.85	0.9 %

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
REVENUES					
Investment Income	187,498	562,010	156,720	118,600	-78.9 %
Medicaid/Medicare Reimbursement	2,131,531	0	27,266,333	31,037,577	—
Other Charges/Fees	10,429,235	0	0	0	—
Other Intergovernmental	0	0	8,143,360	8,357,060	—
Self Insurance Employee Health Income	64,419,629	281,967,908	247,968,210	255,584,170	-9.4 %
Employee Health Self Insurance Revenues	**77,167,893**	**282,529,918**	**283,534,623**	**295,097,407**	**4.4 %**
DEPARTMENT TOTALS					
Total Expenditures	**267,522,700**	**281,767,739**	**281,723,826**	**302,813,854**	**7.5 %**
Total Full-Time Positions	**69**	**68**	**68**	**61**	**-10.3 %**
Total Part-Time Positions	**3**	**2**	**2**	**2**	**—**
Total FTEs	**70.90**	**68.65**	**68.65**	**63.65**	**-7.3 %**
Total Revenues	**77,167,893**	**282,529,918**	**283,534,623**	**295,097,407**	**4.4 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**8,911,421**	**45.00**
Changes (with service impacts)		
Add: Applicant Tracking System [Recruitment and Selection]	510,000	0.00
Add: Management Development Program Initiative [Training and Organizational Development]	150,000	1.00
Reduce: Management Development Program Initiative - Council rejection [Training and Organizational Development]	(150,000)	(1.00)
Reduce: Applicant Tracking System - Council rejection [Recruitment and Selection]	(510,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	133,962	0.00
Increase Cost: Reduced Lapse Assumption [Director's Office]	91,659	0.00
Increase Cost: Consumer Price Index Adjustment for Occupational Medical Services [Occupational Medical Services]	35,527	0.00
Increase Cost: Annualization of FY20 Personnel Costs	27,407	0.00
Increase Cost: Print and Mail Adjustment	539	0.00
Decrease Cost: Retirement Adjustment	(33,985)	0.00
Re-align: Personnel Adjustment Between Funds	(44,471)	(0.20)
Shift: Labor Management Relations Committee Funding [Labor and Employee Relations]	(100,000)	0.00
Decrease Cost: Council Compensation Adjustment	(143,010)	0.00
Shift: Labor and Employee Relations Team to Office of Labor Relations [Labor and Employee Relations]	(1,036,255)	(5.00)
FY21 APPROVED	**7,842,794**	**39.80**

FY21 APPROVED CHANGES

	Expenditures	FTEs
EMPLOYEE HEALTH SELF INSURANCE		
FY20 ORIGINAL APPROPRIATION	**272,856,318**	**23.65**
Other Adjustments (with no service impacts)		
Increase Cost: Claims Expenditure Adjustment [Health & Employee Welfare]	22,073,850	0.00
Increase Cost: FY21 Compensation Adjustment	45,753	0.00
Re-align: Personnel Adjustment Between Funds	44,471	0.20
Increase Cost: Retirement Adjustment	7,385	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(2,037)	0.00
Shift: Return Charge to the Public Information Office [Health & Employee Welfare]	(4,500)	0.00
Decrease Cost: Council Compensation Adjustment	(50,180)	0.00
FY21 APPROVED	**294,971,060**	**23.85**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Business Operations and Performance	2,240,641	12.50	1,191,455	8.00
Director's Office	3,041,050	21.40	3,135,477	21.40
EEO Compliance and Diversity Management	438,830	3.00	452,671	3.00
Health & Employee Welfare	271,198,799	14.35	293,256,717	14.35
Labor and Employee Relations	3,259,146	7.00	0	0.00
Occupational Medical Services	0	0.00	2,175,703	2.00
Recruitment and Selection	1,589,273	10.40	1,579,763	10.40
Training and Organizational Development	0	0.00	1,022,068	4.50
Total	**281,767,739**	**68.65**	**302,813,854**	**63.65**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	1,591,025	0.00	1,609,896	0.00
Police	General Fund	307,101	2.00	0	0.00
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	26,071	0.20	26,939	0.20
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	185,851	0.40	187,929	0.40
NDA - Montgomery County Employee Retirement Plans	Non-Appropriated Funds	26,390	0.00	26,390	0.00

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
	Total	**2,136,438**	**2.60**	**1,851,154**	**0.60**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**7,843**	**7,843**	**7,843**	**7,843**	**7,843**	**7,843**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**7,843**	**7,843**	**7,843**	**7,843**	**7,843**	**7,843**
EMPLOYEE HEALTH SELF INSURANCE						
EXPENDITURES						
FY21 Approved	**294,971**	**294,971**	**294,971**	**294,971**	**294,971**	**294,971**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**294,971**	**294,971**	**294,971**	**294,971**	**294,971**	**294,971**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Approved		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Management Development Program Initiative	92,080	1.00	115,100	1.00
Management Development Program Initiative - Council rejection	(92,080)	(1.00)	(115,100)	(1.00)

Human Rights

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$1,384,692	9.60

JAMES STOWE, DIRECTOR

MISSION STATEMENT

The mission of the Office of Human Rights is to enforce 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 approved FY21 Operating Budget for the Office of Human Rights is $1,384,692, an increase of $102,062 or 7.96 percent from the FY20 Approved Budget of $1,282,630. Personnel Costs comprise 90.10 percent of the budget for nine full-time position(s) and no part-time position(s), and a total of 9.60 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 9.90 percent of the FY21 budget.

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **Effective, Sustainable Government**

INITIATIVES

- Add an additional investigator to manage the workload associated with the enactment of new legislation.

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 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 FY20 estimates reflect funding based on the FY20

Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**268,260**	**1.00**
Decrease Cost: Hall of Fame Event for FY21	(2,500)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(19,162)	0.00
FY21 Approved	**246,598**	**1.00**

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; participates in or in partnership with other local, State, and Federal offices; and conducts various forums to promote increased understanding and tolerance among diverse groups.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of Human Rights Commission meetings facilitated	11	12	12	12	12
Overall satisfaction of Commissioners with the HRC's advocacy for human and civil rights issues (scale of 1-5)	4.7	4.8	4.8	4.8	4.9

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**46,059**	**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.	2,332	0.00
FY21 Approved	**48,391**	**0.50**

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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of human rights compliance cases processed	438	266	430	430	430
Percent of cases that have completed their investigation within 15 months	95%	95%	95%	95%	95%
Percent of cases that have a Letter of Determination issued within 30 days of completed investigation by investigator	100%	100%	100%	100%	100%
Percent of cases in backlog status (cases not closed within 15 months)	5%	5%	5%	5%	5%
Percent of referred cases that are mediated successfully	50%	65%	50%	50%	50%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**904,115**	**6.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	14,376	0.00
FY21 Approved	**918,491**	**6.00**

Fair Housing

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

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of fair housing workshops and public education programs hosted	3	3	3	3	3
Number of fair housing education ads on Ride On Buses	40	50	50	50	50
Number of human rights and fair housing program ads played in movie theater previews	101,576	105,204	105,204	105,204	105,204

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**64,196**	**1.10**
Enhance: Add an Additional Investigator II Position	75,116	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.	31,900	0.00
FY21 Approved	**171,212**	**2.10**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	870,435	879,308	899,312	975,568	11.0 %
Employee Benefits	246,955	260,246	259,812	271,999	4.5 %
County General Fund Personnel Costs	**1,117,390**	**1,139,554**	**1,159,124**	**1,247,567**	**9.5 %**
Operating Expenses	182,954	143,076	142,510	137,125	-4.2 %
County General Fund Expenditures	**1,300,344**	**1,282,630**	**1,301,634**	**1,384,692**	**8.0 %**
PERSONNEL					
Full-Time	8	8	8	9	12.5 %
Part-Time	0	0	0	0	—
FTEs	8.60	8.60	8.60	9.60	11.6 %
REVENUES					
EEOC Reimbursement	48,000	59,200	59,200	59,200	—
Miscellaneous Revenues	829	0	0	0	—
County General Fund Revenues	**48,829**	**59,200**	**59,200**	**59,200**	**—**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**1,282,630**	**8.60**
Changes (with service impacts)		
Enhance: Add an Additional Investigator II Position [Fair Housing]	75,116	1.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY20 Personnel Costs	28,053	0.00
Increase Cost: FY21 Compensation Adjustment	25,018	0.00
Increase Cost: Annualization of FY20 Compensation Increases	12,396	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	5,830	0.00
Increase Cost: Print and Mail Adjustment	63	0.00
Decrease Cost: Hall of Fame Event for FY21 [Administration]	(2,500)	0.00
Decrease Cost: Motor Pool Adjustment	(3,514)	0.00
Decrease Cost: Retirement Adjustment	(11,845)	0.00
Decrease Cost: Council Compensation Adjustment	(26,555)	0.00
FY21 APPROVED	**1,384,692**	**9.60**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Administration	268,260	1.00	246,598	1.00
Community Mediation and Public Affairs	46,059	0.50	48,391	0.50
Compliance	904,115	6.00	918,491	6.00
Fair Housing	64,196	1.10	171,212	2.10
Total	**1,282,630**	**8.60**	**1,384,692**	**9.60**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**1,385**	**1,385**	**1,385**	**1,385**	**1,385**	**1,385**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY21	**0**	**25**	**25**	**25**	**25**	**25**
New positions in the FY21 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.						
Biennial Hall of Fame Event	**0**	**3**	**0**	**3**	**0**	**3**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
This Biennial event recognizes Montgomery County residents who have made personal sacrifices that positively impacted County human rights issues.						
Subtotal Expenditures	**1,385**	**1,413**	**1,410**	**1,413**	**1,410**	**1,413**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Approved		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Add an Additional Investigator II Position	75,116	1.00	100,155	1.00
Total	**75,116**	**1.00**	**100,155**	**1.00**

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Intergovernmental Relations

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$1,151,763	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 of Intergovernmental Relations is the lead Executive Branch agency representing the County in the Maryland Association of Counties and the National Association of Counties.

BUDGET OVERVIEW

The total approved FY21 Operating Budget for the Office of Intergovernmental Relations is $1,151,763, an increase of $5,692 or 0.50 percent from the FY20 Approved Budget of $1,146,071. Personnel Costs comprise 81.18 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 18.82 percent of the FY21 budget.

COUNTY PRIORITY OUTCOMES

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

- **An Affordable, Welcoming County for a Lifetime**
- **Thriving Youth and Families**
- **Easier Commutes**
- **A Greener County**
- **Effective, Sustainable Government**
- **Safe Neighborhoods**
- **A Growing Economy**

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 PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

Measure	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Program Measures					
Number of bills for which a County fiscal estimate was requested by the State Department of Legislative Services [1]	524	511	489	489	489
Number of formal position statements prepared [2]	285	303	280	280	280
Percent of State legislative package where Intergovernmental Relations position prevailed	89%	100%	100%	100%	100%
Percent of State priorities fully realized	61%	88%	100%	100%	100%
Total direct State aid ($ millions) [3]	$782	$803	$858	$858	$858
Total State retirement payments ($ millions)	168	170	177	177	177

[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] *Flat Projections*

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 liaison to the County's Congressional delegation and advocates on Federal legislation and grant funding opportunities of interest to the County.

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	757,418	754,793	770,797	759,146	0.6 %
Employee Benefits	175,592	182,629	185,526	175,889	-3.7 %
County General Fund Personnel Costs	**933,010**	**937,422**	**956,323**	**935,035**	**-0.3 %**
Operating Expenses	167,977	193,314	272,032	201,393	4.2 %

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
County General Fund Expenditures	**1,100,987**	**1,130,736**	**1,228,355**	**1,136,428**	**0.5 %**
PERSONNEL					
Full-Time	5	5	5	5	—
Part-Time	0	0	0	0	—
FTEs	5.30	5.30	5.30	5.30	—
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	15,333	15,335	15,335	15,335	—
Grant Fund - MCG Expenditures	**15,333**	**15,335**	**15,335**	**15,335**	**—**
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	14,055	15,335	15,335	15,335	—
Grant Fund - MCG Revenues	**14,055**	**15,335**	**15,335**	**15,335**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**1,116,320**	**1,146,071**	**1,243,690**	**1,151,763**	**0.5 %**
Total Full-Time Positions	**5**	**5**	**5**	**5**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**5.30**	**5.30**	**5.30**	**5.30**	**—**
Total Revenues	**14,055**	**15,335**	**15,335**	**15,335**	**—**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**1,130,736**	**5.30**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	8,686	0.00
Increase Cost: Annualization of FY20 Compensation Increases	8,636	0.00
Increase Cost: Professional Services [Intergovernmental Relations]	7,380	0.00
Increase Cost: Print and Mail Adjustment	699	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Decrease Cost: Retirement Adjustment	(3,097)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(7,380)	0.00
Decrease Cost: Council Compensation Adjustment	(9,232)	0.00
FY21 APPROVED	**1,136,428**	**5.30**

GRANT FUND - MCG

FY20 ORIGINAL APPROPRIATION	**15,335**	**0.00**
FY21 APPROVED	**15,335**	**0.00**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**1,136**	**1,136**	**1,136**	**1,136**	**1,136**	**1,136**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**1,136**	**1,136**	**1,136**	**1,136**	**1,136**	**1,136**

Labor Relations

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$1,505,670	8.00

STEVEN SLUCHANSKY, CHIEF LABOR RELATIONS OFFICER

MISSION STATEMENT

Fostering high-performing labor-management relationships through the use of collaborative and interest-based methods that demonstrate the possibilities of effective labor-management partnership and confirm the value of the County's workforce.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**

INITIATIVES

- Foster and facilitate more high-performing Labor Management Relations Committees at both the department and County-wide level.

PROGRAM CONTACTS

Contact Steven Sluchansky of the Office of Labor Relations at 240.777.5073 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

Labor Relations

The Office of Labor Relations (OLR) administers the County's labor and employee relations programs. This includes conducting collective bargaining with the three County unions and volunteer Fire Fighters; administering and ensuring compliance with collective bargaining agreements (CBAs) and other labor-management agreements and personnel regulations; managing collaborative labor-management programs and joint initiatives, including Labor-Management Relations Committees (LMRCs) and other joint committees; administering grievance and dispute procedures, including both negotiated and regulatory, including the Alternative Dispute Resolution and Conflict Facilitation processes, and facilitating the timely resolution of workplace disputes; advising County managers on CBA issues, personnel policies and procedures, and employee relations matters; conducting training for County managers and employees on labor-management and employee relations topics.

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	899,060	—
Employee Benefits	0	0	0	228,580	—
County General Fund Personnel Costs	**0**	**0**	**0**	**1,127,640**	**—**
Operating Expenses	0	0	0	378,030	—
County General Fund Expenditures	**0**	**0**	**0**	**1,505,670**	**—**
PERSONNEL					
Full-Time	0	0	0	8	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	8.00	—

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**0**	**0.00**
Changes (with service impacts)		
Add: Labor Management Relations Committee Support [Labor Relations]	83,377	1.00
Reduce: Labor Management Relations Committee Support - Council rejection [Labor Relations]	(83,377)	(1.00)
Other Adjustments (with no service impacts)		
Shift: Labor and Employee Relations Team from Office of Human Resources [Labor Relations]	1,036,225	5.00
Shift: Labor and Employee Relations Team from Department of Police [Labor Relations]	307,140	2.00
Shift: Chief Labor Relations Officer from County Executive's Office [Labor Relations]	161,949	1.00
Increase Cost: FY21 Compensation Adjustment [Labor Relations]	20,412	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(706)	0.00
Decrease Cost: Council Compensation Adjustment	(19,350)	0.00
FY21 APPROVED	**1,505,670**	**8.00**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**1,506**	**1,506**	**1,506**	**1,506**	**1,506**	**1,506**
Subtotal Expenditures	**1,506**	**1,506**	**1,506**	**1,506**	**1,506**	**1,506**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Approved		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Labor Management Relations Committee Support	83,377	1.00	111,169	1.00
Labor Management Relations Committee Support - Council rejection	(83,377)	(1.00)	(111,169)	(1.00)

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Management and Budget

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$6,380,762	41.25

RICHARD S. MADALENO, DIRECTOR

MISSION STATEMENT

The Office of Management and Budget (OMB) offers a broad-based, objective perspective on public policies, fiscal policies, and performance management to the County Executive, County Council, and other County partners. The analytical work performed in OMB provides policymakers with data and options to make informed decisions. The Office supports and enhances the effective operation of County government, ensuring funds are spent in the most fiscally prudent and socially responsible way, and that performance objectives are achieved. OMB also ensures that County expenditures are made in accordance with Executive polices and Council appropriations, consistent with the County Charter.

BUDGET OVERVIEW

The total approved FY21 Operating Budget for the Office of Management and Budget is $6,380,762, an increase of $1,174,475 or 22.56 percent from the FY20 Approved Budget of $5,206,287. Personnel Costs comprise 95.44 percent of the budget for 41 full-time position(s) and one part-time position(s), and a total of 41.25 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 4.56 percent of the FY21 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**

INITIATIVES

- Implementing a Shared Services Team that will provide administrative and business functions for smaller County departments and offices to allow them to focus their duties directly on their core missions and functions. This team will be formed with no new County resources by shifting positions and resources no longer needed by other departments and will create future cost savings.
- Developing the Operating Budget Workforce Module to replace the remaining Hyperion functionality for better data integrity and ease of use. The system is being developed in-house at limited additional cost to the County.
- Continue refining the Montgomery County approach to outcomes based budgeting by examining base department and office budgets, evaluating programs for outcomes, and implementing plans to help departments and office achieve those outcomes.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Implemented an outcomes-based approach to budgeting. For the development of the FY21 budget, OMB formed Budget Outcome Leadership Teams that involved employees from across County government to review proposals for programs and enhancements. These teams deliberated the requests, conferred with department directors and staff on their impact, and presented recommendations to the County Executive. This review process provided invaluable insight into the programs and their work greatly contributed to the Executive's recommendations.
- Instituted a Program Evaluation and Expenditure Review (PEER) process comprised of OMB analysts, management, and representatives from the Chief Administrative Officer's Office who reviewed base budget expenditures of departments and offices to identify duplicated services and determine whether more efficient ways to perform services exist.
- In conjunction with County departments and offices, mapped each program in County government to one of the Executive's seven priority outcomes and associated Key Indicators (where appropriate). As a result of this process, many existing programs were redefined and expenditures were realigned in order to ensure that each program in County government was focused on achieving defined, measurable outcomes.
- Merged CountyStat into the Office of Management and Budget from the County Executive's Office. This merger creates greater synergy between the budget process and monitoring departmental performance to ensure that the County's resources are allocated in the most fiscally prudent way.

PROGRAM CONTACTS

Contact Chris Mullin of the Office of Management and Budget at 240.777.2772 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

Measure	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Program Measures					
Public engagement with budget: Attendance at budget forums	500	560	560	560	560
Overall Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award ratings: Percent rated outstanding or proficient [1]	96.8%	97.0%	97.8%	97.9%	98.0%
Percent of staff satisfied with usefulness of OMB IT systems	83%	85%	88%	89%	90%

[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).*

PROGRAM DESCRIPTIONS

Fiscal, Policy, and Performance Analysis

The Fiscal, Policy, and Performance Analysis Program is comprised of three teams: the Fiscal and Policy Analysis Team, the Performance Analysis Team (CountyStat), and the Shared Services Team. Together, these teams ensure prudent management of

County resources and services to achieve desired outcomes. Staff on the Fiscal and Policy Analysis Team prepare the County's Operating and Capital Budgets, Public Services Program, and Capital Improvement Program ensuring compliance with the County Charter and the decisions of elected officials. The Performance Analysis Team provides data analytics services to improve performance and support for ongoing monitoring the effectiveness of County government services to improve performance, reinforce accountability, and focus on results. The Shared Services Team promotes the efficient use of County resources by providing core administrative and business functions to smaller County departments and offices, thereby allowing those departments and offices to focus their duties directly on their core missions and functions.

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,629,888	3,950,086	3,694,182	4,916,789	24.5 %
Employee Benefits	1,008,569	1,046,201	1,077,710	1,172,812	12.1 %
County General Fund Personnel Costs	**4,638,457**	**4,996,287**	**4,771,892**	**6,089,601**	**21.9 %**
Operating Expenses	138,597	210,000	251,595	291,161	38.7 %
County General Fund Expenditures	**4,777,054**	**5,206,287**	**5,023,487**	**6,380,762**	**22.6 %**
PERSONNEL					
Full-Time	33	33	33	41	24.2 %
Part-Time	1	1	1	1	—
FTEs	33.25	33.25	33.25	41.25	24.1 %

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**5,206,287**	**33.25**
Other Adjustments (with no service impacts)		
Shift: Reorganization - Merge CountyStat and Office of Management and Budget [Fiscal, Policy, and Performance Analysis]	622,181	4.00
Shift: Shared Administrative Resources Model	493,302	3.00
Increase Cost: FY21 Compensation Adjustment	82,661	0.00
Increase Cost: Annualization of FY20 Compensation Increases	66,505	0.00
Increase Cost: Print and Mail Adjustment	921	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	668	0.00
Technical Adj: Position and FTE Adjustment [Fiscal, Policy, and Performance Analysis]	0	1.00
Decrease Cost: Retirement Adjustment	(4,657)	0.00
Decrease Cost: Council Compensation Adjustment	(87,106)	0.00
FY21 APPROVED	**6,380,762**	**41.25**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	85,371	0.50	99,619	0.50

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**6,381**	**6,381**	**6,381**	**6,381**	**6,381**	**6,381**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY21	**0**	**(25)**	**(25)**	**(25)**	**(25)**	**(25)**
Items recommended for one-time funding in FY21, including one-time operating costs associated with the merger of CountyStat and the creation of the Shared Services Team, will be eliminated from the base in the outyears.						
Subtotal Expenditures	**6,381**	**6,356**	**6,356**	**6,356**	**6,356**	**6,356**

Procurement

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$4,801,074	37.90

AVINASH G. SHETTY, DIRECTOR

MISSION STATEMENT

The mission of the Office of Procurement is to facilitate the use of public funds in partnership with the County departments to effectively procure goods, services, and construction in an inclusive, transparent, and equitable manner that best serves County residents, businesses, and the public interest.

The Office of Procurement is a cabinet-level department tasked with preserving the public trust and ensuring the integrity of the County's procurement process. The Office of Procurement ensures compliance with all related laws, regulations, and policies. The Office of Procurement focuses on identifying opportunities for improvement of inter-and intra-departmental purchasing processes and implementation of recognized best practices to increase organizational efficacy, promote transparency, improve accountability, and facilitate compliance. In its interactions with all County departments and agencies, external governmental agencies, members of the business community, and the general public, the Office of Procurement serves as a resource for policy and program initiatives involving public contracting.

BUDGET OVERVIEW

The total approved FY21 Operating Budget for the Office of Procurement is $4,801,074, an increase of $335,457 or 7.51 percent from the FY20 Approved Budget of $4,465,617. Personnel Costs comprise 92.87 percent of the budget for 38 full-time position(s) and two part-time position(s), and a total of 37.90 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 7.13 percent of the FY21 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**

INITIATIVES

- Establish a "Center-led" procurement model to centrally coordinate strategic procurement decisions for the County's

construction, transportation, and information technology (IT) activities and acquisitions. This model will create flexible decision-making processes, share best practices with County departments, and develop category strategists with the subject-matter expertise to deliver improved customer services.

- Implemented a new monthly Open House for the business community to increase accessibility to County staff, encourage participation in the process and improve competition pool.
- Developed, in partnership with the Department of Technology Services (DTS), the Procurement Solicitation Tracker for increased transparency and vendor self service for access to solicitation status.
- Implemented one-click scope view for solicitations for increased visibility, synthesized requirements in a shortened view and streamlined access to opportunities.
- Developed expanded business access to the Procurement pocketguide on how to do business with the County by making it accessible in Chinese and Spanish, in addition to English.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Procurement received two distinguished awards for the 2019 Public Sector Award from Women President's Educational Organization and from the National Procurement Institute for Excellence in Public Procurement.
- Implemented a "rate my service" survey to emphasize customer service and also disseminated contract administrator survey at the conclusion of each solicitation. Both surveys resulted in scores exceeding 90 percent.
- Implementation of monthly Kanban Boards to Department Directors that convey solicitation status reports electronically to increase transparency and accountability. This tool aligns with quarterly meetings with key departments to discuss improvements and actionable items.
- Developed and published compliance matrix to provide a user-friendly view for stakeholders to determine compliance applicability in the procurement process, as well as Request For Proposal (RFP) and Invitation For Bid (IFB) process maps as a visual representation for businesses and departments to navigate the process.
- Development and implementation of 24 innovation projects resulting from Procurement staff Innovation Accelerator participation.
- Procurement has developed and implemented several internal and external outreach events, including The Big Deal quarterly newsletter, using department Director presentations at staff meetings, site visits to client department operations, using department "spend a day" at procurement visits and hosting of international delegations to improve understanding and awareness. Delegations include the Kenya Global Procurement Orientation visit and the Brazilian State and Local Level Public Procurement Officials visit.

PROGRAM CONTACTS

Contact Pam Jones of the Office of Procurement at 240.777.9911 or Jane Mukira of the Office of Management and Budget at 240.777.2754 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for

comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Business Relations and Compliance

The mission of the Division of Business Relations and Compliance (DBRC) is to plan and implement programmatic strategies to expand business opportunities for 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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of County contract dollars that are awarded to certified MFD vendors (measured against County goals for each category)	23.5%	24.4%	24.5%	25.0%	25.0%
Business Relations and Compliance: Percent of contract dollars awarded to LSBs	26.8%	27.4%	28.0%	28.0%	28.0%
Enforcement: Dollars returned to workers as result of enforcement actions taken by Procurement	$27,334	$68,619	$50,000	$50,000	$50,000

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,101,275**	**6.50**
Re-align: Center-led Procurement Initiative	273,722	3.00
Decrease Cost: Enterprise Account Licenses	(2,500)	0.00

FY21 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	71,208	0.00
FY21 Approved	**1,443,705**	**9.50**

Procurement Operations

The core components of this program are to purchase goods, services, and construction required by County departments in the most timely and cost-effective manner possible. Program staff assist departments in the development of procurement strategies and documents to ensure a competitive, transparent, and fair procurement process in accordance with the County Code and the Procurement Regulations. Program staff also educate vendors about the County's procurement process and procedures.

Procurement staff also provides County departments with training, assistance, and guidance of department contract administrators. Procurement Specialists develop contract administration procedures, research vendors, review contracts, and recommend revisions to County procurement policies and regulations to streamline the procurement process. In addition, testimony and other evidence regarding claims and contract disputes with contractors are reviewed to resolve issues.

Procurement staff participates with local, State, and national procurement purchasing associations to promote and teach continuing procurement education and learning credits, latest industry trends, latest source selection methods, and cooperative purchases. Staff also participates in 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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of procurements completed in agreed upon time [1]	82%	87%	87%	88%	88%

[1] *This figure represents the average for the following: Invitation For Bid - 90%; Request For Proposals - 88%; and Construction - 85% for FY19.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,201,316**	**24.40**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(50,427)	0.00
FY21 Approved	**3,150,889**	**24.40**

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

MC311 service requests, and coordination of interpreter services for departmental activities or customer needs.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**163,026**	**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.	43,454	0.00
FY21 Approved	**206,480**	**4.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,012,349	3,007,640	2,529,194	3,462,246	15.1 %
Employee Benefits	1,018,653	1,117,675	935,562	996,748	-10.8 %
County General Fund Personnel Costs	**4,031,002**	**4,125,315**	**3,464,756**	**4,458,994**	**8.1 %**
Operating Expenses	348,586	340,302	455,784	342,080	0.5 %
Capital Outlay	145	0	0	0	—
County General Fund Expenditures	**4,379,733**	**4,465,617**	**3,920,540**	**4,801,074**	**7.5 %**
PERSONNEL					
Full-Time	35	35	35	38	8.6 %
Part-Time	2	2	2	2	—
FTEs	34.90	34.90	34.90	37.90	8.6 %
REVENUES					
Other Charges and Fees	(748)	0	0	0	—
Other Fines & Forfeitures	160,262	0	0	0	—
County General Fund Revenues	**159,514**	**0**	**0**	**0**	**—**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**4,465,617**	**34.90**
Other Adjustments (with no service impacts)		
Re-align: Center-led Procurement Initiative [Business Relations and Compliance]	273,722	3.00
Increase Cost: Annualization of FY20 Personnel Costs	73,872	0.00
Increase Cost: FY21 Compensation Adjustment	67,426	0.00
Increase Cost: Annualization of FY20 Compensation Increases	33,017	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	10,663	0.00
Increase Cost: Print and Mail Adjustment	278	0.00
Decrease Cost: Enterprise Account Licenses [Business Relations and Compliance]	(2,500)	0.00
Decrease Cost: Retirement Adjustment	(45,760)	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Decrease Cost: Council Compensation Adjustment	(75,261)	0.00
FY21 APPROVED	**4,801,074**	**37.90**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Business Relations and Compliance	1,101,275	6.50	1,443,705	9.50
Procurement Operations	3,201,316	24.40	3,150,889	24.40
Procurement Services	163,026	4.00	206,480	4.00
Total	**4,465,617**	**34.90**	**4,801,074**	**37.90**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
COUNTY GENERAL FUND					
Fleet Management Services	Motor Pool	41,716	0.30	42,976	0.30
Parking District Services	Bethesda Parking	7,002	0.05	5,765	0.05
Parking District Services	Silver Spring Parking	7,002	0.05	5,765	0.05
Transit Services	Mass Transit	27,810	0.20	28,650	0.20
Recycling and Resource Management	Solid Waste Disposal	69,526	0.50	71,626	0.50
	Total	**153,056**	**1.10**	**154,782**	**1.10**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**4,801**	**4,801**	**4,801**	**4,801**	**4,801**	**4,801**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY21	**0**	**(2)**	**(2)**	**(2)**	**(2)**	**(2)**
Items recommended for one-time funding in FY21, including enterprise licenses and one-time operating expenses for the Center-led initiative, will be eliminated from the base in the outyears.						
Subtotal Expenditures	**4,801**	**4,799**	**4,799**	**4,799**	**4,799**	**4,799**

Public Information

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$5,464,768	52.70

BARRY HUDSON, 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 approved FY21 Operating Budget for the Office of Public Information is $5,464,768, an increase of $95,456 or 1.78 percent from the FY20 Approved Budget of $5,369,312. Personnel Costs comprise 96.46 percent of the budget for 70 full-time position(s) and one part-time position(s), and a total of 52.70 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 3.54 percent of the FY21 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**

INITIATIVES

- Expansion of Quality Assurance efforts including more customer surveys to assess satisfaction levels and to increase customer feedback, and holding focus groups throughout the County to elicit input from the community regarding MC311 service, all of which contribute to customer-centric process improvements.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Departmental process improvements include working with departments on how to better handle service requests. Current collaborations include review of two departments utilizing Tier II Customer Service Representatives. Intake processes are being reviewed, and opportunities are being sought to improve customer experience by putting callers in contact with department specialists immediately, decreasing response times for many inquiries that require the expertise of department

staff.

- MC311 call abandon rate improvement from 9.37 percent in FY19 to 2.10 percent in FY20 to date.
- Average speed to answer improvement from 75.2 seconds in January 2019 to 23.9 seconds by January 2020.
- Web based service requests increased by 15.02 percent in FY19 over FY18.
- Integration of Siebel CRM with DOT's SNOWIQ application for more timely and accurate reporting of service request status after snow storms.

PROGRAM CONTACTS

Contact Anne Santora of the Office of Public Information at 240.777.6527 or Jane Mukira of the Office of Management and Budget at 240.777.2754 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Average amount of time it takes to reach an MC311 Customer Service Representative after welcome announcement (in seconds) [1]	N/A	94	20	20	20
Percent of MC311 survey respondents reporting satisfaction	85%	83%	85%	85%	85%
Cost per customer contact (in dollars) (salary expenditures divided by the total number of customer contacts by phone, web portal, mobile-enabled portal, Twitter) [2]	$3.80	$3.72	$3.72	$3.72	$3.72
Average rate of Service Requests created on the MC311 website and the mobile enabled portal	36.92%	37.41%	40.00%	40.00%	40.00%
Total number of Fulfillment Service Requests created [3]	222,850	233,941	235,000	235,000	235,000
Total number of General Information Service Requests created [4]	355,543	352,409	350,000	350,000	350,000
Percent of calls classified as General Information	72.61%	73.93%	74.00%	74.00%	74.00%
Average rate of calls that come into 311, but are not answered by a Customer Service Representative (CSR) [5]	8.14%	9.90%	5.00%	5.00%	5.00%
Average percent of callers requesting to speak Spanish	3.76%	3.54%	4.00%	4.00%	4.00%

[1] *Technical issues resulted in incomplete data for FY18.*

[2] *For FY19 there were 564,778 customer contacts where source equals phone, web, and Twitter. Actual salary costs were: $2,098,582.*

[3] *Fulfillment Service Requests are those that are forwarded to departments for handling and completion. The numbers and types of service requests are driven by many factors including seasonal events such as tax notices, mass mailings, and weather events.*

[4] *General Information Service Requests are those created, handled and closed in the Customer Service Center.*

[5] *Average abandon rate for FY19 was 9.9%. Target is 5%. Unable to meet target due to staffing shortage. This is also supported by Erlang, which is a tool that assists call centers with staffing requirements.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,812,471**	**42.95**
Increase Cost: Wage Equity Study Salary Adjustments	107,902	0.00
Shift: Remove Charge to Employee Health Self Insurance - OHR	4,500	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.	170,929	0.00
FY21 Approved	**4,095,802**	**42.95**

Public Relations

Under this program, the Public Information Office:

- educates and informs residents about County issues, programs, and services through press releases, media advisories, news, public events, the County website, 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; and
- develops promotional campaigns to increase awareness of critical issues such as pedestrian safety and emergency preparedness.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of press events	57	41	48	48	48
Total attendance at press conferences and press events	5,826	6,279	6,500	6,800	7,000
Internal County staff satisfaction with PIO services (scale of 1-4)	3.22	3.30	3.50	3.50	3.50
Total utilization of direct resident communication systems - web, YouTube, video, podcasts, Facebook, Twitter (in millions)	57.6	58.9	60.0	61.0	62.0

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,402,642**	**8.65**
Technical Adj: Elimination of Cable Fund Chargeback	0	0.10
Decrease Cost: Lapse Vacant Public Information Officer II position to support NDA Legislative Communications Outreach	(120,122)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(75,137)	0.00
FY21 Approved	**1,207,383**	**8.75**

Web Content and Graphic Management

The Web Content and Graphic Development Program has four major functions:

- 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

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of press releases and media advisories posted on website	932	718	890	890	890
Number of subscribers to county communications	6,294	8,471	10,000	10,000	10,000
Average open rate for email communications	20.6%	20.4%	22%	23%	24%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**154,199**	**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.	7,384	0.00
FY21 Approved	**161,583**	**1.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,809,335	3,881,740	4,070,745	3,994,815	2.9 %
Employee Benefits	1,205,379	1,297,218	1,348,426	1,276,402	-1.6 %
County General Fund Personnel Costs	**5,014,714**	**5,178,958**	**5,419,171**	**5,271,217**	**1.8 %**
Operating Expenses	245,754	190,354	184,833	193,551	1.7 %
County General Fund Expenditures	**5,260,468**	**5,369,312**	**5,604,004**	**5,464,768**	**1.8 %**
PERSONNEL					
Full-Time	68	70	70	70	—
Part-Time	1	1	1	1	—
FTEs	50.50	52.60	52.60	52.70	0.2 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**5,369,312**	**52.60**

FY21 APPROVED CHANGES

	Expenditures	FTEs
Other Adjustments (with no service impacts)		
Increase Cost: Wage Equity Study Salary Adjustments [MC311 Customer Service Center]	107,902	0.00
Increase Cost: FY21 Compensation Adjustment	99,013	0.00
Increase Cost: Annualization of FY20 Compensation Increases	70,645	0.00
Increase Cost: Annualization of FY20 Personnel Costs	23,700	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	11,052	0.00
Increase Cost: Retirement Adjustment	6,960	0.00
Increase Cost: Print and Mail Adjustment	5,169	0.00
Shift: Remove Charge to Employee Health Self Insurance - OHR [MC311 Customer Service Center]	4,500	0.00
Technical Adj: Elimination of Cable Fund Chargeback [Public Relations]	0	0.10
Decrease Cost: Motor Pool Adjustment	(1,972)	0.00
Decrease Cost: Council Compensation Adjustment	(111,391)	0.00
Decrease Cost: Lapse Vacant Public Information Officer II position to support NDA Legislative Communications Outreach [Public Relations]	(120,122)	0.00
FY21 APPROVED	**5,464,768**	**52.70**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
MC311 Customer Service Center	3,812,471	42.95	4,095,802	42.95
Public Relations	1,402,642	8.65	1,207,383	8.75
Web Content and Graphic Management	154,199	1.00	161,583	1.00
Total	**5,369,312**	**52.60**	**5,464,768**	**52.70**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	4,500	0.00	0	0.00
Health and Human Services	General Fund	137,824	1.50	145,611	1.50
Permitting Services	Permitting Services	260,999	2.90	272,832	2.90
Housing and Community Affairs	Montgomery Housing Initiative	66,092	0.90	69,262	0.90
Recycling and Resource Management	Solid Waste Disposal	384,586	4.75	412,048	4.75
Recycling and Resource Management	Solid Waste Collection	98,983	1.25	106,883	1.25
Cable Television Communications Plan	Cable TV	837,172	6.60	832,128	6.50
	Total	**1,790,156**	**17.90**	**1,838,764**	**17.80**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**5,465**	**5,465**	**5,465**	**5,465**	**5,465**	**5,465**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**5,465**	**5,465**	**5,465**	**5,465**	**5,465**	**5,465**

Racial Equity and Social Justice

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$581,304	2.00

TIFFANY WARD, CHIEF EQUITY OFFICER

MISSION STATEMENT

To establish Racial Equity and Social Justice as a core principle in all County decision making including, legislative decisions, land use, and budget decisions. The Office of Racial Equity and Social Justice will work with all County departments to examine policies, procedures, and practices to determine if they are creating or exacerbating current racial disparities in the County. The Office of Racial Equity and Social Justice will assist departments in developing more equitable practices and policies by examining/developing data and creating racial equity assessments and racial equity impact plans.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**

PROGRAM CONTACTS

Contact Tiffany Ward of the Office of Racial Equity and Social Justice at 240.777.5334 or Veronica Jaua of the Office of Management and Budget at 240.777.2782 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Office of Racial Equity and Social Justice

After many years of spending on programs and initiatives to close racial disparities in Montgomery County, the Montgomery County Council decided it was time to take an approach that looked at race as the primary determinant of disparities. In April of 2018, the County Council passed Resolution # 18-1095 to establish an equity framework for policy and decision making. The resolution required the County to perform a baseline study by the Montgomery County Office of Legislative Oversight (OLO) to describe current racial disparities in education, employment, housing, health, land use, and others. Following the completion of the study, the County Council passed Bill 27-19 to adopt a Racial Equity and Social Justice law. The new law mandates 1) the creation of an Office of Racial Equity and Social Justice, 2) that all County employees receive racial equity training, and 3) that all departments examine their policies, procedures, and protocols for racial inequities.

The Office of Racial Equity and Social Justice will partner with Montgomery County departments and regional and national non-profit organizations to accomplish the following actions mandated by the new law:

1. Perform an equity assessment to identify the County policies and practices that do not advance racial equity and that must be modified to address racial disparities;

2. develop metrics to measure the progress in redressing disparate outcomes base on race and social justice;

3. work diligently with each Montgomery County department to develop racial equity and social justice action plans to remedy issues adversely impacting county residents;

4. provide training to county employees of racial equity and social justice; and

5. develop long- and short-term goals for success in redressing disparate outcomes based on race and social justice as well as their own metrics to measure their success and progress.

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	248,256	—
Employee Benefits	0	0	0	56,048	—
County General Fund Personnel Costs	**0**	**0**	**0**	**304,304**	**—**
Operating Expenses	0	0	0	277,000	—
County General Fund Expenditures	**0**	**0**	**0**	**581,304**	**—**
PERSONNEL					
Full-Time	0	0	0	2	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	2.00	—

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**0**	**0.00**
Changes (with service impacts)		
Add: Personnel costs for Department of Racial Equity and Social Justice [Office of Racial Equity and Social Justice]	303,883	2.00
Add: Training and Operating Expenses [Office of Racial Equity and Social Justice]	277,000	0.00
Other Adjustments (with no service impacts)		

FY21 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: FY21 Compensation Adjustment	3,189	0.00
Decrease Cost: Council Compensation Adjustment	(2,768)	0.00
FY21 APPROVED	**581,304**	**2.00**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**581**	**581**	**581**	**581**	**581**	**581**
Subtotal Expenditures	**581**	**581**	**581**	**581**	**581**	**581**

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Technology Services

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$43,328,778	165.25

GAIL M. ROPER, CHIEF INFORMATION OFFICER/DIRECTOR

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 consultative services in a cost effective, timely, and high quality 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; securely enabling County employees to provide quality services and information to internal entities, residents, and businesses; and enhancing project management to improve contract management and overall performance.

- DTS is collaborative as it provides expert consultative service to partner 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 approved FY21 Operating Budget for the Department of Technology Services is $43,328,778, a decrease of $544,386 or 1.24 percent from the FY20 Approved Budget of $43,873,164. Personnel Costs comprise 53.54 percent of the budget for 167 full-time position(s) and two part-time position(s), and a total of 165.25 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 46.46 percent of the FY21 budget.

Additional support for DTS programs is provided and detailed in the Cable Television Communications 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 is emphasized:

- **Effective, Sustainable Government**

INITIATIVES

- Segregation of Duties (SoD) controls will be implemented in Oracle Enterprise Business Systems (EBS) to minimize the risk of fraudulent activities and inadvertent errors. Implementing SoD software that integrates with Oracle EBS and contains predefined business rules will automate the process and allow implementation of robust SoD control.
- Support enhancement of telework tools and coordination with OHR, to expand telework training and Microsoft Teams incentives, innovative training, and performance evaluation dashboards, to double County telework capacity and achieve the telework goals.

PROGRAM CONTACTS

Contact Helen Ni of the Department of Technology Services at 240.777.2807 or Alison Dollar of the Office of Management and Budget at 240.777.2769 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Enterprise Applications and Solutions (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. 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 Departments improve processes and automate workflows and approvals to minimize output variability, improve service quality, and reduce processing times. EPS also provides Departments with extensive training in the Enterprise productivity tool sets (e.g., Office365, OneDrive, SharePoint). 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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of websites and web applications supported [1]	N/A	334	345	357	369
Number of Open Data datasets published	46	50	50	50	50
Number of IT help desk requests	38,247	37,424	37,716	38,093	38,494
Percent of customers satisfied with the IT help desk	99%	99%	99%	99%	99%
Percent of IT help desk requests resolved on the first call	97.0%	96.0%	97.0%	97.0%	97.0%

[1] *Data for this measure not collected prior to FY19*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**8,567,629**	**44.75**
Increase Cost: Software Maintenance	100,100	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(50,499)	(1.00)
FY21 Approved	**8,617,230**	**43.75**

Enterprise Resource Planning (ERPD)

The Enterprise Resource Planning Division (ERPD) is responsible for providing system support and enhancements to County government operations for financial management, human capital management, budgeting, procurement, and supply chain management. The enterprise-wide operations supported by ERPD use Oracle eBusiness Suite (EBS) and Oracle Business Intelligence Enterprise Edition (OBIEE) including six modules in Human Capital Management (including recruitment and benefits), fifteen modules in Financials and Supply Chain (including accounts payable, accounts receivable, procurement, iStore, and order/warehouse management) and four modules in Compensation/Payroll. ERPD services include database and hardware maintenance; operational activities required for critical business processes; application development for fixes, modifications and enhancements; functional analysis and support for application and business processes; troubleshooting and resolution of production problems; control of application access; interfaces with other systems; and change management services throughout the County. Technical and analytical support is centralized in ERPD due to the tight integration and dependencies of the modules. ERPD partners with key stakeholder departments (Department of Finance, Office of Human Resources, Alcohol Beverage Services, Procurement, Department of General Services, Office of Management & Budget) to deliver continuous improvements to enterprise-wide financial and administrative operations.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of enterprise resource planning (ERP) work orders completed	708	736	775	850	850
Enterprise resource system availability	99.8960%	99.9794%	99.98%	99.98%	99.98%
Success rate for business intelligence data refreshes [1]	N/A	91.7684%	95%	98%	99%
Number of business intelligence data models published	90	100	107	112	117

[1] *Data for this measure not collected prior to FY19*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**8,264,508**	**32.50**
Increase Cost: Software Maintenance	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.	(112,384)	(1.00)
FY21 Approved	**8,182,124**	**31.50**

Enterprise Systems and Operations (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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Average monthly Enterprise Service Bus data transfers	205,023	256,071	270,000	285,000	300,000
Number of systems operations service requests completed	4,800	6,170	6,500	6,800	6,800
Enterprise applications system availability [1]	99.970%	99.986%	99.997%	99.997%	99.997%
Average security vulnerabilities per server [2]	N/A	1.7	1.6	1.5	1.4

[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*

[2] *Data for this measure not collected prior to FY19*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**12,908,524**	**38.00**
Increase Cost: Software Maintenance	197,811	0.00
Shift: Position and Funding to Procurement for Center-Led Initiative	(89,378)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(16,807)	0.00
FY21 Approved	**13,000,150**	**37.00**

Enterprise Telecommunications and Services (ETSD)

The Enterprise Telecommunications and Services Division (ETSD) provides integrated communications services and solutions for County government departments and agencies including MC311. Private Branch Exchange (PBX) Telecommunications Services is responsible for the programming, operation, and maintenance of the County's telephone system and related services, e.g., voicemail, automatic call distribution (ACD). 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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of telecom service requests	2,366	2,377	2,200	2,200	2,200
Average number of workdays to complete telecom service requests	9.6	12.5	8.0	8.0	8.0
Percent of time public safety radio system is fully operational	99.99%	99.819%	100%	100%	100%

FY21 Approved Changes	Expenditures	FTEs

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**4,859,300**	**18.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(143,665)	0.00
FY21 Approved	**4,715,635**	**18.00**

OBP FiberNet

The DTS Office of Broadband Programs (OBP) is responsible for countywide broadband governance, planning, and execution, and management of the Cable Television Communications Plan (a special revenue fund). OBP operates four programs: ultraMontgomery, FiberNet, Community Technology, Community Engagement. The FiberNet is funded by both DTS and the Cable Television Communications Plan. See Cable Television Communications Plan, FiberNet (Cable Fund) for more program information. FiberNet is the County's critical infrastructure communications network that enables all email, video, Internet access, and Cloud services, and supports County voice telephony, access to County business systems, County e-payments and forms, transport of public safety communications, and broadband and networking for Montgomery County Public Schools, Montgomery College, Housing Opportunities Commission, Maryland-National Capital Park and Planning Commission, and the Washington Suburban Sanitary Commission.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Shift: Personnel Costs and Operating Expenses from the Office of the Chief Operating Officer (COO)	1,376,981	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.	217,574	4.00
FY21 Approved	**1,594,555**	**10.00**

OBP ultraMontgomery

The DTS Office of Broadband Programs' ultraMontgomery program is a broadband economic development program designed to support cost-effective, competitive access to robust, reliable and secure broadband services and ultra-highspeed networks for businesses throughout Montgomery County. ultraMontgomery leverages business engagement and infrastructure partnerships to expand access to competitive broadband services in commercial buildings and commercial business centers, and to increase awareness of broadband network and data center assets available to support businesses in Montgomery County. Emphasis is placed on growing jobs in the biohealth, managed IT, cybersecurity, digital entertainment and advanced manufacturing industries and small business digital entrepreneurs. OBP's Digital Equity program is also part of ultraMontgomery. Digital equity is a condition in which all individuals and communities have the information technology capacity needed for full participation in our society, democracy and economy. ultraMontgomery operates the Senior Planet Montgomery Program to provide technology training to adults aged 60 years and older and works with other OBP programs to expand Internet access to rural areas, low-income households, and to support youth media empowerment and racial equity initiatives.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Total Senior Planet Montgomery participants	371	811	600	600	600
Unique new Senior Planet Montgomery participants	290	275	200	200	200
Percent of Senior Planet Montgomery participants who rated the quality of their instruction "high" or "very high"	92%	91%	90%	90%	90%
Percent of Senior Planet Montgomery participants whose quality of life improved	85%	82%	80%	80%	80%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Shift: Community Grants moved from the Community Grants Non Departmental Account to the Department's Base Budget.	70,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	408,058	1.00
FY21 Approved	**478,058**	**1.00**

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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of systems and applications with risk assessment performed in past three years	0%	0%	0%	1%	5%
Average security vulnerabilities per device	12.9	10.7	8.0	7.0	6.0

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**4,730,973**	**9.00**
Increase Cost: Software Maintenance	103,967	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(330,595)	0.00
FY21 Approved	**4,504,345**	**9.00**

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**4,139,239**	**24.00**
Shift: Transfer Position to the Office of Management and Budget (OMB)	(221,450)	(1.00)
Shift: Personnel Costs and Operating Expenses to OBP FiberNet	(1,376,981)	(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.	(304,127)	(2.00)
FY21 Approved	**2,236,681**	**15.00**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Office of Broadband Programs

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**402,991**	**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.	(402,991)	(1.00)
FY21 Approved	**0**	**0.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	15,785,577	18,726,985	15,942,786	18,237,306	-2.6 %
Employee Benefits	4,449,367	5,306,889	4,522,862	4,960,012	-6.5 %
County General Fund Personnel Costs	**20,234,944**	**24,033,874**	**20,465,648**	**23,197,318**	**-3.5 %**
Operating Expenses	20,655,127	19,718,990	22,119,946	20,011,160	1.5 %
Capital Outlay	0	120,300	120,300	120,300	—
County General Fund Expenditures	**40,890,071**	**43,873,164**	**42,705,894**	**43,328,778**	**-1.2 %**
PERSONNEL					
Full-Time	174	174	174	167	-4.0 %
Part-Time	2	2	2	2	—
FTEs	165.75	167.25	167.25	165.25	-1.2 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**43,873,164**	**167.25**
Other Adjustments (with no service impacts)		
Shift: Personnel Costs and Operating Expenses from the Office of the Chief Operating Officer (COO) [OBP FiberNet]	1,376,981	6.00
Increase Cost: FY21 Compensation Adjustment	286,805	0.00
Increase Cost: Annualization of FY20 Compensation Increases	225,140	0.00
Increase Cost: Software Maintenance [Enterprise Systems and Operations (ESOD)]	197,811	0.00
Increase Cost: Software Maintenance [Office of the Chief Information Officer (CIO)]	103,967	0.00
Increase Cost: Software Maintenance [Enterprise Applications and Solutions (EASD)]	100,100	0.00
Shift: Community Grants moved from the Community Grants Non Departmental Account to the Department's Base Budget. [OBP ultraMontgomery]	70,000	0.00
Increase Cost: Software Maintenance [Enterprise Resource Planning (ERPD)]	30,000	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	6,993	0.00
Increase Cost: Print and Mail Adjustment	62	0.00
Shift: Position and Funding to Procurement for Center-Led Initiative [Enterprise Systems and Operations (ESOD)]	(89,378)	(1.00)
Decrease Cost: Elimination of One-Time Items Approved in FY20	(100,000)	0.00
Decrease Cost: Motor Pool Adjustment	(109,770)	0.00
Shift: Transfer Position to the Office of Management and Budget (OMB) [Office of the Chief Operating Officer (COO)]	(221,450)	(1.00)
Decrease Cost: Retirement Adjustment	(273,881)	0.00
Decrease Cost: Council Compensation Adjustment	(311,415)	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Decrease Cost: Annualization of FY20 Personnel Costs	(459,370)	0.00
Shift: Personnel Costs and Operating Expenses to OBP FiberNet [Office of the Chief Operating Officer (COO)]	(1,376,981)	(6.00)
FY21 APPROVED	**43,328,778**	**165.25**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Enterprise Applications and Solutions (EASD)	8,567,629	44.75	8,617,230	43.75
Enterprise Resource Planning (ERPD)	8,264,508	32.50	8,182,124	31.50
Enterprise Systems and Operations (ESOD)	12,908,524	38.00	13,000,150	37.00
Enterprise Telecommunications and Services (ETSD)	4,859,300	18.00	4,715,635	18.00
OBP FiberNet	0	0.00	1,594,555	10.00
OBP ultraMontgomery	0	0.00	478,058	1.00
Office of Broadband Programs	402,991	1.00	0	0.00
Office of the Chief Information Officer (CIO)	4,730,973	9.00	4,504,345	9.00
Office of the Chief Operating Officer (COO)	4,139,239	24.00	2,236,681	15.00
Total	**43,873,164**	**167.25**	**43,328,778**	**165.25**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	395,325	0.00	348,750	0.00
Alcohol Beverage Services	Liquor	1,049,691	0.00	1,073,967	0.00
CIP	Capital Fund	504,731	3.00	467,186	3.00
NDA - Retiree Health Benefits Trust	Retirement Fund (ERS)	135,433	0.00	135,623	0.00
	Total	**2,085,180**	**3.00**	**2,025,526**	**3.00**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**43,329**	**43,329**	**43,329**	**43,329**	**43,329**	**43,329**
No inflation or compensation change is included in outyear projections.						

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
Subtotal Expenditures	**43,329**	**43,329**	**43,329**	**43,329**	**43,329**	**43,329**

Urban Districts

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$9,635,246	58.70

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 approved FY21 Operating Budget for the Urban Districts is $9,635,246, an increase of $524,348 or 5.76 percent from the FY20 Approved Budget of $9,110,898. Personnel Costs comprise 44.62 percent of the budget for 61 full-time position(s) and one part-time position(s), and a total of 58.70 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 55.38 percent of the FY21 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**

INITIATIVES

- The Urban Districts will employ a District Manager that will coordinate economic development within the Arts and Entertainment Districts. These Districts will become more attractive to new commerce as the District Manager promotes the many tax incentives available to businesses.
- To address the lack of cohesive branding for the White Flint corridor, the County Executive recommends to introduce place-making and branding to the area. Banners and signage will demarcate the White Flint corridor in order to define the community

and increase its economic viability.

- Ambassadors of the Urban Districts welcome and assist residents and visitors to the area. The Urban Districts have implemented an initiative to improve their visibility throughout the localized area.
- In partnership with the Office of Human Resources, the Silver Spring and Wheaton Urban Districts will hold joint staff training to reduce staff travel time and cost.
- Through a new contract, Silver Spring will be able to improve the frequency and efficiency of trash collection and recycling.
- The Department of Transportation will provide staff in the Wheaton Urban District with driver training. The training will result in reduced car accidents that can harm citizens, damage property, require costly repairs, and reduce productivity.
- All Silver Spring Urban District staff will be trained in crisis intervention.
- The Wheaton Urban District has enhanced its relationship with the Department of Corrections and Rehabilitation to include the provision of litter collection services.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Reschedule Ambassador shifts and change their deployment to increase their presence during peak periods of foot traffic in Silver Spring. This innovation will improve Ambassador visibility and create a higher level of community engagement.
- Silver Spring will amend its contract with the Bethesda Urban Partnership to include trash and recycling collection. This will improve the efficiency and effectiveness of trash collection and allow for reallocation of staff resources to other Urban District services.
- Work collaboratively with the Department of Health and Human Services, Police, and the Office of Human Resources to develop and implement a crisis intervention plan for Silver Spring's homeless population.

PROGRAM CONTACTS

Contact Ken Hartman of the Urban Districts at 240.777.8206 or Taman Morris of the Office of Management and Budget at 240.777.2771 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Administration

This program provides staff support for contract administration, the Urban District Advisory Committees, and for the administration of Urban District corporations. This program also provides for budget preparation and monitoring, payment authorization, records maintenance, and the Bethesda Circulator contract.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,938,405**	**9.30**
Add: Town Plaza and Veterans' Park	300,000	0.00
Increase Cost: Bethesda Urban District - Pike District Placemaking with Business Participation	65,000	0.00
Increase Cost: Compensation Increase to Bethesda Urban Partnership	35,274	0.00
Re-align: Transfer of Employee from Department of Recreation	17,118	0.10
Increase Cost: Bethesda Urban District - Fixed Rent	7,860	0.00
Reduce: CC Continuity of Ops: Elimination of One-Time Items Approved in FY20	(17,151)	0.00
Reduce: CC: Compensation Increase to Bethesda Urban Partnership	(35,274)	0.00
Reduce: CC: Bethesda Urban District - Pike District Placemaking with Business Participation	(65,000)	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.	(24,561)	(1.00)
FY21 Approved	**2,221,671**	**8.40**

Enhanced Security and Ambassadorship

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,287,904**	**17.35**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(88,520)	(2.00)
FY21 Approved	**1,199,384**	**15.35**

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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
BETHESDA URBAN DISTRICT - Average number of website sessions per month	35,000	30,000	30,000	31,000	32,000
BETHESDA URBAN DISTRICT - Number of social media followers	21,000	22,500	24,000	26,000	28,000
SILVER SPRING URBAN DISTRICT - Average number of website sessions per month	29,185	29,160	31,668	31,500	31,750
SILVER SPRING URBAN DISTRICT - Number of social media followers	6,800	11,658	13,402	13,750	14,100
WHEATON URBAN DISTRICT - Average number of website sessions per month	N/A	34,000	40,000	41,000	42,000
WHEATON URBAN DISTRICT - Number of social media followers	N/A	3,226	4,000	4,100	4,300

FY21 Approved Changes	Expenditures	FTEs

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,767,796**	**31.95**
Enhance: Silver Spring Urban District - Promotion of Community and Business Activities - Fenton Village Banners	50,000	0.00
Reduce: CC: Silver Spring Urban District - Promotion of Community and Business Activities - Fenton Village Banners	(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.	(2,095,556)	(30.05)
FY21 Approved	**1,672,240**	**1.90**

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,848,939**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,693,012	33.05
FY21 Approved	**4,541,951**	**33.05**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Sidewalk Repair

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**143,969**	**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.	(143,969)	0.00
FY21 Approved	**0**	**0.00**

Tree Maintenance

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**123,885**	**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.	(123,885)	0.00
FY21 Approved	**0**	**0.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
URBAN DISTRICT - BETHESDA					
EXPENDITURES					
Salaries and Wages	75,189	79,274	79,743	79,557	0.4 %
Employee Benefits	50,142	25,699	25,475	26,921	4.8 %
Urban District - Bethesda Personnel Costs	**125,331**	**104,973**	**105,218**	**106,478**	**1.4 %**
Operating Expenses	3,163,186	3,196,162	3,044,774	3,262,627	2.1 %
Urban District - Bethesda Expenditures	**3,288,517**	**3,301,135**	**3,149,992**	**3,369,105**	**2.1 %**
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	134,157	194,567	194,567	194,567	—
Property Tax	693,270	728,825	732,225	746,360	2.4 %
Urban District - Bethesda Revenues	**827,427**	**923,392**	**926,792**	**940,927**	**1.9 %**
URBAN DISTRICT - SILVER SPRING					
EXPENDITURES					
Salaries and Wages	1,720,541	1,785,339	1,815,770	1,861,026	4.2 %
Employee Benefits	728,970	825,242	728,365	786,373	-4.7 %
Urban District - Silver Spring Personnel Costs	**2,449,511**	**2,610,581**	**2,544,135**	**2,647,399**	**1.4 %**
Operating Expenses	1,284,963	1,117,190	708,632	1,186,654	6.2 %
Urban District - Silver Spring Expenditures	**3,734,474**	**3,727,771**	**3,252,767**	**3,834,053**	**2.9 %**
PERSONNEL					
Full-Time	37	37	37	38	2.7 %
Part-Time	0	0	0	0	—
FTEs	34.90	34.90	34.90	35.00	0.3 %
REVENUES					
Optional Method Development	108,674	150,000	150,000	150,000	—
Property Tax	882,668	1,003,131	1,003,308	1,022,638	1.9 %
Urban District - Silver Spring Revenues	**991,342**	**1,153,131**	**1,153,308**	**1,172,638**	**1.7 %**
URBAN DISTRICT - WHEATON					
EXPENDITURES					
Salaries and Wages	1,098,984	1,060,322	1,184,583	1,089,170	2.7 %
Employee Benefits	423,078	442,074	466,663	456,218	3.2 %
Urban District - Wheaton Personnel Costs	**1,522,062**	**1,502,396**	**1,651,246**	**1,545,388**	**2.9 %**
Operating Expenses	511,508	579,596	431,703	886,700	53.0 %
Urban District - Wheaton Expenditures	**2,033,570**	**2,081,992**	**2,082,949**	**2,432,088**	**16.8 %**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
PERSONNEL					
Full-Time	22	22	22	22	—
Part-Time	1	1	1	1	—
FTEs	22.70	22.70	22.70	22.70	—
REVENUES					
Property Tax	224,989	261,217	275,927	281,282	7.7 %
Urban District - Wheaton Revenues	**224,989**	**261,217**	**275,927**	**281,282**	**7.7 %**
DEPARTMENT TOTALS					
Total Expenditures	**9,056,561**	**9,110,898**	**8,485,708**	**9,635,246**	**5.8 %**
Total Full-Time Positions	**60**	**60**	**60**	**61**	**1.7 %**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**58.60**	**58.60**	**58.60**	**58.70**	**0.2 %**
Total Revenues	**2,043,758**	**2,337,740**	**2,356,027**	**2,394,847**	**2.4 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
URBAN DISTRICT - BETHESDA		
FY20 ORIGINAL APPROPRIATION	**3,301,135**	**1.00**
Changes (with service impacts)		
Reduce: CC: Compensation Increase to Bethesda Urban Partnership [Administration]	(35,274)	0.00
Reduce: CC: Bethesda Urban District - Pike District Placemaking with Business Participation [Administration]	(65,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Bethesda Urban District - Pike District Placemaking with Business Participation [Administration]	65,000	0.00
Increase Cost: Risk Management Adjustment	59,624	0.00
Increase Cost: Compensation Increase to Bethesda Urban Partnership [Administration]	35,274	0.00
Increase Cost: Bethesda Urban District - Fixed Rent [Administration]	7,860	0.00
Increase Cost: FY21 Compensation Adjustment	3,768	0.00
Increase Cost: Annualization of FY20 Compensation Increases	2,723	0.00
Increase Cost: Print and Mail Adjustment	476	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(971)	0.00
Decrease Cost: Motor Pool Adjustment	(1,495)	0.00
Decrease Cost: Council Compensation Adjustment	(4,015)	0.00
FY21 APPROVED	**3,369,105**	**1.00**
URBAN DISTRICT - SILVER SPRING		
FY20 ORIGINAL APPROPRIATION	**3,727,771**	**34.90**

FY21 APPROVED CHANGES

	Expenditures	FTEs
Changes (with service impacts)		
Enhance: Silver Spring Urban District - Promotion of Community and Business Activities - Fenton Village Banners [Promotion of Community and Business Activities]	50,000	0.00
Reduce: CC: Silver Spring Urban District - Promotion of Community and Business Activities - Fenton Village Banners [Promotion of Community and Business Activities]	(50,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Risk Management Adjustment	68,827	0.00
Increase Cost: FY21 Compensation Adjustment	47,901	0.00
Increase Cost: Annualization of FY20 Compensation Increases	34,172	0.00
Increase Cost: Annualization of FY20 Personnel Costs	21,228	0.00
Re-align: Transfer of Employee from Department of Recreation [Administration]	17,118	0.10
Increase Cost: Motor Pool Adjustment	637	0.00
Decrease Cost: Retirement Adjustment	(25,793)	0.00
Decrease Cost: Council Compensation Adjustment	(57,808)	0.00
FY21 APPROVED	**3,834,053**	**35.00**

URBAN DISTRICT - WHEATON

FY20 ORIGINAL APPROPRIATION	**2,081,992**	**22.70**
Changes (with service impacts)		
Add: Town Plaza and Veterans' Park [Administration]	300,000	0.00
Reduce: CC Continuity of Ops: Elimination of One-Time Items Approved in FY20 [Administration]	(17,151)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Risk Management Adjustment	37,365	0.00
Increase Cost: FY21 Compensation Adjustment	34,280	0.00
Increase Cost: Annualization of FY20 Personnel Costs	33,530	0.00
Increase Cost: Annualization of FY20 Compensation Increases	23,416	0.00
Increase Cost: Elimination of One-Time Items Approved in FY20	17,151	0.00
Decrease Cost: Retirement Adjustment	(7,969)	0.00
Decrease Cost: Motor Pool Adjustment	(30,261)	0.00
Decrease Cost: Council Compensation Adjustment	(40,265)	0.00
FY21 APPROVED	**2,432,088**	**22.70**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Administration	1,938,405	9.30	2,221,671	8.40
Enhanced Security and Ambassadorship	1,287,904	17.35	1,199,384	15.35
Promotion of Community and Business Activities	3,767,796	31.95	1,672,240	1.90

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Sidewalk Repair	143,969	0.00	0	0.00
Streetscape Maintenance	1,848,939	0.00	4,541,951	33.05
Tree Maintenance	123,885	0.00	0	0.00
Total	**9,110,898**	**58.60**	**9,635,246**	**58.70**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
URBAN DISTRICT - SILVER SPRING					
Parking District Services	Silver Spring Parking	165,230	3.00	165,230	3.00

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
URBAN DISTRICT - BETHESDA						
EXPENDITURES						
FY21 Approved	**3,369**	**3,369**	**3,369**	**3,369**	**3,369**	**3,369**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**3,369**	**3,369**	**3,369**	**3,369**	**3,369**	**3,369**
URBAN DISTRICT - SILVER SPRING						
EXPENDITURES						
FY21 Approved	**3,834**	**3,834**	**3,834**	**3,834**	**3,834**	**3,834**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY21	**(100)**	**(100)**	**(100)**	**(100)**	**(100)**	**(100)**
Items recommended for one-time funding in FY21, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.						
Subtotal Expenditures	**3,734**	**3,734**	**3,734**	**3,734**	**3,734**	**3,734**
URBAN DISTRICT - WHEATON						
EXPENDITURES						
FY21 Approved	**2,432**	**2,432**	**2,432**	**2,432**	**2,432**	**2,432**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**2,432**	**2,432**	**2,432**	**2,432**	**2,432**	**2,432**

Animal Services

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$7,753,529	75.00

THOMAS J. KOENIG, DIRECTOR

MISSION STATEMENT

The mission of the Montgomery County Office of Animal Services (OAS) is to serve and protect the animals and citizens in our community with a high-level of competency and compassion. The Office of Animal Services strengthens the human-animal bond through education, humane law enforcement, and the promotion of responsible guardianship.

BUDGET OVERVIEW

The total approved FY21 Operating Budget for the new Office of Animal Services is $7,753,529. Personnel Costs comprise 78.67 percent of the budget for 74 full-time position(s) and no part-time position(s), and a total of 75.00 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 21.33 percent of the FY21 budget.

In February 2020, the County Executive transmitted an update to the County Council related to ongoing efforts to identify no cost/low-cost reorganization efforts that will strengthen the delivery of priority outcomes, realign resources with policy objectives, and improve the efficiency and effectiveness of County government. As part of this plan, the Division of Animal Services was transferred out of the Police Department and established as its own non-principal office in the Executive Branch called the Office of Animal Services.

COUNTY PRIORITY OUTCOMES

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

- **Safe Neighborhoods**

INITIATIVES

- Expand hours to provide a 16 hours-a-day, 7 days-a-week call-taking and dispatch operation responsive to the needs of our residents and the welfare of their animals through humane enforcement and education.
- Increase participation in off-site adoption events to promote available shelter animals in areas that may be underserved or who are not familiar that shelter animals make great pets.
- Expand free rabies clinics to enhance pet licensing compliance rate and public safety.

- Expand SafeKeep Program and new Safe Keep "Pay" offerings for the temporary boarding of animals.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Increased Animal Service's online presence through the following actions:
    - Added a new Community Relations Manager to better manage outreach initiatives.
    - Updated the website to enable it to be more user friendly, especially on mobile platforms.
    - Began tracking website and social media engagement to evaluate outreach effectiveness.
- Worked with the State to permit companion animals on long-term bite quarantines to be legally cared for in foster homes instead of taking up valuable shelter housing space.
- Animal Services obtained funding to cover costs of ongoing canine DNA testing to help increase adoptions of long-term resident pit bull-type dogs by determining actual breed mixture. Residents were encouraged to participate in testing experiences via social media.
- Started regularly holding fee-waived adoption promotions sponsored by partners throughout the year to increase the number of adoptions performed and lower Animal Services cost of care.

PROGRAM CONTACTS

Contact Bonnie White of the Office of Animal Services at 240.773.5641 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Animal Shelter

The Animal Shelter program maintains and operates the only open-admission shelter in Montgomery County, and provides a high standard of care for lost, abandoned, abused, and unwanted animals, as well as the County's wildlife. Dogs and cats make up the largest populations at the shelter, but many other animals also come through the shelter doors. Rabbits, guinea pigs, and mice are the most common, though it is not unusual to find turtles, lizards, and birds. The animal shelter offers a variety of programs and customer services to support the animals housed at the shelter and the community including the Adoptions Program, Volunteer Program, Foster and Rescue Programs, Community Outreach Program and the Pet Licensing Program. The shelter communicates to the public through a dedicated website and various social media outlets used to advertise and promote the Department's services and promote animals available for adoption. The shelter also conducts tours, participates in promotional events and provides outreach to student groups and housing/community organizations about responsible pet ownership and animal laws and

regulations.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Shift: Transfer of Animal Services Division	3,346,888	37.00
FY21 Approved	**3,346,888**	**37.00**

Director's Office

The Director's Office 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 departments and agencies

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Shift: Transfer of Animal Services Division	1,334,293	5.00
Increase Cost: Police Chargeback for Investigator Position	118,801	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.	(173,127)	0.00
FY21 Approved	**1,279,967**	**6.00**

Field Services

Field Services is responsible for enforcing State and County animal laws and regulations to include investigating citizen complaints and responding to animal emergencies 24 hours-a-day, 7-days-a-week. In addition to enforcement efforts, Animal Services Officers distribute humane education informational brochures and materials on a variety of topics to include animal ownership requirements, reporting suspected violations, pet licensing and rabies vaccinations, wildlife mitigation, appropriate housing and restraint techniques, and livestock and poultry care standards. The Animal Services Dispatch/Call-Taking Operation is responsible for answering and dispatching animal related calls and complaints from citizens, identifying problems and making appropriate referrals. This operation provides citizens information regarding State and County laws and regulations, Department policies and procedures, and presents basic information regarding animal care and welfare for both domestic animals and wildlife. The operation is also responsible for administering the rabies prevention program.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Shift: Transfer of Animal Services Division	2,285,680	26.00
FY21 Approved	**2,285,680**	**26.00**

Veterinary Services

Veterinary Services provides medical care and support to shelter animals particularly animals that are sick and/or injured. Shelter animals are vaccinated, provided with flea treatment and de-wormer and are tested for highly contagious diseases, as needed. Veterinary Services performs spay/neuter surgeries on intact animals in the shelter's surgical suite prior to adoption and works closely with other veterinary clinics and hospitals in the County with specialized treatments and surgeries beyond the scope of services provided by the shelter's highly professional veterinary staff. Veterinary staff also assist on Animal Services investigations involving inadequate care, abuse or cruelty, and neglect by performing medical exams, treatment, necropsies, and

testifying, as needed.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Shift: Transfer of Animal Services Division	840,994	6.00
FY21 Approved	**840,994**	**6.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	4,566,129	—
Employee Benefits	0	0	0	1,533,852	—
County General Fund Personnel Costs	**0**	**0**	**0**	**6,099,981**	**—**
Operating Expenses	0	0	0	1,653,548	—
County General Fund Expenditures	**0**	**0**	**0**	**7,753,529**	**—**
PERSONNEL					
Full-Time	0	0	0	74	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	75.00	—
REVENUES					
Other Charges/Fees	0	0	0	69,240	—
Other Fines/Forfeitures	0	0	0	65,000	—
Other Licenses/Permits	0	0	0	6,300	—
Pet Licenses	0	0	0	550,000	—
County General Fund Revenues	**0**	**0**	**0**	**690,540**	**—**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**0**	**0.00**
Other Adjustments (with no service impacts)		
Shift: Transfer of Animal Services Division [Animal Shelter]	3,346,888	37.00
Shift: Transfer of Animal Services Division [Field Services]	2,285,680	26.00
Shift: Transfer of Animal Services Division [Director's Office]	1,334,293	5.00
Shift: Transfer of Animal Services Division [Veterinary Services]	840,994	6.00
Increase Cost: FY21 Compensation Adjustment	176,083	0.00
Increase Cost: Police Chargeback for Investigator Position [Director's Office]	118,801	1.00
Decrease Cost: Council Compensation Adjustment	(173,127)	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: Annualization of FY20 Personnel Costs	(176,083)	0.00
FY21 APPROVED	**7,753,529**	**75.00**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Animal Shelter	0	0.00	3,346,888	37.00
Director's Office	0	0.00	1,279,967	6.00
Field Services	0	0.00	2,285,680	26.00
Veterinary Services	0	0.00	840,994	6.00
Total	**0**	**0.00**	**7,753,529**	**75.00**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**7,754**	**7,754**	**7,754**	**7,754**	**7,754**	**7,754**
Subtotal Expenditures	**7,754**	**7,754**	**7,754**	**7,754**	**7,754**	**7,754**

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Consumer Protection

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$2,196,727	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, business registration, law enforcement, education, legislation, advocacy, and outreach to vulnerable consumers.

BUDGET OVERVIEW

The total approved FY21 Operating Budget for the Office of Consumer Protection is $2,196,727, a decrease of $181,990 or 7.65 percent from the FY20 Approved Budget of $2,378,717. Personnel Costs comprise 94.04 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 5.96 percent of the FY21 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**

INITIATIVES

- OCP established an internal task force to promote outreach and awareness with Spanish-speaking communities in Montgomery County. This working group of bilingual Investigators, administrative staff, and volunteers is coordinated by a Consumer Protection Administrator and participated in "Latino Roundtable" training provided by the Federal Trade Commission.
- OCP will increase business registration compliance efforts by reviewing expired business registrations to determine whether businesses are operating without active registrations.
- OCP is proactively collaborating with Montgomery County's Public Information Office (PIO) and the Office of Community Partnerships to develop an awareness campaign to address expected scams regarding the 2020 Census.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- OCP conducted a nationwide survey of the best practices demonstrated by other state and local consumer protection offices. Based upon this data, OCP was able to reestablish performance measures for investigative staff and is currently updating its Investigation Manual to provide checklists and best practices for investigating and resolving cases.
- OCP is reviewing its online consumer complaint form to evaluate and streamline the form and process for consumers to request assistance, and to enable OCP to more easily obtain and analyze relevant metrics.

PROGRAM CONTACTS

Contact K. Samuel Buo of the Office of Consumer Protection at 240.777.3760 or Rafael Pumarejo Murphy of the Office of Management and Budget at 240.777.2775 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

Measure	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Program Measures					
Number of business registrations received	482	646	650	650	650
Number of complaint cases received	1,388	1,191	1,200	1,200	1,200
Percent of consumer protection cases closed that are resolved by OCP	54%	51%	53%	58%	60%
Average number of days to Issue a business license / certificate of registration (excluding new home builder registrations)	11.95	18.19	16.75	12.00	10.00
Average time in workdays to investigate and close a written complaint (All complaints)	76	84	80	78	75

PROGRAM DESCRIPTIONS

Consumer Protection

The Consumer Protection program is a law enforcement function established in 1971 responsible for enforcing consumer protection laws to prohibit unfair and deceptive business acts to ensure fairness and integrity in the marketplace for consumers and businesses. The program is responsible for receiving, investigating, and resolving complaints, educating consumers and merchants, and licensing certain businesses.

The program has the authority to issue civil citations for violations of law, issue subpoenas to compel testimony and documents, and collaborate with other agencies to advocate for legislation.

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,560,309	1,640,200	1,611,588	1,555,876	-5.1 %
Employee Benefits	571,952	616,236	590,639	509,882	-17.3 %
County General Fund Personnel Costs	**2,132,261**	**2,256,436**	**2,202,227**	**2,065,758**	**-8.5 %**
Operating Expenses	143,219	122,281	112,824	130,969	7.1 %
County General Fund Expenditures	**2,275,480**	**2,378,717**	**2,315,051**	**2,196,727**	**-7.7 %**
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	(11,765)	0	0	0	—
Miscellaneous Revenues	506	0	0	0	—
New Home Builder's License	164,720	143,000	143,000	153,000	7.0 %
Other Fines/Forfeitures	1,375	1,000	1,000	1,000	—
Other Licenses/Permits	49,687	60,000	60,000	51,000	-15.0 %
County General Fund Revenues	**204,523**	**204,000**	**204,000**	**205,000**	**0.5 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**2,378,717**	**16.60**
Changes (with service impacts)		
Add: Information Technology Specialist II Position [Consumer Protection]	48,214	1.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	34,716	0.00
Increase Cost: Annualization of FY20 Compensation Increases	19,572	0.00
Increase Cost: Automotive Consultant. [Consumer Protection]	7,377	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	455	0.00
Increase Cost: Print and Mail Adjustment	135	0.00
Decrease Cost: Motor Pool Adjustment	(1,824)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(7,377)	0.00
Decrease Cost: Council Compensation Adjustment	(37,915)	0.00
Decrease Cost: Retirement Adjustment	(88,148)	0.00
Shift: Management and Budget Specialist Position to the Office of Management and Budget as Part of the Shared Services Model. [Consumer Protection]	(157,195)	(1.00)

FY21 APPROVED CHANGES

	Expenditures	FTEs
FY21 APPROVED	**2,196,727**	**16.60**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	79,276	1.00	83,167	1.00

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**2,197**	**2,197**	**2,197**	**2,197**	**2,197**	**2,197**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY21	**0**	**52**	**52**	**52**	**52**	**52**
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Approved in FY21	**0**	**(3)**	**(3)**	**(3)**	**(3)**	**(3)**
Items recommended for one-time funding in FY21, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.						
Subtotal Expenditures	**2,197**	**2,246**	**2,246**	**2,246**	**2,246**	**2,246**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Approved		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Information Technology Specialist II Position	45,214	1.00	97,155	1.00
Total	**45,214**	**1.00**	**97,155**	**1.00**

Correction and Rehabilitation

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$70,996,074	541.57

ANGELA TALLEY, 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 approved FY21 Operating Budget for the Department of Correction and Rehabilitation is $70,996,074, an increase of $381,004 or 0.54 percent from the FY20 Approved Budget of $70,615,070. Personnel Costs comprise 88.85 percent of the budget for 539 full-time position(s) and no part-time position(s), and a total of 541.57 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 11.15 percent of the FY21 budget.

COUNTY PRIORITY OUTCOMES

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

- **Safe Neighborhoods**

INITIATIVES

- Begin phased initiative to retrofit cell vents, bunks, and doors to reduce opportunities for self harm. Highest priority areas will be addressed first.
- Implement electronic health records to modernize the correctional health records system.
- Add six correctional officers to support new mandates and legal requirements related to the management of inmates located in restrictive housing per Maryland Chapters 526 and 324 of 2019.
- Correct a structural budget deficiency in funding for sanitation, hygiene, and disease control. Vents at the Montgomery County Correctional Facility will also be cleaned.

- In collaboration with Department of Health and Human Services, institute a Medication Assisted Treatment program for Opioid Disorders for inmates within DOCR.
- Expand General Education Diploma (GED) services to include Spanish speaking classes.
- Install new all-in-one recycling stations at the Montgomery County Correctional Facility and the Montgomery County Detention Center to promote a greener County.
- Continue to develop Departmental 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.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- In collaboration with Department of General Services, implement the Montgomery County Detention Center (MCDC) Stabilization project to reduce the facility's existing footprint by demolishing unused space that will save on building maintenance, repairs, and energy costs.
- Replaced kitchen equipment at the Montgomery County Correctional Facility (MCCF) that was beyond useful life to reduce maintenance and repair costs for aging and obsolete equipment, eliminate service disruptions, and provide safer more efficient food service operations.
- Implemented Telestaff system to create efficiencies in scheduling and staff deployment.
- In collaboration with Department of Technology Services, completed several modules of the DOCR Jail Management System to improve efficiencies throughout the department. The new modules eliminate the manual diminution process and streamlines business systems to process sentence diminution and restitution payment in real time.

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 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 FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Administration and Support

Management Services and the Director's Office serve an advisory function to Department of Correction and Rehabilitation (DOCR) and implement performance accountability programs and general management practices. The program is comprised of the Director's Office; Accreditations and Professional Standards; Human Resources; Training; Procurement; Employee Health, Welfare and Safety; Fiscal Management; Information Technology; Capital Improvement Projects (CIP); and Special Projects.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,587,641**	**24.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	962,129	6.00
FY21 Approved	**4,549,770**	**30.00**

Detention Services

Under the supervision of the Warden, Detention Services is responsible for the operation of two detention facilities, the Montgomery County Detention Center (MCDC) located in Rockville, and the Montgomery County Correctional Facility (MCCF) located in Clarksburg.

MCDC is responsible for the intake, reception, and diagnostic functions of the Department including law enforcement processing of adult offenders arrested in Montgomery County. The facility has the capacity to accommodate approximately 200 inmates. 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's 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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Detention Services average daily population	655	643	636	636	636
Mandatory training completed by December 31	75%	75%	75%	77%	80%
Accreditation standards met from the Maryland Commission on Correctional Standards and the American Correctional Association	100%	100%	100%	100%	100%
Zero tolerance security incidents - Number of inappropriate releases of an inmate	4	5	0	0	0
Zero tolerance security incidents - Number of inappropriate inmate releases remedied	4	5	0	0	0
Zero tolerance security incidents - Number of inmate suicides	0	2	0	0	0
Zero Tolerance security incidents - Number of jail escapes	0	0	0	0	0
Zero tolerance security incidents - Number of substantiated sexual misconduct or Prison Rape Elimination Act (PREA) incidents	4	1	0	0	0
Recidivism: Former individuals committed and sentenced back to DOCR's custody within 3 years of release	51%	45%	48%	45%	44%
Portion of population participating in core curriculum programs at Correctional Facility	N/A	37%	37%	40%	45%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**54,386,552**	**411.39**
Add: New Mandates and Legal Requirements Related to the Management of Inmates Located in Restrictive Housing per Maryland Chapters 526 and 324 of 2019	468,786	6.00

FY21 Approved Changes	Expenditures	FTEs
Increase Cost: Adjust Sanitation, Hygiene, and Disease Control Budget to Address Structural Deficiency	267,000	0.00
Enhance: Cell Vent, Bunk, and Door Retrofitting to Reduce Opportunities for Self-Harm	234,000	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.	(7,492,691)	(36.69)
FY21 Approved	**47,863,647**	**380.70**

Medical and Behavioral Health Services

Medical and Behavioral Health Services provides medical and behavioral care to all incarcerated inmates in compliance with recognized health care, legal and correctional standards. The facilities are accredited by the Maryland Commission on Correctional Standards (MCCS) and American Correctional Association (ACA).

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of referrals to mental health providers	3,111	3,795	4,359	4,983	5,607
Number of inmates receiving sick-call services	10,355	8,257	8,110	7,963	7,816
Number of initial nursing intakes	4,717	4,990	5,284	5,568	5,852

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Enhance: Implement Electronic Health Record to Modernize Correctional Medical Records System	102,948	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	7,175,984	37.69
FY21 Approved	**7,278,932**	**37.69**

Pre-Release and Re-entry Services

The Pre-Release and Re-entry Services (PRRS) is a correctional program that provides community-based residential and non-residential alternatives to secure confinement for sentenced adult offenders in which they engage in work, treatment, education, family involvement, and other services as they transition back into the community. The program primarily serves inmates who are within one year of release and are sentenced to Department of Correction and Rehabilitation (DOCR). In addition, the program provides re-entry services to federal- and state-sentenced inmates and federal probationers who are within one year of release and who are returning to Montgomery County and the greater Washington Metro area upon release.

The residential program, located in Rockville, is a 144-bed 24/7 community corrections facility that houses female and male offenders. The non-residential Home Confinement program allows individuals to live in their homes, although they are required to report to the Pre-Release Center several times a week for drug testing and other required programming. The program provides for all aspects of care, custody, and security of all offenders on the program. Staff provide rehabilitative and case management services, as well as perform security responsibilities to maintain operations, offender accountability, and to ensure safe clean and orderly program operations.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Pre-Release and Re-entry Services average daily population	114	110	112	112	112

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Security incidents - Number of residents absconded from custody returned to Community Corrections	4	4	0	0	0
Security incidents - Number of residents absconded from Community Corrections custody	4	4	0	0	0
Percent of offenders from Pre-Release and Re-Entry Services employed at time served	77%	79%	76%	76%	76%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**6,610,238**	**55.18**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(336,669)	(1.00)
FY21 Approved	**6,273,569**	**54.18**

Pre-Trial Services

There are four independent programs within Pre-Trial Services (PTS): Pre-Trial Assessment Unit, Pre-Trial Supervision Unit, Alternative Community Service Program (ACS), and Intervention Program for Substance Abusers (IPSA).

The Pre-Trial Assessment Unit is housed at the Montgomery County Detention Center and is responsible for assessing those who have been newly arrested and have been unable to make bond. Staff verifies personal information, analyzes criminal histories, and formulates recommendations to the Court to enable the Judge to make informed bond decisions. Recommendations are made with public safety as the main priority following the national models of assessment for pre-trial programs.

The Pre-Trial Supervision Unit provides monitoring of court-ordered conditions to offenders released to the community while awaiting trial. Advanced technology, such as GPS tracking and Radio Frequency Curfew equipment, are used to monitor offenders' movements in the community. Drug testing is also performed. Violations of release conditions are immediately reported to the Court for possible re-incarceration.

The diversion programs, ACS and IPSA, are predominantly for first-time misdemeanant offenders who will ultimately have their charges expunged following successful completion of one of these programs. Community service, drug education, and treatment are core functions of these programs.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Average daily caseload under Pre-Trial supervision	1,717	1,630	1,710	1,710	1,710
Court appearance rate while under supervision	95.3%	96.3%	95.7%	95.7%	95.7%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**5,106,550**	**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.	(76,394)	0.00
FY21 Approved	**5,030,156**	**39.00**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Director's Office

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**924,089**	**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.	(924,089)	(6.00)
FY21 Approved	**0**	**0.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	47,980,418	47,723,596	49,216,672	48,386,076	1.4 %
Employee Benefits	14,564,830	15,573,326	15,144,630	14,696,062	-5.6 %
County General Fund Personnel Costs	**62,545,248**	**63,296,922**	**64,361,302**	**63,082,138**	**-0.3 %**
Operating Expenses	8,536,280	7,318,148	8,878,761	7,913,936	8.1 %
Capital Outlay	12,495	0	0	0	—
County General Fund Expenditures	**71,094,023**	**70,615,070**	**73,240,063**	**70,996,074**	**0.5 %**
PERSONNEL					
Full-Time	538	533	533	539	1.1 %
Part-Time	0	0	0	0	—
FTEs	537.82	535.57	535.57	541.57	1.1 %
REVENUES					
Alternative Community Services	247,807	385,000	385,000	385,000	—
Care of Federal/State Prisoners	968,447	1,160,000	1,160,000	1,341,205	15.6 %
Home Confinement Fees	12,397	30,000	30,000	30,000	—
Miscellaneous Revenues	1,563	0	0	0	—
Other Charges/Fees	50,321	75,100	75,100	75,100	—
Other Intergovernmental	(1,420)	120,000	120,000	60,000	-50.0 %
Other Licenses and Permits	16	0	0	0	—
Substance Abusers Intervention Program (IPSA)	58,262	74,000	74,000	74,000	—
County General Fund Revenues	**1,337,393**	**1,844,100**	**1,844,100**	**1,965,305**	**6.6 %**
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	25,000	0	0	0	—
Grant Fund - MCG Expenditures	**25,000**	**0**	**0**	**0**	**—**
PERSONNEL					

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

DEPARTMENT TOTALS

Total Expenditures	**71,119,023**	**70,615,070**	**73,240,063**	**70,996,074**	**0.5 %**
Total Full-Time Positions	**538**	**533**	**533**	**539**	**1.1 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**537.82**	**535.57**	**535.57**	**541.57**	**1.1 %**
Total Revenues	**1,337,393**	**1,844,100**	**1,844,100**	**1,965,305**	**6.6 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**70,615,070**	**535.57**
Changes (with service impacts)		
Add: New Mandates and Legal Requirements Related to the Management of Inmates Located in Restrictive Housing per Maryland Chapters 526 and 324 of 2019 [Detention Services]	468,786	6.00
Enhance: Cell Vent, Bunk, and Door Retrofitting to Reduce Opportunities for Self-Harm [Detention Services]	234,000	0.00
Enhance: Implement Electronic Health Record to Modernize Correctional Medical Records System [Medical and Behavioral Health Services]	102,948	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	1,552,170	0.00
Increase Cost: Annualization of FY20 Compensation Increases	671,130	0.00
Increase Cost: Adjust Sanitation, Hygiene, and Disease Control Budget to Address Structural Deficiency [Detention Services]	267,000	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	22,207	0.00
Increase Cost: Print and Mail Adjustment	4,268	0.00
Decrease Cost: Motor Pool Adjustment	(12,428)	0.00
Decrease Cost: Retirement Adjustment	(1,251,244)	0.00
Decrease Cost: Council Compensation Adjustment	(1,677,833)	0.00
FY21 APPROVED	**70,996,074**	**541.57**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Administration and Support	3,587,641	24.00	4,549,770	30.00

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Detention Services	54,386,552	411.39	47,863,647	380.70
Director's Office	924,089	6.00	0	0.00
Medical and Behavioral Health Services	0	0.00	7,278,932	37.69
Pre-Release and Re-entry Services	6,610,238	55.18	6,273,569	54.18
Pre-Trial Services	5,106,550	39.00	5,030,156	39.00
Total	**70,615,070**	**535.57**	**70,996,074**	**541.57**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**70,996**	**70,996**	**70,996**	**70,996**	**70,996**	**70,996**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY21	**0**	**(136)**	**(136)**	**(136)**	**(136)**	**(136)**
Items recommended for one-time funding in FY21, including vent cleaning and electronic health records implementation, will be eliminated from the base in the outyears.						
Subtotal Expenditures	**70,996**	**70,860**	**70,860**	**70,860**	**70,860**	**70,860**

Emergency Management and Homeland Security

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$3,115,981	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 approved FY21 Operating Budget for the Office of Emergency Management and Homeland Security is $3,115,981, an increase of $749,268 or 31.66 percent from the FY20 Approved Budget of $2,366,713. Personnel Costs comprise 69.22 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 30.78 percent of the FY21 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**

INITIATIVES

- Montgomery County's Hazard Mitigation Plan was adopted by the Montgomery County Council and 17 municipalities.
- The Montgomery County Pre-Disaster Recovery Plan was revised, updated, and exercised.
- Montgomery County's Continuity of Government was revised with additional input from Council staff.
- In collaboration with the Public Information Office, Police, and Fire and Rescue Services, OEMHS updated the Emergency Public Information Plan.
- OEMHS successfully used its Damage Assessment Portal to allow residents to file damage reports from the July 8, 2019 flooding event. OEMHS received more than 200 damage reports, which allowed the County to be eligible for Small Business Administration loans.
- OEMHS underwent re-accreditation through the Emergency Management Accreditation Program.
- OEMHS continues to use social media as a tool to publish preparedness education information. The Office's Twitter following increased by nearly 18 percent, and the Office's Facebook page fans increased by 26 percent.
- Developed and finalized the National Incident Management System (NIMS).
- Developed, coordinated, and conducted a County senior leadership exercise to review the updated Pre-Disaster Recovery Plan and exercise decisions that must be made in a long-term recovery scenario.
- Managed more than 40 Homeland Security grants totaling more than $13,000,000.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Made enhancements to the County's Emergency Operations Center by adding a policy / multimedia room, as well as making technology upgrades to all 60 workstations in the Emergency Operations Center.
- OEMHS developed, scripted, and coordinated the filming of five workplace emergency preparedness videos to train Montgomery County Government employees.
- OEMHS revised a number of operations and procedures guides including the Emergency Operations Center manual, Emergency Operations Center Action Plans, and the situation report template to ensure operations are updated and effective.
- Developed an unmanned aerial system program and policy manual to provide OEMHS with better survey capabilities to assess emergency damage and gain situational awareness.

PROGRAM CONTACTS

Contact Michael Goldfarb of the Office of Emergency Management and Homeland Security at 240.777.2333 or Taman Morris of the Office of Management and Budget at 240.777.2771 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for

comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Administration

The Emergency Management Administration program handles grant and financial management, office administration, budget management, procurement, and human resources. This program also includes overall policy development for the office.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**782,443**	**4.70**
Add: Security Grants to Faith Based Organizations	700,000	0.00
Increase Cost: General Fund Adjustment for Grant Personnel	14,701	0.00
Reduce: CC Continuity of Ops: General Fund Adjustment for Grant Personnel	(14,701)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(86,927)	(0.78)
FY21 Approved	**1,395,516**	**3.92**

Emergency Management Planning, Response & Recovery

The Emergency Management Planning, Response, and Recovery program represents the core programmatic activities of OEMHS. This program includes the planning, training, and exercising activities aimed at preparing the County departments, non-profit partners, critical infrastructure and the County residents for large scale emergencies. Major threats that this program addresses include, but are not limited to cybersecurity, impacts from climate change, terrorism and other acts of violence, major storms, and other largescale events such as building fires. This program also includes the County Facility Emergency Action Plan and Continuity of Operations planning, employee training for emergency events, and other activities aimed at ensuring an effective Countywide response to events impacting County government and our residents. It also supports the Alert Montgomery system and associated emergency alerting, preparing and operating the Emergency Operations Center (EOC), and administration of the Hazard Materials Permitting process.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of County Facility Emergency Action Plans reviewed within 90 days of submission/contract	100%	100%	100%	100%	100%
Percent of employees who have completed Employee Emergency Training or Workplace Violence Level	16%	17%	18%	19%	20%
Percent of principal County departments and offices with a COOP plan score of 2.5 or higher	71%	74%	76%	77%	78%
Percent of County residents subscribed to Alert Montgomery (by device) based on 2012 U.S. Census population of 1,004,709	20.0%	21.0%	22.0%	23.0%	23.0%
Percent of Emergency Management Accreditation standards met by the County	100%	100%	100%	100%	100%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,584,270**	**11.60**

FY21 Approved Changes	Expenditures	FTEs
Add: Hydrologic Expertise to Assist with Planning for Future Storms and Other Weather Events	86,582	1.00
Increase Cost: Grant Assistant	20,181	0.18
Reduce: CC Continuity of Ops: Grant Assistant	(20,181)	(0.18)
Reduce: CC Continuity of Ops: Hydrologic Expertise to Assist with Planning for Future Storms and Other Weather Events	(86,582)	(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.	136,195	0.78
FY21 Approved	**1,720,465**	**12.38**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	851,214	875,970	950,802	907,359	3.6 %
Employee Benefits	207,890	277,864	283,235	273,718	-1.5 %
County General Fund Personnel Costs	**1,059,104**	**1,153,834**	**1,234,037**	**1,181,077**	**2.4 %**
Operating Expenses	393,124	250,328	197,005	959,240	283.2 %
County General Fund Expenditures	**1,452,228**	**1,404,162**	**1,431,042**	**2,140,317**	**52.4 %**
PERSONNEL					
Full-Time	8	9	9	9	—
Part-Time	1	1	1	1	—
FTEs	8.60	8.82	8.82	8.82	—
REVENUES					
Hazardous Materials Permits	800,672	865,000	865,000	865,000	—
Miscellaneous Revenues	1,475	0	0	0	—
Other Charges/Fees	82,893	0	70,000	0	—
County General Fund Revenues	**885,040**	**865,000**	**935,000**	**865,000**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	891,213	737,087	737,087	741,784	0.6 %
Employee Benefits	252,611	225,464	225,464	233,880	3.7 %
Grant Fund - MCG Personnel Costs	**1,143,824**	**962,551**	**962,551**	**975,664**	**1.4 %**
Operating Expenses	4,873,644	0	0	0	—
Capital Outlay	200,419	0	0	0	—
Grant Fund - MCG Expenditures	**6,217,887**	**962,551**	**962,551**	**975,664**	**1.4 %**
PERSONNEL					
Full-Time	6	6	6	6	—
Part-Time	0	0	0	0	—
FTEs	6.70	7.48	7.48	7.48	—

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
REVENUES					
Federal Grants	3,898,808	962,551	962,551	975,664	1.4 %
State Grants	69,256	0	0	0	—
Grant Fund - MCG Revenues	**3,968,064**	**962,551**	**962,551**	**975,664**	**1.4 %**
DEPARTMENT TOTALS					
Total Expenditures	**7,670,115**	**2,366,713**	**2,393,593**	**3,115,981**	**31.7 %**
Total Full-Time Positions	**14**	**15**	**15**	**15**	**—**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**15.30**	**16.30**	**16.30**	**16.30**	**—**
Total Revenues	**4,853,104**	**1,827,551**	**1,897,551**	**1,840,664**	**0.7 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**1,404,162**	**8.82**
Changes (with service impacts)		
Add: Security Grants to Faith Based Organizations [Administration]	700,000	0.00
Add: Hydrologic Expertise to Assist with Planning for Future Storms and Other Weather Events [Emergency Management Planning, Response & Recovery]	86,582	1.00
Reduce: CC Continuity of Ops: General Fund Adjustment for Grant Personnel [Administration]	(14,701)	0.00
Reduce: CC Continuity of Ops: Grant Assistant [Emergency Management Planning, Response & Recovery]	(20,181)	(0.18)
Reduce: CC Continuity of Ops: Hydrologic Expertise to Assist with Planning for Future Storms and Other Weather Events [Emergency Management Planning, Response & Recovery]	(86,582)	(1.00)
Other Adjustments (with no service impacts)		
Increase Cost: Grant Assistant [Emergency Management Planning, Response & Recovery]	20,181	0.18
Increase Cost: FY21 Compensation Adjustment	19,386	0.00
Increase Cost: Annualization of FY20 Personnel Costs	15,000	0.00
Increase Cost: General Fund Adjustment for Grant Personnel [Administration]	14,701	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	13,992	0.00
Increase Cost: Annualization of FY20 Compensation Increases	13,587	0.00
Increase Cost: Motor Pool Adjustment	8,134	0.00
Increase Cost: Print and Mail Adjustment	778	0.00
Decrease Cost: Retirement Adjustment	(13,547)	0.00
Decrease Cost: Council Compensation Adjustment	(21,175)	0.00
FY21 APPROVED	**2,140,317**	**8.82**

GRANT FUND - MCG

FY21 APPROVED CHANGES

	Expenditures	FTEs
FY20 ORIGINAL APPROPRIATION	**962,551**	**7.48**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY20 Personnel Costs	13,113	0.00
FY21 APPROVED	**975,664**	**7.48**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Administration	782,443	4.70	1,395,516	3.92
Emergency Management Planning, Response & Recovery	1,584,270	11.60	1,720,465	12.38
Total	**2,366,713**	**16.30**	**3,115,981**	**16.30**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**2,140**	**2,140**	**2,140**	**2,140**	**2,140**	**2,140**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY21	**0**	**10**	**10**	**10**	**10**	**10**
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Approved in FY21	**0**	**(800)**	**(800)**	**(800)**	**(800)**	**(800)**
Items recommended for one-time funding in FY21, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.						
Subtotal Expenditures	**2,140**	**1,350**	**1,350**	**1,350**	**1,350**	**1,350**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Approved		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
CC Continuity of Ops: Grant Assistant	(20,181)	(0.18)	(25,275)	(0.18)
CC Continuity of Ops: Hydrologic Expertise to Assist with Planning for Future Storms and Other Weather Events	(83,914)	(1.00)	(111,885)	(1.00)
Grant Assistant	20,181	0.18	25,275	0.18
Hydrologic Expertise to Assist with Planning for Future Storms and Other Weather Events	83,914	1.00	111,885	1.00

Fire and Rescue Service

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$224,995,408	1,319.26

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 Services; the Fire and Emergency Services Commission; and 19 Local Fire and Rescue Departments (LFRD). MCFRS operates 37 fire and rescue stations and several satellite offices.

BUDGET OVERVIEW

The total approved FY21 Operating Budget for the Montgomery County Fire and Rescue Service is $224,995,408, an increase of $1,744,949 or 0.78 percent from the FY20 Approved Budget of $223,250,459. Personnel Costs comprise 83.71 percent of the budget for 1,318 full-time positions and no part-time positions, and a total of 1,319.26 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charges to or from other departments or funds. Operating Expenses account for the remaining 16.29 percent of the FY21 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 $8,400,610 for General Obligation debt and $5,105,150 for other debt is required.

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

COUNTY PRIORITY OUTCOMES

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

- **Safe Neighborhoods**

INITIATIVES

- Provide funding to continue deployment of cell phone technology on all apparatus until the new radio tower system goes live

in December 2020.

- Adjust recruit instructor overtime to reflect past General Wage Adjustments.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Ambulances in certain areas of the County began transporting some non-severe cases to urgent care centers instead of hospital emergency rooms through the Alternative Destination Pilot Program.
- The technical operations section will provide critical information to first responders through enhanced mobile data computers that work with area-wide Smart Building initiatives and regional data systems.
- Cabin John Park Volunteer Fire Department received a SAFER grant for $245,000 to support the recruitment and retention of volunteer firefighters.
- The logistics section has combined delivery functions for the property/supply and small tools sections to reduce labor costs.

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 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 FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Fiscal Management

The Division of Fiscal Management is responsible for the overall management of the MCFRS operating budget; the management and administration of State and Federal funding; management oversight of the EMS reimbursement program; accounts payable; accounts receivable; and contract management and development.

The Budget and Grants Section handles budget development; grant coordination, administration and close-out; expenditure and revenue analysis and tracking; ordering and payment for office and station supplies; and department-wide financial procedures.

The Emergency Medical Services Transport (EMST) Reimbursement Section manages the department's ambulance transport reimbursement program. The section reviews patient care reports, ensures compliance with various local and federal regulations, manages the contract with the billing company, reconciles revenues, distributes and tracks EMST revenues that are sent to the 19 volunteer departments, and monitors the expenditure of EMST reimbursement funds by MCFRS.

The Procurement Section advises and assists in the acquisition of all goods and services for the department. The expertise on

procurement procedures and regulations resides in this section, which develops and administers contracts throughout MCFRS. All payments and purchase orders are entered and approved by the Procurement Section, and the section coordinates and oversees the department's purchasing card accounts.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of invoices	11,349	10,654	10,000	10,000	10,000
EMST revenue collected (in millions)	$18.72	$18.60	$18.60	$18.60	$18.60
EMST reimbursement recovery rate	55.1%	56.4%	56.8%	57.0%	57.2%
Percent of contracting dollars awarded to minority, female, or disabled (MFD) firms	6.1%	14.8%	7.0%	9.0%	12.0%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**5,003,972**	**15.10**
Increase Cost: Insurance Coverage	339,000	0.00
Increase Cost: Emergency Medical Services Transport Reimbursement Rate Change - Vendor Reimbursement	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.	33,596	(0.10)
FY21 Approved	**5,396,568**	**15.00**

Human Resources Division

The Division of Human Resources is a comprehensive support function for MCFRS Operations focused on the management and maximization of potential for human capital. The Division is comprised of various sub-functions.

The Administrative Services Section is responsible for personnel and labor related issues, including coordination with County OHR, recruiting promotional exams, hiring and discipline, and the collective bargaining process. Further, they represent MCFRS, in cooperation with the County Attorney, in mediation, arbitration, alternative dispute resolution, and at the Merit System Protection Board.

Fire Rescue Occupational Medical Services provides focuses on MCFRS health needs. Services provided include entry level physicals, annual physicals, injury care, return to work exams, fitness for duty exams, and vaccinations. This team also monitors employees injured on the job to ensure appropriate care and timely return to work.

The behavioral and mental health component of MCFRS is addressed by the Behavioral Health Section. Staff professionals provide direct clinical services to MCFRS personnel and assist with the Critical Incident Stress Management Team. The staff psychologist also trains and educates personnel.

The Health and Safety Section ensures the occupational health and safety of personnel through management of safety capacity. The program develops and promotes proactive prevention initiatives to reduce injuries to personnel and damage to property through compliance monitoring, investigations and follow up.

The Training Academy is responsible for all job-related training for MCFRS personnel. The Training Academy is an accredited institution that provides multi-level training, education, and certification that is compliant with applicable regulations.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of safety inspections performed	1,404	5,598	6,160	6,780	7,480
Training academy accreditation (three accreditations)	3	3	3	3	3
Number of "non-traditional" recruit applications	1,064	589	860	950	1,000

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**28,709,062**	**36.26**
Increase Cost: Adjust Recruit Instruction Overtime Allocation to Reflect Past General Wage Adjustments	267,900	0.00
Decrease Cost: Risk Management Adjustment	(409,420)	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.	(1,075,369)	0.00
FY21 Approved	**27,492,173**	**36.26**

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, community risk reduction, community outreach, 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.

The Community Risk Reduction Section also come under the Fire Chief's Office. The Community Risk Reduction Section identifies and mitigates certain risks to the community in an effort to reduce the number of 911 calls. Initiatives include smoke alarm distribution, home safety visits for seniors, child safety seat installation and bicycle safety education.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Child safety seat inspections survey - percent of respondents who were overall satisfied	99.2%	99.0%	99.0%	99.0%	99.0%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,178,541**	**12.00**
Shift: Community Risk Reduction to Fire Chief's Office	689,130	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.	(1,232,740)	7.00
FY21 Approved	**2,634,931**	**23.00**

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 95,000 calls annually resulting in the transport of 70,000 people to local hospitals. There are 26,000 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 (SOPs), and Emergency Medical and Integrated Healthcare Services (EMIHS). MCFRS personnel operate from 37 Fire and Rescue stations. Thirty-five paramedic engines, 15 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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of fire incidents	18,209	17,590	17,500	17,500	17,500
Number of EMIHS (medical services) incidents	95,564	95,392	94,500	94,000	93,800
90th percentile arrival time for first Advanced Life Support (ALS) unit in urban areas of the County [1]	10:42	10:40	10:36	10:32	10:29
90th percentile arrival time for first engine to structure fire in urban areas of the County [2]	10:01	9:27	9:49	9:32	9:30
EMS cardiac care: Percentage of cardiac arrest patients with return of spontaneous circulation (ROSC)	34.9%	40.2%	40.2%	40.2%	40.2%

[1] *During FY19, MCFRS transitioned from four population density zones (Metropolitan, Urban, Suburban, Rural) to two zones: Urban (=2500 residents/sq. mi.) and Rural (<2500). Use of these two zones is consistent with Commission on Fire Accreditation International guidance and U.S. Census Bureau criteria.*

[2] *During FY19, MCFRS transitioned from four population density zones (Metropolitan, Urban, Suburban, Rural) to two zones: Urban (=2500 residents/sq. mi.) and Rural (<2500). Use of these two zones is consistent with Commission on Fire Accreditation International guidance and U.S. Census Bureau criteria.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**163,273,287**	**1,192.30**
Increase Cost: Holiday Pay - Number of Holidays	808,000	0.00
Increase Cost: FY16 SAFER GRANT Shifted to Fire Fund	333,435	2.00
Reduce: FY16 SAFER Grant Shifted to Fire Fund	(292,859)	(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.	2,768,701	(6.90)
FY21 Approved	**166,890,564**	**1,185.40**

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, management and maintenance 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.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of COMAR-mandated vehicle inspections performed	245	227	240	240	240
Number of facilities maintained by MCFRS	46	46	46	46	47
Number of gear pieces inspected and cleared	3,902	4,195	4,300	4,400	4,500
Uptime for MCFRS-maintained IT systems	99.93%	99.93%	99.93%	99.93%	99.93%
Number of times MCFRS went below its minimum complement of apparatus	77	65	63	63	63

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**16,614,493**	**52.60**
Technical Adj: Annualize Mid-Year Creation of Civilian IT Specialist to Reduce Overtime	85,974	1.00
Shift: Move Second Set of Volunteer Personal Protective Equipment into the Base	70,000	0.00
Add: Communications Contingency Plan - Half Year Implementation	68,400	0.00
Decrease Cost: Fuel Expenditures	(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.	236,059	0.00
FY21 Approved	**16,924,926**	**53.60**

Volunteer Services

The Division of Volunteer Services (DVS) manages and provides support and volunteer advocacy, oversight, mediation, and enforcement of MCFRS policies, coordination and technical assistance, incentives, and administrative services to support the Local Fire and Rescue Departments (LFRD) within MCFRS.

This program promotes consistent and balanced integration of the activities of volunteer and career firefighters and rescuers; promotes recruitment and retention of volunteers, assists LFRDs in training, risk management, the formulation and standardization of LFRD/MCFRS business plans, use and maintenance of fire and rescue apparatus, budget preparation, and formulating department-wide policy.

The program makes recommendations to the Fire Chief, monitors legislative and regulatory actions involving volunteer activities, and informs the affected groups.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of volunteer stand-by hours	544,852	483,472	490,000	500,000	510,000
Number of volunteer in-station drill hours	15,245	14,868	15,000	15,500	15,750
Percent of total volunteers that are female	36.2%	35.6%	37.0%	38.0%	39.0%
Percent of volunteers from a racial or ethnic minority group	22.7%	25.9%	26.0%	27.0%	28.0%
Number of trained volunteers hired by MCFRS	17	19	15	15	15

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**6,471,104**	**10.00**
Increase Cost: Emergency Medical Services Transport Reimbursement Rate Change - Local Fire and Rescue Department Allocation	72,000	0.00
Decrease Cost: Montgomery County Volunteer Fire and Rescue Association - Negotiated Agreement	(135,000)	0.00
Shift: Community Risk Reduction to Fire Chief's Office	(689,130)	(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.	(62,728)	0.00
FY21 Approved	**5,656,246**	**6.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
FIRE					
EXPENDITURES					
Salaries and Wages	139,941,377	135,290,532	142,246,107	137,086,983	1.3 %
Employee Benefits	49,461,131	50,974,727	51,353,101	51,131,446	0.3 %
Fire Personnel Costs	**189,402,508**	**186,265,259**	**193,599,208**	**188,218,429**	**1.0 %**
Operating Expenses	44,039,297	36,566,360	43,756,526	36,650,998	0.2 %
Capital Outlay	90,144	0	0	0	—
Fire Expenditures	**233,531,949**	**222,831,619**	**237,355,734**	**224,869,427**	**0.9 %**
PERSONNEL					
Full-Time	1,290	1,312	1,312	1,315	0.2 %
Part-Time	0	0	0	0	—
FTEs	1,291.26	1,313.26	1,313.26	1,316.26	0.2 %

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
REVENUES					
EMS Reimbursement-Ambulance Fee	21,214,150	19,500,000	17,500,000	20,000,000	2.6 %
Investment Income	0	24,490	0	0	-100.0 %
Miscellaneous Revenues	541,690	244,882	244,882	244,882	—
Other Charges/Fees	20	0	0	0	—
Other Intergovernmental	0	198,622	198,622	198,622	—
Property Tax	209,787,462	221,638,239	216,758,875	244,458,885	10.3 %
State Fire/Rescue 508 Funds	1,952,432	0	1,962,542	0	—
Fire Revenues	**233,495,754**	**241,606,233**	**236,664,921**	**264,902,389**	**9.6 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	1,958,324	268,815	268,815	36,853	-86.3 %
Employee Benefits	406,845	150,025	150,025	89,128	-40.6 %
Grant Fund - MCG Personnel Costs	**2,365,169**	**418,840**	**418,840**	**125,981**	**-69.9 %**
Operating Expenses	730,649	0	0	0	—
Capital Outlay	138,158	0	0	0	—
Grant Fund - MCG Expenditures	**3,233,976**	**418,840**	**418,840**	**125,981**	**-69.9 %**
PERSONNEL					
Full-Time	7	5	5	3	-40.0 %
Part-Time	0	0	0	0	—
FTEs	7.00	5.00	5.00	3.00	-40.0 %
REVENUES					
Federal Grants	3,062,347	418,840	418,840	125,981	-69.9 %
State Grants	45,983	0	0	0	—
Grant Fund - MCG Revenues	**3,108,330**	**418,840**	**418,840**	**125,981**	**-69.9 %**

DEPARTMENT TOTALS

Total Expenditures	**236,765,925**	**223,250,459**	**237,774,574**	**224,995,408**	**0.8 %**
Total Full-Time Positions	**1,297**	**1,317**	**1,317**	**1,318**	**0.1 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**1,298.26**	**1,318.26**	**1,318.26**	**1,319.26**	**0.1 %**
Total Revenues	**236,604,084**	**242,025,073**	**237,083,761**	**265,028,370**	**9.5 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
FIRE		
FY20 ORIGINAL APPROPRIATION	**222,831,619**	**1,313.26**

FY21 APPROVED CHANGES

	Expenditures	FTEs
Changes (with service impacts)		
Add: Communications Contingency Plan - Half Year Implementation [Support Services]	68,400	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	3,135,292	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	2,167,289	0.00
Increase Cost: Annualization of FY20 Compensation Increases	1,786,792	0.00
Increase Cost: Holiday Pay - Number of Holidays [Operations]	808,000	0.00
Shift: Community Risk Reduction to Fire Chief's Office [Office of the Fire Chief]	689,130	4.00
Increase Cost: Insurance Coverage [Fiscal Management]	339,000	0.00
Increase Cost: FY16 SAFER GRANT Shifted to Fire Fund [Operations]	333,435	2.00
Increase Cost: Adjust Recruit Instruction Overtime Allocation to Reflect Past General Wage Adjustments [Human Resources Division]	267,900	0.00
Increase Cost: Motor Pool Adjustment	185,319	0.00
Technical Adj: Annualize Mid-Year Creation of Civilian IT Specialist to Reduce Overtime [Support Services]	85,974	1.00
Increase Cost: Emergency Medical Services Transport Reimbursement Rate Change - Local Fire and Rescue Department Allocation [Volunteer Services]	72,000	0.00
Shift: Move Second Set of Volunteer Personal Protective Equipment into the Base [Support Services]	70,000	0.00
Increase Cost: Print and Mail Adjustment	31,539	0.00
Increase Cost: Emergency Medical Services Transport Reimbursement Rate Change - Vendor Reimbursement [Fiscal Management]	20,000	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	14,265	0.00
Decrease Cost: Montgomery County Volunteer Fire and Rescue Association - Negotiated Agreement [Volunteer Services]	(135,000)	0.00
Decrease Cost: Fuel Expenditures [Support Services]	(150,000)	0.00
Decrease Cost: Risk Management Adjustment [Human Resources Division]	(409,420)	0.00
Shift: Community Risk Reduction to Fire Chief's Office [Volunteer Services]	(689,130)	(4.00)
Decrease Cost: Retirement Adjustment	(1,151,694)	0.00
Technical Adj: Annualization of FY20 Personnel Costs	(2,071,672)	0.00
Decrease Cost: Council Compensation Adjustment	(3,429,611)	0.00
FY21 APPROVED	**224,869,427**	**1,316.26**

GRANT FUND - MCG		
FY20 ORIGINAL APPROPRIATION	**418,840**	**5.00**
Federal/State Programs		
Reduce: FY16 SAFER Grant Shifted to Fire Fund	(292,859)	(2.00)
FY21 APPROVED	**125,981**	**3.00**

PROGRAM SUMMARY

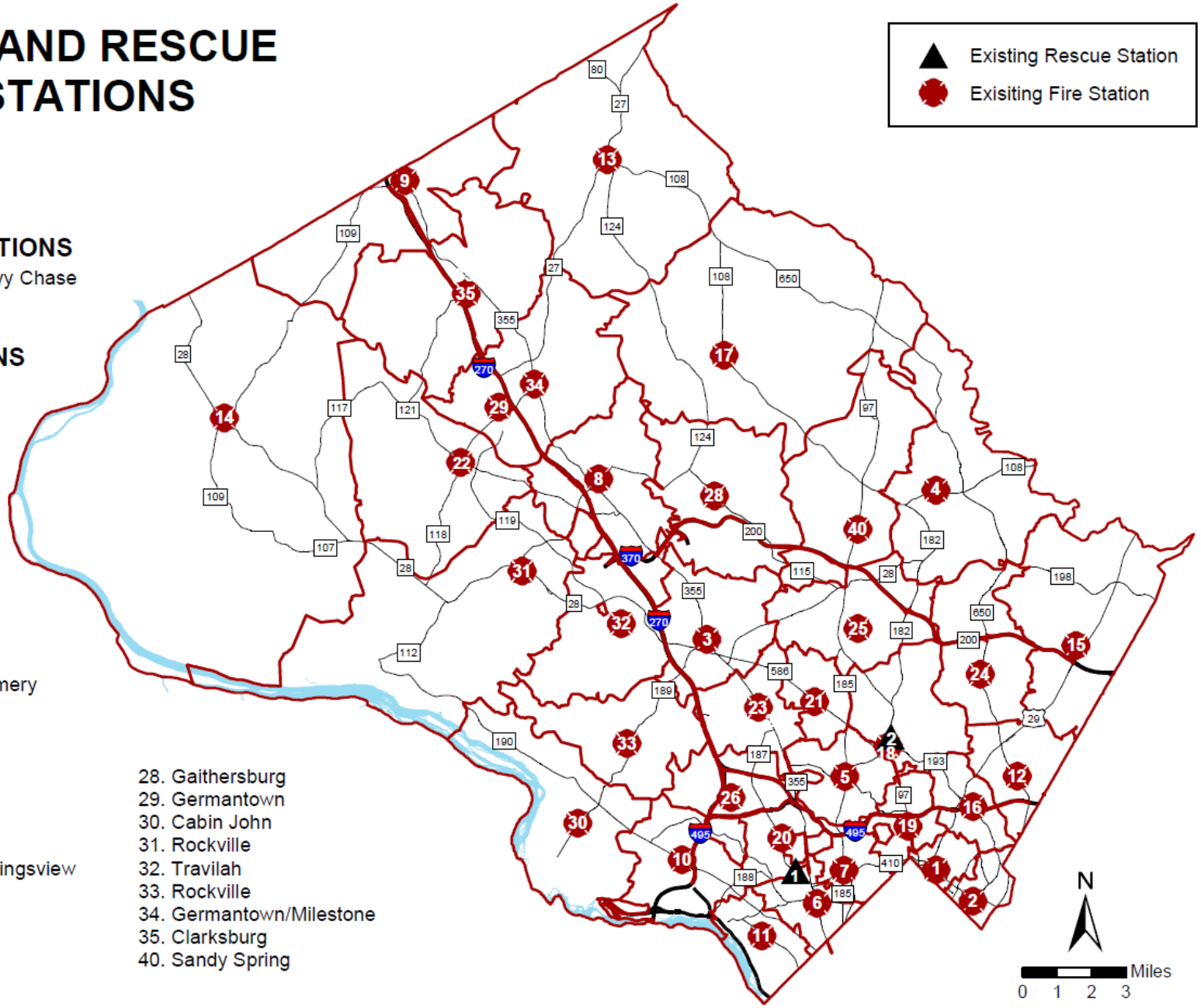
Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Fiscal Management	5,003,972	15.10	5,396,568	15.00
Human Resources Division	28,709,062	36.26	27,492,173	36.26
Office of the Fire Chief	3,178,541	12.00	2,634,931	23.00
Operations	163,273,287	1,192.30	166,890,564	1,185.40
Support Services	16,614,493	52.60	16,924,926	53.60
Volunteer Services	6,471,104	10.00	5,656,246	6.00
Total	**223,250,459**	**1,318.26**	**224,995,408**	**1,319.26**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
FIRE						
EXPENDITURES						
FY21 Approved	**224,869**	**224,869**	**224,869**	**224,869**	**224,869**	**224,869**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY21	**0**	**(726)**	**(726)**	**(726)**	**(726)**	**(726)**
Items recommended for one-time funding in FY21, including holiday pay, communications contingency plan implementation, and one time vehicle fuel savings, will be eliminated from the base in the outyears.						
Clarksburg Fire Station (P450300)	**0**	**0**	**194**	**194**	**194**	**194**
White Flint Fire Station 23 (P451502)	**0**	**0**	**0**	**0**	**124**	**297**
Subtotal Expenditures	**224,869**	**224,143**	**224,337**	**224,337**	**224,461**	**224,634**

FIRE AND RESCUE STATIONS



RESCUE STATIONS

1. Bethesda- Chevy Chase
2. Wheaton

FIRE STATIONS

1. Silver Spring
2. Takoma Park
3. Rockville
4. Sandy Spring
5. Kensington
6. Bethesda
7. Chevy Chase
8. Gaithersburg
9. Hyattstown
10. Cabin John
11. Glen Echo
12. Hillandale
13. Damascus
14. Upper Montgomery
15. Burtonsville
16. Silver Spring
17. Laytonsville
18. Kensington
19. Silver Spring
20. Bethesda
21. Kensington
22. Germantown/Kingsview
23. Rockville
24. Hillandale
25. Kensington
26. Bethesda
28. Gaithersburg
29. Germantown
30. Cabin John
31. Rockville
32. Travilah
33. Rockville
34. Germantown/Milestone
35. Clarksburg
40. Sandy Spring

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Police

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$281,446,640	1,898.86

MARCUS G. JONES, CHIEF OF POLICE

MISSION STATEMENT

The mission of the Montgomery County Police Department (MCPD) is to safeguard life and property, preserve the peace, prevent and detect crime, enforce the law, and protect the rights of all citizens. The Department is committed to working in partnership with the community to identify and resolve issues that impact public safety.

Community Policing Philosophy

The Montgomery County Police Department 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 approved FY21 Operating Budget for the Department of Police is $281,446,640, a decrease of $13,880,689 or 4.70 percent from the FY20 Approved Budget of $295,327,329. Personnel Costs comprise 83.04 percent of the budget for 1,832 full-time position(s) and 206 part-time position(s), and a total of 1,898.86 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 16.96 percent of the FY21 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**

INITIATIVES

- Add a social worker position at the Emergency Communications Center to serve as a stress management resource for public safety communications specialists.
- Purchase 200 dashboard video cameras to ensure community trust in the County's policing.
- Limit the use of force by officers in situations where resistance occurs.
- Enhance alternative reporting options to increase officer availability for community policing.
- Support the initiatives of the Vision Zero program to improve traffic safety through enhanced enforcement and public education efforts.
- Reduce the number of opioid overdoses by improved collaboration with county, State, and Federal agencies as well as increased public education.
- Reduce the number of at-fault collisions involving Montgomery County Police Department vehicles through enhanced driver training efforts which target at-risk behaviors.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The department is being reorganized and performing work load analyses in major work units to be more efficient and effective in allocating available resources.
- Initial transition to Next Generation 911, including text-to-911, has been completed.
- The department has fully implemented universal call taker (UCT) at the Emergency Communications Center (ECC).
- Newly developed DNA technology, including genetic genealogy and advanced software programs, are being deployed to enhance the ability to analyze DNA specimens to close cases.
- Body worn cameras are being replaced with updated models with enhanced capability.
- Cell phones are being provided for all sworn officers to enhance access to technology and improve communications.
- The Community Opioid Prevention Education (COPE) trailer has been acquired to enhance the County's educational outreach efforts.
- The Professional Accountability Division has been established to ensure that the department is operating within established policies, procedures, and legislative mandates.

PROGRAM CONTACTS

Contact Neil Shorb of the Department of Police at 240.773.5237 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for

comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Field Services

The mission of the Field Services Bureau (FSB) is to provide specialized police services in support of other divisions within the police department and the residents of Montgomery County. These services are coordinated through the Special Operations Division (SOD), Traffic Division (TD), Public Information Division (PID), and the Security Services Division (SSD).

FSB accomplishes its purpose by partnering with other divisions and the community to enhance and further the overall mission of the department. This is accomplished through:

- Traffic safety education, engineering, and enforcement which addresses both vehicle and pedestrian safety.
- Safety and security of County employees, visitors, facilities, and property utilizing physical security measures, policies that incorporate the industry's best practices, and education.
- Disseminating information to the public on matters of interest and safety through both traditional media routes and current social media outlets.
- Participating in community engagement activities designed to educate and build trust and sustain relationships with those we serve.
- The use of units that have specialized equipment and/or training that enables them to provide unique support and functions to the department and community.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Managed Search Operations Team (MSOT) responses to missing-at-risk calls	410	782	1,000	1,200	1,200
Twitter followers for Montgomery County Police	N/A	81,732	89,906	98,897	108,787
Average Citations per Automated Speed and Red Light Cameras [1]	3,745	3,342	3,334	3,679	4,000
Number of traffic collisions in Montgomery County	21,706	22,231	21,898	21,570	21,246

[1] *The targets are not true targets (i.e., requirements or quotas). Rather, they are the projected averages based on an increase of 50 speed cameras and 25 red light cameras over the next two years. Any change in the number of cameras deployed will affect the targets.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**46,452,415**	**292.20**
Increase Cost: Seven Crossing Guards for New Schools	202,517	2.10
Increase Cost: Add Body Armor for SWAT	150,000	0.00
Decrease Cost: Office of Animal Services Chargeback	(118,801)	(1.00)
Shift: Transfer of Animal Services Division	(6,661,185)	(70.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,857,736)	(5.30)
FY21 Approved	**38,167,210**	**218.00**

Investigative Services

The mission of the Investigative Services Bureau (ISB) is to provide specialized investigative services in support of felony and

misdemeanor offenses that occur in Montgomery County. These investigations are coordinated through the MCPD Major Crimes Division (MCD), Special Victims Investigations Division (SVID), Special Investigations Division (SID), Criminal Investigations Division (CID), and the Crime Laboratory.

The Investigative Services Bureau is responsible for providing investigative and forensic services directed at preventing and deterring future victimization of those that reside, work, or travel in Montgomery County. This is accomplished through:

- Conducting investigations and forensic examinations aimed at identifying suspect(s) responsible for perpetrating crime with the goal of successfully prosecuting them.
- Providing victim assistance and services to help limit the negative consequences of being a crime victim.
- Developing positive relationships with the residents and the business community in Montgomery County by conducting proactive and follow-up investigations which helps reduce victimization, helps victims recover property, prevents future crimes from reoccurring, and helps build a level of trust and cooperation with the community.
- Sharing information and working cooperatively with Federal, State and local law enforcement partners to address ongoing crime problems in the county.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Lab examinations completed by the Montgomery County Police Crime Lab	12,802	12,508	12,600	12,800	13,000
Crime investigation and closure rate: Violent crime	43.8%	41.8%	37.9%	42.0%	45.0%
Crime investigation and closure rate: Property crime [1]	22.4%	21.9%	18.9%	22.0%	25.0%
Fatal overdoses from opioids [2]	66	44	75	68	62

[1] *These numbers are in a constant state of change as officers and detectives continue to work on cases.*

[2] *This number represents only those fatal overdoses that the MCPD responded to or was otherwise notified of.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**40,718,181**	**289.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	390,624	10.00
FY21 Approved	**41,108,805**	**299.00**

Management Services

The Management Services Bureau (MSB) serves to enhance the priority of effective, sustainable government by providing administrative, managerial, and logistical support to all bureaus/programs in the Montgomery County Police Department (MCPD). The MSB is responsible for providing fiscal, personnel, and technological resources and services to the Patrol Services Bureau (PSB), Investigative Services Bureau (ISB), Field Services Bureau (FSB), and Office of the Chief in the following ways:

- Provide the safe and secure storage and preservation of evidence, property, and currency taken into custody by department personnel or authorized allied agencies.
- Receive and process all 9-1-1 calls and other emergency and non-emergency calls, dispatches public safety units within the county, and keeps status on public safety units.
- Maintain personnel files on all employees, process pay and personnel actions, maintain the department complement/assignment roster, conduct background investigations on all potential employees, and recruit qualified

employees.

- Budget administration, financial management, facility management, fleet management, procurement/logistics, and other varied programs that support field functions.
- Policy development, planning/research activities, and ensuring compliance with Department policies, procedures, and standards adopted by the Commission on Accreditation for Law Enforcement Agencies.
- Entry-level and in-service training to all police officers, firearms-related training/records, Field Training Officer selection/training, and conduct specialized training for department employees, as well as outside agencies.
- Represent the department in administrative hearings and civil proceedings, issue legal opinions concerning police matters, and handle employee/labor relations functions for the department.
- Management of the department's CIP projects/renovations, and coordination of building and property maintenance services.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Total emergency 911 calls received by Police Emergency Communication Center (ECC)	513,392	523,529	525,000	530,000	535,000
Total non-emergency calls received by Police Emergency Communication Center (ECC) [1]	310,333	287,755	272,000	262,000	254,100
Average emergency 911 call processing time (minutes)	02:18	02:15	02:35	02:24	02:20
Average time to answer 911 calls (seconds)	4.0	5.0	5.0	4.0	4.0

[1] *Non-emergency calls have declined by 8% over the last five fiscal years. The increase in non-emergency calls from FY15 to FY17 is attributed to the transfer of the fire non-emergency number to police for answering as part of the consolidation process. Non-emergency calls are answered within the Emergency Communication Center by the same staff who answer 9-1-1 calls. Non-emergency calls generally take longer to process. Their volume and duration do of course have an impact on call taker availability. The impacts are regulated through the application of call queuing and prioritization within the phone system. 9-1-1 calls are prioritized to be answered ahead of non-emergency. Call taker profiles adjustments are managed based on call volumes whereby call takers will be designated to answer only emergency calls.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**86,747,378**	**454.56**
Enhance: Mobile Video System Upgrade Plan	495,072	0.00
Increase Cost: Axon Contract	301,833	0.00
Increase Cost: Cell Phone Service for Newly Issued Phones	290,000	0.00
Increase Cost: Evidence Freezer for Sexual Assault Kits	250,000	0.00
Increase Cost: County Attorney Chargeback	106,283	0.50
Add: Social Worker Position to Provide Stress Management Resource at the Emergency Communications Center	83,697	1.00
Increase Cost: Vehicle Equipment for New Officer Positions Added in FY20	45,234	0.00
Increase Cost: Equipment for New Positions Added in FY20	32,464	0.00
Increase Cost: Annualization of Next Generation 9-1-1/Text 9-1-1 Contract	19,796	0.00
Increase Cost: FY21 Personnel Cost of New Positions in FY20 Winter Recruit Class	12,314	0.00
Decrease Cost: Savings From Contractual Conversions	(92,804)	0.00
Shift: Labor and Employee Relations to the Office of Labor Relations	(307,140)	(2.00)
Shift: Transfer of Animal Services Division	(1,146,670)	(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.	(3,964,978)	(16.20)
FY21 Approved	**82,872,479**	**433.86**

Office of the Chief

The Office of the Chief has responsibility for the overall management, direction, planning, and coordination of all MCPD programs and operations. The Chief is responsible for administering the Department in accordance with applicable laws and regulations and ensuring that organizational objectives are met.

The mission of the Internal Affairs Division (IAD) is to conduct fair, unbiased, and timely investigations into allegations of misconduct on the part of officers and professional staff employees of the police department. The Internal Affairs Division strives to maintain an environment of unparalleled integrity and accountability through comprehensive proactive and reactive investigations, inspections, and adjudication of misconduct so that the department's internal and external stakeholders have confidence and trust in the ability of MCPD to execute its mission with the highest possible standards of impartiality, fairness, mutual trust, respect, and accountability. The Internal Affairs Division also collects extensive statistical data for review, assessment, and trends on an ongoing basis to provide advice and recommendations to the Chief of Police.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Community engagement events	1,124	1,921	1,812	2,000	2,200
Number of Use of Force incidents	523	529	545	534	522
Average number of days for formal investigation to be completed	230	342	400	380	361
External complaints against police	186	173	250	219	207

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,313,765**	**11.50**
Increase Cost: PLS Pay for Performance (Increase to Base Pay)	142,442	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	144,678	1.50
FY21 Approved	**2,600,885**	**13.00**

Patrol Services

The Patrol Services Bureau (PSB) is the single largest bureau within the Montgomery County Police Department and is truly the "backbone" of the department. The Patrol Services Bureau operates 24 hours a day, 7 days a week and is responsible for the most contacts with those that reside, work and travel within Montgomery County. The The Patrol Services Bureau currently consists of six (6) districts - Rockville, Bethesda, Silver Spring, Wheaton, Germantown, and Gaithersburg - as well as the Community Engagement Division (CED).

The Patrol Services Bureau consists of several specially trained units, including the District Traffic Units, Special Assignment Teams (SAT), District Community Action Teams (DCAT), Community Services Officers (CSOs), and School Resource Officers (SROs). The Patrol Services Bureau is responsible for providing priority and routine services to the public, directed at preventing, deterring and responding to crime throughout Montgomery County with the primary goal of building trust, and developing and maintaining strong relationships between the department and the communities we serve as part of its community policing philosophy. This is accomplished through:

- Proactive enforcement aimed at recognizing problems and preventing criminal activity to prevent victimization.
- Responding to calls for service regarding criminal situations and providing general (non-emergency/non-enforcement) public

assistance.

- Identifying victims of crimes and providing victim assistance.
- Enforcement of traffic laws with the specific goal of reducing traffic collisions while promoting traffic and pedestrian safety and education.
- Educating the public in crime prevention methods.
- Protecting educational facilities while providing mentoring, mediation and educational services to all stakeholders in the public school system.
- Developing positive relationships with the residents and the business community in Montgomery County through community engagement efforts which promote a cooperative, transparent, and trusting partnerships.

The Community Engagement Division (CED) was reorganized and instituted in 2016, and the School Resource Officer (SRO) program was organizationally centralized under this division the following year. The mission of CED is to focus on countywide engagement levels, awareness, prevention, outreach, and education, while helping to build trust and establish legitimacy of the police department within our communities; encourage community engagement; and to serve as a liaison between the police department, governmental service agencies, and the community on the local, state and federal levels.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Total calls for service (dispatched and self-initiated)	350,638	333,759	337,833	340,000	340,000
Percent of County residents satisfied with police services [1]	85%	N/A	84%	N/A	89%
Average emergency 911 call travel time (minutes)	05:01	05:09	05:03	05:00	05:00

[1] *Satisfaction scores from biannual countywide resident survey.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**119,095,590**	**925.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,398,329)	10.00
FY21 Approved	**116,697,261**	**935.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	172,831,308	182,613,346	179,865,582	177,192,490	-3.0 %
Employee Benefits	58,653,190	62,982,130	62,164,301	56,383,616	-10.5 %
County General Fund Personnel Costs	**231,484,498**	**245,595,476**	**242,029,883**	**233,576,106**	**-4.9 %**
Operating Expenses	42,666,833	49,489,341	46,482,069	47,410,300	-4.2 %
Capital Outlay	168,250	77,512	77,512	295,234	280.9 %
County General Fund Expenditures	**274,319,581**	**295,162,329**	**288,589,464**	**281,281,640**	**-4.7 %**
PERSONNEL					
Full-Time	1,891	1,904	1,904	1,831	-3.8 %

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Part-Time	197	199	199	206	3.5 %
FTEs	1,956.95	1,971.26	1,971.26	1,897.86	-3.7 %
REVENUES					
Emergency 911	7,737,132	12,000,000	12,000,000	15,000,000	25.0 %
Miscellaneous Revenues	1,260,495	650,000	1,050,000	750,000	15.4 %
Other Charges/Fees	2,186,735	2,226,000	2,226,000	2,156,760	-3.1 %
Other Fines/Forfeitures	11,399,931	8,309,500	18,309,500	18,244,500	119.6 %
Other Intergovernmental	125	250,000	250,000	250,000	—
Other Licenses/Permits	81,265	76,300	76,300	70,000	-8.3 %
Parking Fines	12,459	1,010,500	1,010,500	1,010,500	—
Pet Licenses	429,855	650,000	550,000	0	-100.0 %
Photo Red Light Citations	3,833,395	4,600,000	4,600,000	4,600,000	—
Speed Camera Citations	14,114,096	18,985,000	18,985,000	18,985,000	—
State Aid: Police Protection	10,635,635	14,324,844	17,870,056	14,324,844	—
Vehicle/Bike Auction Proceeds	1,130,456	900,000	1,150,000	1,150,000	27.8 %
County General Fund Revenues	**52,821,579**	**63,982,144**	**78,077,356**	**76,541,604**	**19.6 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	660,793	95,545	95,545	109,102	14.2 %
Employee Benefits	55,316	52,455	52,455	38,898	-25.9 %
Grant Fund - MCG Personnel Costs	**716,109**	**148,000**	**148,000**	**148,000**	**—**
Operating Expenses	737,996	17,000	17,000	17,000	—
Grant Fund - MCG Expenditures	**1,454,105**	**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	165,330	0	0	0	—
Miscellaneous Revenues	31,177	0	0	0	—
State Grants	977,435	165,000	165,000	165,000	—
Grant Fund - MCG Revenues	**1,173,942**	**165,000**	**165,000**	**165,000**	**—**

DEPARTMENT TOTALS

Total Expenditures	**275,773,686**	**295,327,329**	**288,754,464**	**281,446,640**	**-4.7 %**
Total Full-Time Positions	**1,892**	**1,905**	**1,905**	**1,832**	**-3.8 %**
Total Part-Time Positions	**197**	**199**	**199**	**206**	**3.5 %**
Total FTEs	**1,957.95**	**1,972.26**	**1,972.26**	**1,898.86**	**-3.7 %**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Total Revenues	**53,995,521**	**64,147,144**	**78,242,356**	**76,706,604**	**19.6 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**295,162,329**	**1,971.26**
Changes (with service impacts)		
Enhance: Mobile Video System Upgrade Plan [Management Services]	495,072	0.00
Add: Social Worker Position to Provide Stress Management Resource at the Emergency Communications Center [Management Services]	83,697	1.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	5,344,783	0.00
Increase Cost: Annualization of FY20 Compensation Increases	1,457,196	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	315,236	0.00
Increase Cost: Axon Contract [Management Services]	301,833	0.00
Increase Cost: Cell Phone Service for Newly Issued Phones [Management Services]	290,000	0.00
Increase Cost: Evidence Freezer for Sexual Assault Kits [Management Services]	250,000	0.00
Increase Cost: Seven Crossing Guards for New Schools [Field Services]	202,517	2.10
Increase Cost: Add Body Armor for SWAT [Field Services]	150,000	0.00
Increase Cost: PLS Pay for Performance (Increase to Base Pay) [Office of the Chief]	142,442	0.00
Increase Cost: County Attorney Chargeback [Management Services]	106,283	0.50
Increase Cost: Vehicle Equipment for New Officer Positions Added in FY20 [Management Services]	45,234	0.00
Increase Cost: Equipment for New Positions Added in FY20 [Management Services]	32,464	0.00
Increase Cost: Print and Mail Adjustment	26,984	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	21,831	0.00
Increase Cost: Annualization of Next Generation 9-1-1/Text 9-1-1 Contract [Management Services]	19,796	0.00
Increase Cost: FY21 Personnel Cost of New Positions in FY20 Winter Recruit Class [Management Services]	12,314	0.00
Decrease Cost: Savings From Contractual Conversions [Management Services]	(92,804)	0.00
Decrease Cost: Office of Animal Services Chargeback [Field Services]	(118,801)	(1.00)
Shift: Labor and Employee Relations to the Office of Labor Relations [Management Services]	(307,140)	(2.00)
Decrease Cost: FY20 Fraternal Order of Police Lump Sum Payment	(500,000)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY20	(533,131)	0.00
Decrease Cost: DROP Retirement	(770,365)	0.00
Shift: Transfer of Animal Services Division [Management Services]	(1,146,670)	(4.00)
Decrease Cost: Annualization of FY20 Personnel Costs	(1,189,887)	0.00
Decrease Cost: Motor Pool Adjustment	(1,208,047)	0.00
Decrease Cost: Retirement Adjustment	(4,798,487)	0.00
Decrease Cost: Council Compensation Adjustment	(5,851,854)	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Shift: Transfer of Animal Services Division [Field Services]	(6,661,185)	(70.00)
FY21 APPROVED	**281,281,640**	**1,897.86**

GRANT FUND - MCG

FY20 ORIGINAL APPROPRIATION	**165,000**	**1.00**
FY21 APPROVED	**165,000**	**1.00**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Field Services	46,452,415	292.20	38,167,210	218.00
Investigative Services	40,718,181	289.00	41,108,805	299.00
Management Services	86,747,378	454.56	82,872,479	433.86
Office of the Chief	2,313,765	11.50	2,600,885	13.00
Patrol Services	119,095,590	925.00	116,697,261	935.00
Total	**295,327,329**	**1,972.26**	**281,446,640**	**1,898.86**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
COUNTY GENERAL FUND					
Animal Services	General Fund	0	0.00	118,801	1.00
Emergency Management and Homeland Security	Grant Fund	120,000	0.70	120,000	0.70
	Total	**120,000**	**0.70**	**238,801**	**1.70**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**281,282**	**281,282**	**281,282**	**281,282**	**281,282**	**281,282**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY21	**0**	**26**	**26**	**26**	**26**	**26**
New positions in the FY21 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.						

FUNDING PARAMETER ITEMS

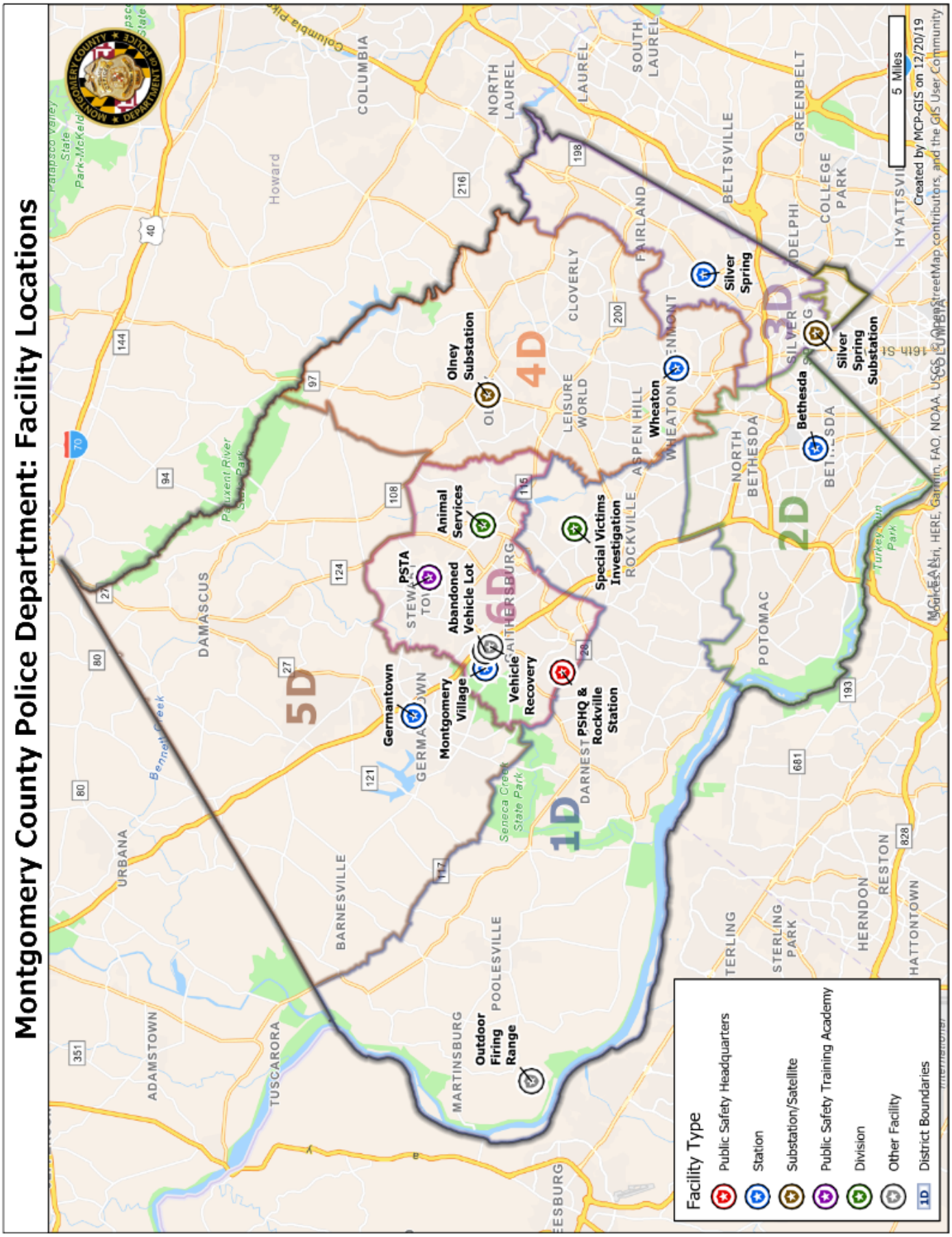
CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
Elimination of One-Time Items Approved in FY21	**0**	**(731)**	**(731)**	**(731)**	**(731)**	**(731)**
Items recommended for one-time funding in FY21, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.						
Subtotal Expenditures	**281,282**	**280,577**	**280,577**	**280,577**	**280,577**	**280,577**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Approved		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Social Worker Position to Provide Stress Management Resource at the Emergency Communications Center	78,697	1.00	104,929	1.00
Total	**78,697**	**1.00**	**104,929**	**1.00**

Montgomery County Police Department: Facility Locations



Sheriff

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$25,561,321	192.80

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 approved FY21 Operating Budget for the Sheriff's Office is $25,561,321, an increase of $180,481 or 0.71 percent from the FY20 Approved Budget of $25,380,840. Personnel Costs comprise 83.58 percent of the budget for 190 full-time position(s) and five part-time position(s), and a total of 192.80 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 16.42 percent of the FY21 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**

INITIATIVES

- The Family Justice Center is working with the Montgomery County Department of Technology Services to develop fully electronic systems for Intake and record-keeping in an effort to convert the Family Justice Center to a paperless operation.
- The Family Justice Center is developing a training institute geared toward both professionals in the field and the general public. Potential topics include Domestic Violence Dynamics, Domestic Violence and the Workplace, How to Talk to Children About Dating Violence, Bystander Intervention, etc.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Family Justice Center served 1,627 victims of intimate partner violence. The clients ranged in age from 15 to 82, with the majority being between the ages of 18 and 35. The FJC provided the services in 20 different languages (English, Amharic, Arabic, Armenian, Bengali, Cantonese, Dutch, Farsi, French, Haitian Creole, Hindi, Korean, Mandarin, Portuguese, Russian, Spanish, Tigrinya, Turkish, Urdu, and Vietnamese).
- The Family Justice Center, in collaboration with Chesapeake Counseling Associates (CCA) and BAR-T Kids Camp, developed the Safe Start Summer Camps program. As part of this program, BAR-T donated 35 summer camp spots to children in the County's Safe Start Program, which provides therapy to children who have been exposed to domestic violence. The program is operated by CCA via contract with the County. CCA developed therapeutic content to be provided at the various camp locations so that the children could continue emotionally healing during their summer camp experience.
- The Family Justice Center held 157 Temporary Protective Order hearings in FY19 via video conference with the District and Circuit Courts.
- The Choose Respect initiative, "Expect Respect" is an in-person, 45-minute presentation that teaches adolescents about dating abuse, domestic violence, and how to identify the differences between abuse and healthy relationship behaviors. These presentations are given by Family Justice Center professional staff. In FY19, Expect Respect was presented to over 7,400 youth participants from 34 schools and community groups, far exceeding the reach of all previous years.

PROGRAM CONTACTS

Contact Mary Lou Wirdzek of the Sheriff's Office at 240.777.7078 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of Interim and Temporary Peace Orders served [1]	2,345	2,411	2,587	2,700	2,800
Number of Interim and Temporary Protective Orders served	4,681	4,559	4,810	5,000	5,200
Number of safety check violations resulting in arrest [2]	4	2	2	2	2
Number of weapons seized as a result of Protective Orders	142	260	206	206	206

[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.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**6,676,216**	**30.17**
Shift: Community Grants moved from the Community Grants Non Departmental Account to Sheriff's Base Budget	469,464	0.00
Increase Cost: Replace 100 Existing Mobile Data Units	288,994	0.00
Increase Cost: Structural Deficit Adjustment - Costs for Office Supplies, Cell Phones, and Mobile Data Units	102,000	0.00
Increase Cost: Replace Ballistic Vests	10,000	0.00
Increase Cost: Body Worn Cameras	5,000	0.00
Decrease Cost: Realign Grant Budget	(87,184)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,559,807)	(1.62)
FY21 Approved	**5,904,683**	**28.55**

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,704,997**	**24.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(283,657)	(2.00)
FY21 Approved	**2,421,340**	**22.50**

Courtroom/Courthouse Security and Transport

The Sheriff's Office is responsible for transporting inmates between the Montgomery County Correctional Facility (MCCF), Montgomery County Detention Center (MCDC), and various jails and court-holding facilities, as well as to and from healthcare facilities. The Sheriff's Office also guards inmates while at these facilities. When a writ is received from other counties, deputies are required to transport MCDC and MCCF inmates to other Maryland District and Circuit Courts. The Sheriff's Office administers temporary detention facilities in the Silver Spring and Rockville District Courts, the Circuit Court 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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**8,753,658**	**73.88**
Increase Cost: Gun Cabinets	6,000	0.00
Increase Cost: Entry Level Security Costs	5,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	885,958	3.62
FY21 Approved	**9,650,616**	**77.50**

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,609,975**	**22.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(60,207)	0.00
FY21 Approved	**2,549,768**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**4,635,994**	**42.25**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	398,920	0.00
FY21 Approved	**5,034,914**	**42.25**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	16,258,022	15,947,481	16,692,968	15,797,510	-0.9 %
Employee Benefits	5,283,454	5,280,079	5,520,971	4,980,910	-5.7 %
County General Fund Personnel Costs	**21,541,476**	**21,227,560**	**22,213,939**	**20,778,420**	**-2.1 %**
Operating Expenses	2,929,645	3,162,450	3,139,517	3,879,255	22.7 %
County General Fund Expenditures	**24,471,121**	**24,390,010**	**25,353,456**	**24,657,675**	**1.1 %**
PERSONNEL					
Full-Time	179	182	182	182	—
Part-Time	5	5	5	5	—
FTEs	184.93	187.89	187.89	187.89	—
REVENUES					
Facility Rental Fees	0	500	500	500	—
Federal Grants	8,000	0	0	0	—
Miscellaneous Revenues	97,696	4,000	4,000	4,000	—
Other Charges/Fees	(13,558)	20,000	20,000	20,000	—
Other Intergovernmental	0	20,460	20,460	20,460	—
Sheriff Fees	1,074,313	1,200,000	1,200,000	1,200,000	—
County General Fund Revenues	**1,166,451**	**1,244,960**	**1,244,960**	**1,244,960**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	449,258	556,757	556,757	443,136	-20.4 %
Employee Benefits	160,584	160,811	160,811	143,385	-10.8 %

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Grant Fund - MCG Personnel Costs	**609,842**	**717,568**	**717,568**	**586,521**	**-18.3 %**
Operating Expenses	258,222	273,262	273,262	317,125	16.1 %
Grant Fund - MCG Expenditures	**868,064**	**990,830**	**990,830**	**903,646**	**-8.8 %**
PERSONNEL					
Full-Time	8	8	8	8	—
Part-Time	0	0	0	0	—
FTEs	4.87	4.91	4.91	4.91	—
REVENUES					
Federal Grants	757,872	990,830	990,830	903,646	-8.8 %
Miscellaneous Revenues	26,831	0	0	0	—
State Grants	40,812	0	0	0	—
Grant Fund - MCG Revenues	**825,515**	**990,830**	**990,830**	**903,646**	**-8.8 %**

DEPARTMENT TOTALS

Total Expenditures	**25,339,185**	**25,380,840**	**26,344,286**	**25,561,321**	**0.7 %**
Total Full-Time Positions	**187**	**190**	**190**	**190**	**—**
Total Part-Time Positions	**5**	**5**	**5**	**5**	**—**
Total FTEs	**189.80**	**192.80**	**192.80**	**192.80**	**—**
Total Revenues	**1,991,966**	**2,235,790**	**2,235,790**	**2,148,606**	**-3.9 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**24,390,010**	**187.89**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	476,321	0.00
Shift: Community Grants moved from the Community Grants Non Departmental Account to Sheriff's Base Budget [Administration]	469,464	0.00
Increase Cost: Annualization of FY20 Compensation Increases	300,553	0.00
Increase Cost: Replace 100 Existing Mobile Data Units [Administration]	288,994	0.00
Increase Cost: Structural Deficit Adjustment - Costs for Office Supplies, Cell Phones, and Mobile Data Units [Administration]	102,000	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	72,054	0.00
Increase Cost: Replace Ballistic Vests [Administration]	10,000	0.00
Increase Cost: Gun Cabinets [Courtroom/Courthouse Security and Transport]	6,000	0.00
Increase Cost: Body Worn Cameras [Administration]	5,000	0.00
Increase Cost: Entry Level Security Costs [Courtroom/Courthouse Security and Transport]	5,000	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	4,081	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: Print and Mail Adjustment	3,484	0.00
Decrease Cost: Motor Pool Adjustment	(22,455)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY20	(150,682)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(369,203)	0.00
Decrease Cost: Retirement Adjustment	(413,176)	0.00
Decrease Cost: Council Compensation Adjustment	(519,770)	0.00
FY21 APPROVED	**24,657,675**	**187.89**

GRANT FUND - MCG

FY20 ORIGINAL APPROPRIATION	**990,830**	**4.91**
Other Adjustments (with no service impacts)		
Decrease Cost: Realign Grant Budget [Administration]	(87,184)	0.00
FY21 APPROVED	**903,646**	**4.91**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Administration	6,676,216	30.17	5,904,683	28.55
Civil Process	2,704,997	24.50	2,421,340	22.50
Courtroom/Courthouse Security and Transport	8,753,658	73.88	9,650,616	77.50
Criminal Process/Warrants and Extraditions	2,609,975	22.00	2,549,768	22.00
Domestic Violence	4,635,994	42.25	5,034,914	42.25
Total	**25,380,840**	**192.80**	**25,561,321**	**192.80**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**24,658**	**24,658**	**24,658**	**24,658**	**24,658**	**24,658**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY21	**0**	**(305)**	**(305)**	**(305)**	**(305)**	**(305)**
Items recommended for one-time funding in FY21, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.						
Subtotal Expenditures	**24,658**	**24,353**	**24,353**	**24,353**	**24,353**	**24,353**

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Transportation

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$52,991,055	285.80

CHRISTOPHER CONKLIN, 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 approved FY21 Operating Budget for the Department of Transportation is $52,991,055, an increase of $178,872 or 0.34 percent from the FY20 Approved Budget of $52,812,183. Personnel Costs comprise 50.36 percent of the budget for 457 full-time position(s) and seven part-time position(s), and a total of 285.80 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 49.64 percent of the FY21 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**

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Division of Transportation Engineering is reviewing the bridge design process including ways to expedite the review time taken by outside agencies including the Maryland Department of Transportation, the State Highway Administration, Federal Aid Section, Maryland-National Capital Park and Planning Commission, and Montgomery County Department of Permitting Services. The productivity goal is to reduce the total design time from six years to five years for each project.
- Montgomery County Department of Transportation is working with Permitting Services to develop and implement a new policy to install electric vehicle (EV) charging stations in the right of way. The first part of the policy is focused on single family/residential property owners who don't have a driveway or a garage and would need to install their charging stations in the public right of way (curbside) in front of their property. The second part of the policy will focus on the installation of public EV charging stations in the public right of way in commercial and business areas.
- In support of enhanced pedestrian safety, the Department of Transportation is developing a pedestrian safety/crossing program that establishes the most appropriate traffic control device (beacon or signal) to be used for uncontrolled or midblock crossings. This program will be based on national/international document reviews, before and after studies, and the experience of other state and local agencies regarding the placement of these devices.

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 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 FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Community/Transportation Safety

This program provides engineering studies and investigations that evaluate pedestrian and traffic operations and safety deficiencies, and includes the need for alternative pedestrian crossing signalization or beaconing; parking conflicts; streetlighting conditions, upgrades, and maintenance; traffic signing and pavement marking needs; and sight distance deficiencies on neighborhood streets, arterial roads, and major roadways. The program also provides for the installation and maintenance of traffic control devices along County roadways and includes activities directed at the elimination of graffiti vandalism in the County through GRAB (Graffiti Abatement Partners), a not-for-profit private-public partnership .

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of traffic studies completed	166	240	250	275	300
Percent of traffic studies completed within scheduled timeframe [1]	86%	78%	70%	85%	85%
Number of serious and fatal crashes on Montgomery County maintained roads	76	79	80	66	61

1

FY21 Approved Changes	Expenditures	FTEs
FY20 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.	4,835,800	22.60
FY21 Approved	**4,835,800**	**22.60**

Non- Roadway Right of Way Maintenance

Elements supported under this program provide positive value to the quality of life for residents and visitors through 'green infrastructure' maintenance activities located in the County right-of-way.

Through scheduled maintenance and emergency response to hazardous conditions, priority activities associated with non-roadway maintenance include efforts to ensure the safety of all pedestrians, bicyclists and motorists travelling within the County. Some examples include hazardous tree removal, tree pruning, traffic barrier repair, shoulder mowing and foliage removal to provide adequate road clearance and sign, signal and streetlight visibility. Many tree maintenance activities also contribute to the County's efforts to mitigate damage to public and private property due to severe weather events and unanticipated environmental risks.

In addition to the elements of safety, this program also offers positive environmental impacts and contributes to aesthetically mindful maintenance operations that help the County create and maintain a healthy and thriving environment. Some examples relative to environmentally conscious activities include street tree preservation and planting, tree stump removal for the establishment of new planting sites, vacuum leaf collections through the Annual Leaf Collection Program within the established leafing districts, street sweeping operations which contribute to the County's MS4 environmental permit, maintenance of a dedicated trail and bike network, beauty spot improvements, and shoulder litter removal.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of Trees Planted (includes Tree Replacement Fund)	1,719	1,951	2,000	2,220	2,240
Backlog of 311 requests for Tree Maintenance	181	623	500	525	550
Number of verified missed streets for leaf collections	265	165	225	245	245
Survival rate of street trees planted [1]	87%	90%	90%	90%	90%

[1] *FY18 survivorship was low due to four species that underperformed. While those 4 species made up only 19% of trees planted, they made up 57% of overall mortality for the year.*

FY21 Approved Changes	Expenditures	FTEs
FY20 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.	14,271,259	71.88
FY21 Approved	**14,271,259**	**71.88**

Parking Outside the Parking Districts

This program administers, operates, and maintains the parking program outside the Parking Districts. Included in this program are residential permit parking and peak hour traffic enforcement. The residential permit parking program is responsible for the sale of parking permits and parking enforcement in these areas. Participation in the program is requested through a petition of the majority of the citizens who live in that area. The program is designed to mitigate the adverse impact of commuters parking in

residential areas. Peak hour traffic enforcement in the Bethesda and Silver Spring Central Business Districts assures the availability of travel lanes during peak traffic periods. The program is also responsible for the management of the Council Office Building (COB) garage and the County employee parking in the Rockville core area.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,079,554**	**1.60**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,484	0.00
FY21 Approved	**1,081,038**	**1.60**

Transportation Infrastructure Construction & Maintenance

This program provides an effective and efficient transportation system, ensuring the safe and convenient movement of persons, bicycles and vehicles throughout Montgomery County. The primary focus of this program is to proactively identify and address infrastructure within the County right-of-way that is in need of maintenance and to utilize industry standard best practices to determine the highest quality and most cost-effective method of repair. Infrastructure elements within this program include 5,200 lane miles of roadway, 1,665 miles of sidewalk, curb and gutter, bridges, culverts, and an extensive storm drain system. Work performed under this program ranges from extensive redesign with reconstruction, to preventative maintenance measures that extend the longevity of existing infrastructure in good condition at a lower cost of repair. In addition to scheduled construction and maintenance, this program also supports reactive measures to address unanticipated emergencies within the County right-of-way that must be expeditiously addressed to ensure the safety of the travelling public and clear passage of the extensive transportation network.

Since 2005 the Montgomery County Department of Transportation has been a member of the Montgomery County Infrastructure Maintenance Task Force whose mission is focused on operating programs engaged in preventative maintenance that preserves the quality of capital assets so that it can be functional throughout its usual life. Currently the way this program is utilized, and the continuous effort we make to improve our maintenance operations, provides the opportunity to make repairs with a more proactive and affordable strategy. Through our routine and emergency maintenance operations we can monitor existing infrastructure and make appropriate repairs as necessary to ensure the County can obtain and keep roads in good or better condition.

Common activities associated with this program include, but are not limited to: pavement surface treatment of residential and rural roadways; hot mix asphalt road patching (temporary and permanent repairs, crack sealing); concrete sidewalk, curb and gutter repair; storm drain maintenance including repair and/or replacement of failed storm drain pipes; basic maintenance of bridges and box culverts; construction administration and management; and inspection and testing of materials. The surface treatment activity within this program represents only the preventative maintenance measures for roadway condition repairs, and is supplemental to the more extensive, and costly, repair strategies utilized under the roadway maintenance Capital Improvement Programs (CIP). Projects and repair strategies under this program are often identified through condition assessments and collaborative efforts between department staff, County agencies, local utilities, municipalities, and local community leaders/HOAs.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of lane miles rehabilitated	167	197	168	151	151
Average Pavement Condition Index (PCI) of roadway network	66.7	67.1	65.3	63.4	61.4

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of primary/arterial road quality rated good or better	52%	46%	40%	31%	27%
Percent of rural/residential road quality rated good or better	50%	45%	40%	37%	33%

FY21 Approved Changes	Expenditures	FTEs
FY20 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.	16,910,506	102.14
FY21 Approved	**16,910,506**	**102.14**

Transportation Management, Operations and Emergency/Storm Response

This program supports the Department's mission to provide an effective and efficient transportation system to ensure the safe and convenient movement of persons, bicycles, and vehicles throughout the County through daily traffic management operations and response to emergency events such as winter snow storms, severe wind/rain storms, natural disasters, and man-made emergency incidents.

Elements associated with the daily traffic management of this program focus on the general engineering and maintenance activities relative to the design, construction, and maintenance of traffic signals, the Advanced Transportation Management System (ATMS), and communication infrastructure that includes the County's fiber optic network. For real-time management of the traffic signal infrastructure this program also provides for the daily operations of the County's Transportation Management Center (TMC) to monitor the computerized traffic signal system, assist with multi-agency incident management response activities, and coordinate special event traffic management. Daily operations relative to the traffic signal system management account for approximately 50% of the program's proposed budget.

In addition to the daily traffic management of signal functionality, this program is also an integral part of coordinating the response to emergencies and severe weather events through the preparation, active response, and post storm/emergency cleanup. Tasks performed during these operations include snow pretreatment, roadway snow removal, sidewalk snow removal, salt application, post snow storm street sweeping, wind and rain storm debris removal, and immediate emergency repairs to damaged and unsafe infrastructure. Emergency operations often require rapid deployment of resources to clear debris/snow to ensure all transportation systems are passable for emergency first responders and the travelling public. During emergency events, this program operates the Storm Operations Center which monitors and coordinates real-time activities Countywide with Fire and Rescue, Police, Emergency Management and Homeland Security, local utility companies, and other County agencies and local jurisdictions as needed. The primary goal for the emergency response component of this program is to keep the County residents and traveling public safe, while providing reliable access to the extensive transportation network. Emergency operations under this program are funded by approximately 50 percent of the program's proposed budget. Actual annual costs associated with the emergency response activities regularly exceed the approved budget by over 900 percent, therefore expenditures over the budgeted program amount are covered by the Climate Response Non-Departmental Account.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of snow and rain storms addressed	15	13	12	12	12
Number of verified reports of unplowed or missed streets	219	363	400	120	120
Percent of fully functioning traffic signal detection equipment	85%	85%	87%	88%	89%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Add: Uninterrupted Power Supply (UPS) Unit Maintenance	11,250	0.00
Shift: Funding to Procurement for Center-Led Procurement Initiative	(106,285)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	6,760,982	39.70
FY21 Approved	**6,665,947**	**39.70**

Transportation Policy, Planning, and Project Development

This program formulates transportation and related environmental policy and provides leadership in developing a capital improvements program that achieves policy goals. In addition, this program provides coordination with regional entities to ensure compliance with environmental requirements and reviews developer plans to ensure that transportation infrastructure constructed by the private sector also achieves these policy goals.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Linear feet of sidewalk construction completed (000) [1]	27	29	20	20	20
Number of development applications reviewed	309	294	300	300	300
Number of Transportation Demand Management plans approved	100	104	125	135	145

[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.*

FY21 Approved Changes	Expenditures	FTEs
FY20 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.	2,109,346	12.19
FY21 Approved	**2,109,346**	**12.19**

Transportation Services General 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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,899,358**	**20.84**
Shift: Position and Funding to Procurement for Center-Led Procurement Initiative	(74,059)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,291,860	15.85
FY21 Approved	**7,117,159**	**35.69**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Automation

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**527,645**	**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.	(527,645)	(2.85)
FY21 Approved	**0**	**0.00**

Bike Share

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,609,726**	**1.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,609,726)	(1.00)
FY21 Approved	**0**	**0.00**

Bridge Maintenance

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**185,769**	**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.	(185,769)	(1.04)
FY21 Approved	**0**	**0.00**

Property Acquisition

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**92,455**	**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.	(92,455)	(0.60)
FY21 Approved	**0**	**0.00**

Resurfacing

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,614,410**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,614,410)	0.00
FY21 Approved	**0**	**0.00**

Roadway and Related Maintenance

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**16,677,184**	**123.73**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(16,677,184)	(123.73)
FY21 Approved	**0**	**0.00**

Snow Removal/Wind/Rain Storms

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,463,703**	**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.	(3,463,703)	(24.78)
FY21 Approved	**0**	**0.00**

Streetlighting

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**519,191**	**0.30**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(519,191)	(0.30)
FY21 Approved	**0**	**0.00**

Traffic and Pedestrian Safety

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,951,200**	**11.53**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,951,200)	(11.53)
FY21 Approved	**0**	**0.00**

Traffic Management and Operations

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,825,585**	**7.80**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,825,585)	(7.80)
FY21 Approved	**0**	**0.00**

Traffic Planning

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**657,392**	**6.00**

FY21 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(657,392)	(6.00)
FY21 Approved	**0**	**0.00**

Traffic Sign and Marking

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,324,083**	**10.77**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,324,083)	(10.77)
FY21 Approved	**0**	**0.00**

Traffic Signals & Advanced Transportation Mgmt System

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,504,995**	**8.12**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,504,995)	(8.12)
FY21 Approved	**0**	**0.00**

Transportation Community Outreach

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**243,042**	**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.	(243,042)	(1.00)
FY21 Approved	**0**	**0.00**

Transportation Construction

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**185,785**	**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.	(185,785)	(0.85)
FY21 Approved	**0**	**0.00**

Transportation Design

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**702,551**	**2.29**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(702,551)	(2.29)
FY21 Approved	**0**	**0.00**

Transportation Engineering and Management Services

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,044,014**	**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.	(1,044,014)	(8.00)
FY21 Approved	**0**	**0.00**

Transportation Planning

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**83,084**	**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.	(83,084)	(0.55)
FY21 Approved	**0**	**0.00**

Transportation Policy

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**571,803**	**3.75**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(571,803)	(3.75)
FY21 Approved	**0**	**0.00**

Tree Maintenance

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**4,523,201**	**18.37**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(4,523,201)	(18.37)
FY21 Approved	**0**	**0.00**

Vacuum Leaf Collection

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**6,526,453**	**31.03**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(6,526,453)	(31.03)
FY21 Approved	**0**	**0.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	18,712,245	17,137,636	17,187,417	17,078,017	-0.4 %
Employee Benefits	6,275,177	6,600,867	6,433,271	6,010,695	-8.9 %
County General Fund Personnel Costs	**24,987,422**	**23,738,503**	**23,620,688**	**23,088,712**	**-2.7 %**
Operating Expenses	35,829,798	22,442,285	24,942,686	23,429,515	4.4 %
Capital Outlay	20,137	0	0	0	—
County General Fund Expenditures	**60,837,357**	**46,180,788**	**48,563,374**	**46,518,227**	**0.7 %**
PERSONNEL					
Full-Time	457	457	457	456	-0.2 %
Part-Time	8	8	8	7	-12.5 %
FTEs	252.27	255.02	255.02	254.02	-0.4 %
REVENUES					
Bus Advertising	25,000	0	0	0	—
Federal Grants	1,222,125	0	0	0	—
Miscellaneous Revenues	479,947	230,900	450,000	300,000	29.9 %
Motor Pool Charges/Fees	10,818	0	0	0	—
Other Charges/Fees	852,164	675,000	750,000	750,000	11.1 %
Other Fines/Forfeitures	5,195	0	0	0	—
Other Intergovernmental	4,043,312	0	0	0	—
Parking Fees	191,477	210,000	210,000	210,000	—
Parking Fines	1,327,363	0	1,300,000	1,300,000	—
Residential Parking Permits	33,673	24,000	24,000	24,000	—
State Aid: Highway User	3,540,875	8,218,086	8,283,747	8,447,837	2.8 %
State Grants	214,735	650,000	650,000	650,000	—
Street Tree Planting	173,150	75,000	75,000	75,000	—
Subdivision Plan Review	358,240	300,000	300,000	300,000	—
Traffic Signals Maintenance	0	994,000	994,000	994,000	—
County General Fund Revenues	**12,478,074**	**11,376,986**	**13,036,747**	**13,050,837**	**14.7 %**
LEAF VACUUMING					
EXPENDITURES					
Salaries and Wages	2,390,212	2,691,675	2,364,508	2,736,673	1.7 %
Employee Benefits	695,826	845,422	737,951	757,131	-10.4 %
Leaf Vacuuming Personnel Costs	**3,086,038**	**3,537,097**	**3,102,459**	**3,493,804**	**-1.2 %**
Operating Expenses	3,121,034	2,989,356	3,630,448	2,874,082	-3.9 %
Leaf Vacuuming Expenditures	**6,207,072**	**6,526,453**	**6,732,907**	**6,367,886**	**-2.4 %**
PERSONNEL					
Full-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Part-Time	0	0	0	0	—
FTEs	31.03	31.03	31.03	31.03	—
REVENUES					
Investment Income	55,144	26,850	46,090	34,880	29.9 %
Leaf Vaccuum Collection Fees	7,603,017	7,988,714	7,988,714	8,591,838	7.5 %
Other Charges/Fees	14,363	0	0	0	—
Leaf Vacuuming Revenues	**7,672,524**	**8,015,564**	**8,034,804**	**8,626,718**	**7.6 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	88,929	82,209	82,209	87,894	6.9 %
Employee Benefits	19,218	22,733	22,733	17,048	-25.0 %
Grant Fund - MCG Personnel Costs	**108,147**	**104,942**	**104,942**	**104,942**	**—**
Operating Expenses	85,489	0	0	0	—
Grant Fund - MCG Expenditures	**193,636**	**104,942**	**104,942**	**104,942**	**—**
PERSONNEL					
Full-Time	0	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.75	0.75	0.75	—
REVENUES					
Federal Grants	193,636	0	0	0	—
State Grants	0	104,942	104,942	104,942	—
Grant Fund - MCG Revenues	**193,636**	**104,942**	**104,942**	**104,942**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**67,238,065**	**52,812,183**	**55,401,223**	**52,991,055**	**0.3 %**
Total Full-Time Positions	**457**	**458**	**458**	**457**	**-0.2 %**
Total Part-Time Positions	**8**	**8**	**8**	**7**	**-12.5 %**
Total FTEs	**283.30**	**286.80**	**286.80**	**285.80**	**-0.3 %**
Total Revenues	**20,344,234**	**19,497,492**	**21,176,493**	**21,782,497**	**11.7 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**46,180,788**	**255.02**
Changes (with service impacts)		
Add: Uninterrupted Power Supply (UPS) Unit Maintenance [Transportation Management, Operations and Emergency/Storm Response]	11,250	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Other Adjustments (with no service impacts)		
Increase Cost: Motor Pool Adjustment	946,852	0.00
Increase Cost: FY21 Compensation Adjustment	595,985	0.00
Increase Cost: Annualization of FY20 Compensation Increases	325,610	0.00
Technical Adj: Annualization of FY20 Operating Expenses	26,702	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	17,053	0.00
Increase Cost: Print and Mail Adjustment	2,426	0.00
Shift: Position and Funding to Procurement for Center-Led Procurement Initiative [Transportation Services General Administration]	(74,059)	(1.00)
Shift: Funding to Procurement for Center-Led Procurement Initiative [Transportation Management, Operations and Emergency/Storm Response]	(106,285)	0.00
Technical Adj: Annualization of FY20 Personnel Costs	(331,425)	0.00
Decrease Cost: Retirement Adjustment	(415,105)	0.00
Decrease Cost: Council Compensation Adjustment	(661,565)	0.00
FY21 APPROVED	**46,518,227**	**254.02**

LEAF VACUUMING

FY20 ORIGINAL APPROPRIATION	**6,526,453**	**31.03**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	58,771	0.00
Decrease Cost: Retirement Adjustment	(35,924)	0.00
Decrease Cost: Council Compensation Adjustment	(66,140)	0.00
Decrease Cost: Motor Pool Adjustment	(115,274)	0.00
FY21 APPROVED	**6,367,886**	**31.03**

GRANT FUND - MCG

FY20 ORIGINAL APPROPRIATION	**104,942**	**0.75**
FY21 APPROVED	**104,942**	**0.75**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Automation	527,645	2.85	0	0.00
Bike Share	1,609,726	1.00	0	0.00
Bridge Maintenance	185,769	1.04	0	0.00
Community/Transportation Safety	0	0.00	4,835,800	22.60
Non- Roadway Right of Way Maintenance	0	0.00	14,271,259	71.88

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Parking Outside the Parking Districts	1,079,554	1.60	1,081,038	1.60
Property Acquisition	92,455	0.60	0	0.00
Resurfacing	2,614,410	0.00	0	0.00
Roadway and Related Maintenance	16,677,184	123.73	0	0.00
Snow Removal/Wind/Rain Storms	3,463,703	24.78	0	0.00
Streetlighting	519,191	0.30	0	0.00
Traffic and Pedestrian Safety	1,951,200	11.53	0	0.00
Traffic Management and Operations	1,825,585	7.80	0	0.00
Traffic Planning	657,392	6.00	0	0.00
Traffic Sign and Marking	2,324,083	10.77	0	0.00
Traffic Signals & Advanced Transportation Mgmt System	1,504,995	8.12	0	0.00
Transportation Community Outreach	243,042	1.00	0	0.00
Transportation Construction	185,785	0.85	0	0.00
Transportation Design	702,551	2.29	0	0.00
Transportation Engineering and Management Services	1,044,014	8.00	0	0.00
Transportation Infrastructure Construction & Maintenance	0	0.00	16,910,506	102.14
Transportation Management, Operations and Emergency/Storm Response	0	0.00	6,665,947	39.70
Transportation Planning	83,084	0.55	0	0.00
Transportation Policy	571,803	3.75	0	0.00
Transportation Policy, Planning, and Project Development	0	0.00	2,109,346	12.19
Transportation Services General Administration	3,899,358	20.84	7,117,159	35.69
Tree Maintenance	4,523,201	18.37	0	0.00
Vacuum Leaf Collection	6,526,453	31.03	0	0.00
Total	**52,812,183**	**286.80**	**52,991,055**	**285.80**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 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	202,991	1.00	208,058	1.00
Environmental Protection	Water Quality Protection	4,122,161	32.29	4,147,667	32.29
Recycling and Resource Management	Solid Waste Disposal	283,891	2.90	320,434	2.90
CIP	Capital Fund	14,942,956	146.23	15,348,379	147.73
Cable Television Communications Plan	Cable TV	1,230,170	0.75	877,792	0.75

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
	Total	**20,850,069**	**183.17**	**20,970,230**	**184.67**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**46,518**	**46,518**	**46,518**	**46,518**	**46,518**	**46,518**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**46,518**	**46,518**	**46,518**	**46,518**	**46,518**	**46,518**

Programs	FY20 Approved Budget	FY20 FTE	FY21 Approved Budget	FY21 FTE
Administration	$ 3,899,358	20.84	$ 4,753,508	24.59
Automation	$ 527,645	2.85	$ 539,499	2.85
Bikeshare	$ 1,609,726	1.00	$ 1,472,399	1.00
Bikeway Maintenance	$ -	0.00	$ 150,000	0.00
Bridge Maintenance	$ 185,769	1.04	$ 189,047	1.04
Leaf Vacuuming	$ 6,526,453	31.03	$ 6,434,026	31.03
Parking Outside PLDs	$ 1,079,554	1.60	$ 1,081,038	1.60
Property Acquisition	$ 92,455	0.60	$ 104,862	0.60
Resurfacing	$ 2,614,410	0.00	$ 2,614,410	0.00
Roadway and Related Maintenance	$ 16,677,184	123.73	$ 16,870,272	122.73
Snow Removal/Wind/Rain Storms	$ 3,463,703	24.78	$ 3,422,977	24.78
Streetlighting	$ 519,191	0.30	$ 514,629	0.30
Traffic Management and Operations	$ 1,825,585	7.80	$ 1,754,175	7.80
Traffic and Pedestrian Safety	$ 1,951,200	11.53	$ 1,952,466	11.53
Traffic Planning	$ 657,392	6.00	$ 617,929	5.00
Traffic Sign and Marking	$ 2,324,083	10.77	$ 2,453,705	10.77
Traffic Signals & ATMS	$ 1,504,995	8.12	$ 1,488,795	7.12
Transportation Community Outreach	$ 243,042	1.00	$ 196,643	1.00
Transportation Construction	$ 185,785	0.85	$ 194,289	0.85
Transportation Design	$ 702,551	2.29	$ 683,407	1.54
Transportation Engineering and Management Services	$ 1,044,014	8.00	$ 1,052,520	8.00
Transportation Planning	$ 83,084	0.55	$ 94,026	0.55
Transportation Policy	$ 571,803	3.75	$ 455,473	2.75
Tree Maintenance	$ 4,523,201	18.37	$ 4,728,665	18.37
TOTAL	**$ 52,812,183**	**286.80**	**$ 53,818,760**	**285.80**

Parking District Services

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$28,030,119	48.53

CHRIS CONKLIN, DIRECTOR

MISSION STATEMENT

The mission of Parking District Services is to:

- support the role of public parking in commercial areas throughout the County, as parking management is an important tool for achieving public objectives of economic development and transportation management;
- support the comprehensive development of the Silver Spring, Bethesda, and Wheaton central business districts and promote their economic growth and stability by supplying a sufficient number of parking spaces to accommodate that segment of the public demand which is neither provided for by development nor served by alternative travel modes;
- promote and complement a total transportation system through the careful balance of rates and parking supply to encourage the use of the most efficient and economical transportation modes available; and
- develop and implement parking management strategies designed to maximize the usage of the available parking supply in order to enhance the economic development of specific central business districts.

BUDGET OVERVIEW

The total approved FY21 Operating Budget for the Parking Districts is $28,030,119, a decrease of $232,042 or 0.82 percent from the FY20 Approved Budget of $28,262,161. Personnel Costs comprise 18.49 percent of the budget for 53 full-time position(s) and no part-time position(s), and a total of 48.53 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 81.51 percent of the FY21 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**

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Upgraded payment systems and introduced vehicle occupancy and counting systems in various high-demand parking garages in Bethesda and Silver Spring.
- Implemented the Wheaton Core Employee Parking Management Initiative in preparation of County Departments and functions move to Downtown Wheaton.
- Converted single space metered garages in Bethesda to new multi-space machines with a pay-by-space payment option.
- Continued the development of website enhancements, and a work order and customer services workflow tracking system.
- Converted select gated facilities in Parking Lot Districts to 24/7 garage management access.

PROGRAM CONTACTS

Contact Jose Thommana of the Parking Districts at 240.777.8732 or Taman Morris of the Office of Management and Budget at 240.777.2771 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Parking Enforcement

The parking enforcement program provides for the enforcement of parking laws within the Parking Lot Districts (PLDs) and Transportation Management Districts (TMDs) primarily to promote business activity, ensure public safety, and ensure the smooth flow of traffic. The program also conducts Residential Permit Parking (RPP) enforcement in all RPP zones within the County. In addition to citation issuance, the program is also responsible for the processing and management of citation payments.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of DOT issued parking citations	146,453	147,192	147,250	147,500	147,500
Percent of DOT issued parking citations contested	5.96%	6.41%	6.25%	6.25%	6.00%
Number of Americans with Disabilities Act (ADA) citations issued	151	116	120	120	120

FY21 Approved Changes	Expenditures	FTEs
FY20 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.	2,758,013	4.24
FY21 Approved	**2,758,013**	**4.24**

Parking Fixed Costs

The parking fixed costs primarily fund the debt service payments, the lease payments for a parking facility, and Other Post Retirement Benefits (OPEB) costs.

FY21 Approved Changes	Expenditures	FTEs
FY20 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.	6,254,763	0.00
FY21 Approved	**6,254,763**	**0.00**

Parking Operations

The parking operations program has overall responsibility for the management of County-owned garages and lots with over 22,000 parking spaces, which represent at least a fifty percent market share of available parking spaces. This program has overall responsibility for the collection and processing of all parking revenue, including revenue from individual meters, automated pay stations, cashiered facilities, parking permits, and parking fines. The program also includes renovating and improving existing parking facilities to ensure the preservation and integrity of the parking system and its continued service to the public. Moreover, the program is responsible for the maintenance of parking facilities that includes: snow and ice removal; housekeeping services; equipment maintenance for elevators, electrical systems, heating, ventilation, and air conditioning systems (HVAC); facility repairs for maintenance of damaged glass, asphalt, concrete, plumbing, painting, and space stripes; and grounds-keeping services. Furthermore, this program provides a comprehensive meter maintenance program to ensure all meter devices function properly. Augmenting the public safety mission of the Montgomery County Police Department, this program also provides contract security guard services for parking facilities to detect and report theft, vandalism, and threats to personal security.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Parking Management revenue generated ($ millions)	$36.7	$37.5	$37.0	$37.0	$37.0
Parking Management operating expenditures ($ millions)	$24.2	$25.5	$26.0	$26.0	$26.0
Parking Management cost efficiency (ratio of expenses to revenues)	66%	68%	70%	70%	70%
Customer satisfaction rate for Parking Lot Districts (PLDs) (scale of 1-5) [1]	4.7	N/A	4.7	N/A	4.7

[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.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**10,697,484**	**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.	7,735,077	24.36
FY21 Approved	**18,432,561**	**39.59**

Parking Services General Administration

The General Administration program provides executive direction and support functions for parking programs that include human resources, information technology, fiscal/procurement services, and the redevelopment of real property to promote the economic

growth and stability of associated urban districts. The program's responsibilities are for drafting and releasing Requests for Development Proposals; generating property appraisals; 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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**877,382**	**6.42**
Decrease Cost: Debt Service	(6,150)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(286,450)	(1.72)
FY21 Approved	**584,782**	**4.70**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Engineering and Capital Management

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**7,208,576**	**21.40**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(7,208,576)	(21.40)
FY21 Approved	**0**	**0.00**

Financial Management

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**9,478,719**	**5.48**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(9,478,719)	(5.48)
FY21 Approved	**0**	**0.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
PARKING DISTRICT - BETHESDA					
EXPENDITURES					
Salaries and Wages	1,610,492	1,754,161	1,587,005	1,704,415	-2.8 %
Employee Benefits	562,529	635,890	588,867	564,776	-11.2 %
Parking District - Bethesda Personnel Costs	**2,173,021**	**2,390,051**	**2,175,872**	**2,269,191**	**-5.1 %**
Operating Expenses	6,644,844	7,972,550	7,814,604	7,980,375	0.1 %
Debt Service Other	4,653,195	4,640,400	4,640,400	4,634,250	-0.1 %
Parking District - Bethesda Expenditures	**13,471,060**	**15,003,001**	**14,630,876**	**14,883,816**	**-0.8 %**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
PERSONNEL					
Full-Time	29	29	29	29	—
Part-Time	0	0	0	0	—
FTEs	19.88	20.39	20.39	20.39	—
REVENUES					
Investment Income	426,118	428,190	221,736	269,530	-37.1 %
Miscellaneous Revenues	(38,094)	284,120	81,582	284,120	—
Parking Fees	15,736,270	15,555,081	13,178,067	15,355,081	-1.3 %
Parking Fines	4,581,761	3,250,000	3,793,798	3,250,000	—
Property Rentals	135,699	75,000	616,753	75,000	—
Property Tax	(7,225)	0	0	0	—
Parking District - Bethesda Revenues	**20,834,529**	**19,592,391**	**17,891,936**	**19,233,731**	**-1.8 %**
PARKING DISTRICT - SILVER SPRING					
EXPENDITURES					
Salaries and Wages	1,665,995	1,956,863	1,652,900	1,903,180	-2.7 %
Employee Benefits	589,596	710,773	616,466	637,391	-10.3 %
Parking District - Silver Spring Personnel Costs	**2,255,591**	**2,667,636**	**2,269,366**	**2,540,571**	**-4.8 %**
Operating Expenses	7,418,563	8,992,222	8,556,725	9,028,271	0.4 %
Parking District - Silver Spring Expenditures	**9,674,154**	**11,659,858**	**10,826,091**	**11,568,842**	**-0.8 %**
PERSONNEL					
Full-Time	21	21	21	21	—
Part-Time	0	0	0	0	—
FTEs	25.23	24.72	24.72	24.72	—
REVENUES					
Investment Income	406,820	226,457	221,051	257,330	13.6 %
Miscellaneous Revenues	23,893	0	3,602,920	20,000	—
Parking Fees	11,588,176	10,840,413	9,526,431	12,920,413	19.2 %
Parking Fines	1,920,471	1,897,689	1,947,118	1,897,689	—
Property Rentals	65,527	0	0	0	—
Property Tax	(1,657)	0	0	0	—
Parking District - Silver Spring Revenues	**14,003,230**	**12,964,559**	**15,297,520**	**15,095,432**	**16.4 %**
PARKING DISTRICT - WHEATON					
EXPENDITURES					
Salaries and Wages	272,420	293,738	259,082	280,830	-4.4 %
Employee Benefits	94,066	108,306	98,447	92,481	-14.6 %
Parking District - Wheaton Personnel Costs	**366,486**	**402,044**	**357,529**	**373,311**	**-7.1 %**
Operating Expenses	814,244	1,197,258	1,020,951	1,204,150	0.6 %

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Parking District - Wheaton Expenditures	**1,180,730**	**1,599,302**	**1,378,480**	**1,577,461**	**-1.4 %**
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	19,273	21,885	12,822	12,190	-44.3 %
Miscellaneous Revenues	5,110	0	0	0	—
Parking Fees	802,391	725,000	706,929	1,375,000	89.7 %
Parking Fines	406,319	476,000	368,663	476,000	—
Property Tax	39	0	0	0	—
Parking District - Wheaton Revenues	**1,233,132**	**1,222,885**	**1,088,414**	**1,863,190**	**52.4 %**

DEPARTMENT TOTALS

Total Expenditures	**24,325,944**	**28,262,161**	**26,835,447**	**28,030,119**	**-0.8 %**
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	**36,070,891**	**33,779,835**	**34,277,870**	**36,192,353**	**7.1 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
PARKING DISTRICT - BETHESDA		
FY20 ORIGINAL APPROPRIATION	**15,003,001**	**20.39**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY20 Operating Expenses	103,813	0.00
Increase Cost: FY21 Compensation Adjustment	51,684	0.00
Increase Cost: Annualization of FY20 Compensation Increases	29,537	0.00
Increase Cost: Risk Management Adjustment	6,133	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	3,294	0.00
Increase Cost: Print and Mail Adjustment	420	0.00
Decrease Cost: Debt Service [Parking Services General Administration]	(6,150)	0.00
Decrease Cost: Motor Pool Adjustment	(27,671)	0.00
Decrease Cost: Retirement Adjustment	(44,719)	0.00
Decrease Cost: Council Compensation Adjustment	(56,373)	0.00
Decrease Cost: OPEB Adjustment	(74,870)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(104,283)	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
FY21 APPROVED	**14,883,816**	**20.39**

PARKING DISTRICT - SILVER SPRING

FY20 ORIGINAL APPROPRIATION	**11,659,858**	**24.72**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY20 Operating Expenses	113,097	0.00
Increase Cost: FY21 Compensation Adjustment	54,573	0.00
Increase Cost: Annualization of FY20 Compensation Increases	31,005	0.00
Increase Cost: Risk Management Adjustment	4,843	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	3,440	0.00
Decrease Cost: Motor Pool Adjustment	(27,671)	0.00
Decrease Cost: Retirement Adjustment	(42,998)	0.00
Decrease Cost: OPEB Adjustment	(54,220)	0.00
Decrease Cost: Council Compensation Adjustment	(59,648)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(113,437)	0.00
FY21 APPROVED	**11,568,842**	**24.72**

PARKING DISTRICT - MONTGOMERY HILLS

FY20 ORIGINAL APPROPRIATION	**0**	**0.00**
FY21 APPROVED	**0**	**0.00**

PARKING DISTRICT - WHEATON

FY20 ORIGINAL APPROPRIATION	**1,599,302**	**3.42**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY20 Operating Expenses	27,645	0.00
Increase Cost: FY21 Compensation Adjustment	7,950	0.00
Increase Cost: Annualization of FY20 Compensation Increases	4,876	0.00
Increase Cost: Risk Management Adjustment	823	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	670	0.00
Decrease Cost: Retirement Adjustment	(5,800)	0.00
Decrease Cost: OPEB Adjustment	(7,740)	0.00
Decrease Cost: Council Compensation Adjustment	(8,734)	0.00
Decrease Cost: Motor Pool Adjustment	(13,836)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(27,695)	0.00
FY21 APPROVED	**1,577,461**	**3.42**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Engineering and Capital Management	7,208,576	21.40	0	0.00
Financial Management	9,478,719	5.48	0	0.00
Parking Enforcement	0	0.00	2,758,013	4.24
Parking Fixed Costs	0	0.00	6,254,763	0.00
Parking Operations	10,697,484	15.23	18,432,561	39.59
Parking Services General Administration	877,382	6.42	584,782	4.70
Total	**28,262,161**	**48.53**	**28,030,119**	**48.53**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
PARKING DISTRICT - BETHESDA						
EXPENDITURES						
FY21 Approved	**14,884**	**14,884**	**14,884**	**14,884**	**14,884**	**14,884**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**(5)**	**(11)**	**(11)**	**(11)**	**(2)**
Subtotal Expenditures	**14,884**	**14,879**	**14,873**	**14,873**	**14,873**	**14,882**
PARKING DISTRICT - SILVER SPRING						
EXPENDITURES						
FY21 Approved	**11,569**	**11,569**	**11,569**	**11,569**	**11,569**	**11,569**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**(3)**	**(8)**	**(8)**	**(8)**	**(2)**
Subtotal Expenditures	**11,569**	**11,566**	**11,561**	**11,561**	**11,561**	**11,567**
Subtotal Expenditures	**0**	**0**	**0**	**0**	**0**	**0**
PARKING DISTRICT - WHEATON						
EXPENDITURES						
FY21 Approved	**1,577**	**1,577**	**1,577**	**1,577**	**1,577**	**1,577**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**0**	**(1)**	**(1)**	**(1)**	**0**
Subtotal Expenditures	**1,577**	**1,577**	**1,576**	**1,576**	**1,576**	**1,577**

Bethesda PLD

FY21-26 Public Services Program: Fiscal Plan Bethesda Parking Lot District	Estimated 2020	Recommended 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026
Assumptions							
Indirect Cost Rate	20.45%	18.64%	18.64%	18.64%	18.64%	18.64%	18.64%
CPI (Fiscal Year)	0.00%	1.59%	1.61%	1.60%	1.58%	1.56%	1.54%
Investment Income Yield	1.85%	1.40%	1.35%	1.35%	1.35%	1.35%	1.35%
Beginning Fund Balance	**17,675,324**	**13,706,751**	**10,530,349**	**12,650,110**	**10,830,969**	**10,834,786**	**11,835,563**
Revenues							
Charges for Services	15,555,081	15,355,081	15,355,081	15,555,081	14,755,081	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	715,290	628,650	6,950,030	619,030	2,619,030	2,619,030	2,619,030
Subtotal Revenues	**19,520,371**	**19,233,731**	**25,555,111**	**19,424,111**	**20,624,111**	**20,624,111**	**20,624,111**
Transfers							
Transfers to General Fund	(491,273)	(433,485)	118,515	(447,518)	(454,583)	(461,682)	(468,813)
Indirect Costs	(491,273)	(433,485)	(440,485)	(447,518)	(454,583)	(461,682)	(468,813)
Telecommunications NDA	-	-	-	-	-	-	-
Lot 43 Current Appraisal Delta	-	-	559,000	-	-	-	-
Transfers to Special Funds : Tax Supported	(1,619,864)	(1,609,890)	(1,841,756)	(1,878,777)	(1,916,435)	(1,954,984)	(1,987,311)
Bethesda Urban District	(1,619,864)	(1,609,890)	(1,841,756)	(1,878,777)	(1,916,435)	(1,954,984)	(1,987,311)
Transfers to Other Funds	(400,000)	(220,000)	(3,000,000)	(1,200,000)	(1,200,000)	-	100,000
Transfer to Wheaton PLD	(400,000)	(220,000)	-	-	-	-	100,000
Transfer to Silver Spring PLD	-	-	(3,000,000)	(1,200,000)	(1,200,000)	-	-
Subtotal Transfers	**(2,511,137)**	**(2,263,375)**	**(4,723,241)**	**(3,526,295)**	**(3,571,018)**	**(2,416,665)**	**(2,356,124)**
Total Resources	**34,684,558**	**30,677,107**	**31,362,219**	**28,547,926**	**27,884,062**	**29,042,232**	**30,103,550**
CIP Current Revenue Appropriation Expenditure	**(6,108,000)**	**(5,183,000)**	**(5,098,000)**	**(3,955,000)**	**(3,155,000)**	**(3,155,000)**	**(3,155,000)**
Appropriations/Expenditures							
Operating Budget	(10,205,838)	(10,305,939)	(10,472,360)	(10,639,558)	(10,807,536)	(10,976,299)	(11,145,847)
Personnel Costs	(2,235,307)	(2,325,564)	(2,363,117)	(2,400,846)	(2,438,751)	(2,476,833)	(2,515,092)
Operating Expenses	(7,970,531)	(7,980,375)	(8,109,242)	(8,238,712)	(8,368,786)	(8,499,466)	(8,630,756)
Existing Debt Service	(4,640,400)	(4,634,250)	(3,104,200)	(3,091,100)	(3,078,800)	(3,068,200)	(3,053,300)
Retiree Health Insurance Pre-Funding	-	-	4,680	10,930	10,720	11,490	2,370
Labor Agreement	-	-	(18,660)	(18,660)	(18,660)	(18,660)	(18,660)
Subtotal PSP Operating Budget Appropriation	**(14,846,238)**	**(14,940,189)**	**(13,590,540)**	**(13,738,388)**	**(13,894,276)**	**(14,051,669)**	**(14,215,437)**
Other Claims on Fund Balance	(23,569)	(23,569)	(23,569)	(23,569)	-	-	-
Total Use of Resources	**(20,977,807)**	**(20,146,758)**	**(18,712,109)**	**(17,716,957)**	**(17,049,276)**	**(17,206,669)**	**(17,370,437)**
Year End Fund Balance	**13,706,751**	**10,530,349**	**12,650,110**	**10,830,969**	**10,834,786**	**11,835,563**	**12,733,113**
Bond Restricted Reserve	**(7,487,599)**	**(7,741,483)**	**(7,787,839)**	**(7,829,120)**	**(7,870,699)**	**(7,914,194)**	**(6,804,406)**
Year End Available Fund Balance	**6,219,152**	**2,788,866**	**4,862,271**	**3,001,849**	**2,964,087**	**3,921,369**	**5,928,707**
Available Fund Balance as a % of Next Year's PSP Expenses	**42%**	**21%**	**35%**	**22%**	**21%**	**28%**	**45%**
Target Balance	**3,735,047**	**3,397,635**	**3,434,597**	**3,473,569**	**3,512,917**	**3,553,859**	**3,316,669**

Assumptions:

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY21-26 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. Net Proceeds from the sale of Lot 43 in FY22 in the amount of $6.331M assuming gross sales price of $8.441M and HIF retainage of 25% of the sales amount.
3. Transfer from the General Fund to cover the appraisal difference for Lot 43 sale of $559K.
4. Revenue growth starting in FY24 as a result of increased occupancy associated with the Marriott development (Net increase of $1.2M per year).
5. Increased capital expenditures primarily for the renovation of G47 (assumed $6.5M total project costs).
6. Reduction to revenues in FY21-22 due to G47 renovation limiting available spaces ($200K in FY21 and FY22).
7. Debt repayment to Silver Spring fund in the amount of $3M in FY22.
8. Transfer to Silver Spring fund to cover half the costs of the new PLD Service Center in the amount of $1.2M in FY23 and 24 (Service Center costs $4.8M, Bethesda's share is $2.4M).
9. CIP Amendment Request ($3.85M in FY21-23) required for: G49 waterproofing, drainage and concrete repair; G35 concrete, steel, asphalt and sinkhole repairs; paystations for G11 and G49.

Silver Spring PLD

FY21-26 Public Services Program: Fiscal Plan Silver Spring Parking Lot District	Estimated 2020	Recommended 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026
Assumptions							
Indirect Cost Rate	20.45%	18.64%	18.64%	18.64%	18.64%	18.64%	18.64%
CPI (Fiscal Year)	0.00%	1.59%	1.61%	1.60%	1.58%	1.56%	1.54%
Investment Income Yield	1.85%	1.40%	1.35%	1.35%	1.35%	1.35%	1.35%
Beginning Fund Balance	**15,945,593**	**14,605,308**	**9,927,755**	**10,017,906**	**9,370,786**	**9,767,852**	**8,934,160**
Revenues							
Charges for Services	10,840,413	12,920,413	14,420,413	15,730,413	15,730,413	15,730,413	15,730,413
Fines & Forfeits	1,897,689	1,897,689	1,897,689	1,897,689	1,897,689	1,897,689	1,897,689
Miscellaneous	2,965,040	277,330	268,140	268,140	268,140	268,140	268,140
Subtotal Revenues	**15,703,142**	**15,095,432**	**16,586,242**	**17,896,242**	**17,896,242**	**17,896,242**	**17,896,242**
Transfers							
Transfers to General Fund	(553,157)	(489,681)	(497,507)	(505,371)	(513,271)	(521,207)	(529,181)
Indirect Costs	(548,157)	(484,681)	(492,507)	(500,371)	(508,271)	(516,207)	(524,181)
Telecommunications NDA	-	-	-	-	-	-	-
General Fund - Other	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Transfers to Special Funds : Tax Supported	(2,529,843)	(2,813,959)	(2,827,000)	(2,917,292)	(3,019,367)	(3,112,338)	(3,211,930)
Silver Spring Urban District	(2,529,843)	(2,813,959)	(2,847,286)	(2,946,465)	(3,034,945)	(3,136,828)	(3,237,154)
Transfers to Other Funds	-	-	3,000,000	1,200,000	1,200,000	-	-
Transfer to Bethesda PLD	-	-	3,000,000	1,200,000	1,200,000	-	-
Subtotal Transfers	**(3,083,000)**	**(3,303,640)**	**(344,793)**	**(2,251,835)**	**(2,348,216)**	**(3,658,035)**	**(3,766,335)**
Total Resources	**28,565,735**	**26,397,100**	**26,169,204**	**25,642,027**	**24,869,354**	**23,941,022**	**22,974,541**
CIP Current Revenue Appropriation Expenditure	**(2,618,000)**	**(4,822,000)**	**(4,320,000)**	**(4,285,000)**	**(2,960,000)**	**(2,700,000)**	**(2,700,000)**
Appropriations/Expenditures							
Operating Budget	(11,323,572)	(11,628,490)	(11,816,267)	(12,004,922)	(12,194,457)	(12,384,876)	(12,576,183)
Personnel Costs	(2,334,517)	(2,600,219)	(2,642,207)	(2,684,392)	(2,726,774)	(2,769,353)	(2,812,130)
Operating Expenses	(8,989,055)	(9,028,271)	(9,174,060)	(9,320,530)	(9,467,683)	(9,615,524)	(9,764,052)
Retiree Health Insurance Pre-Funding	-	-	3,380	7,920	7,760	8,330	1,710
Labor Agreement	-	-	(19,842)	(19,842)	(19,842)	(19,842)	(19,842)
Adjustment	-	-	-	-	-	-	-
Subtotal PSP Operating Budget Appropriation	**(11,323,572)**	**(11,628,490)**	**(11,832,729)**	**(12,016,844)**	**(12,206,539)**	**(12,396,388)**	**(12,594,315)**
Other Claims on Fund Balance	(18,855)	(18,855)	(18,855)	(18,855)	-	-	-
Total Use of Resources	**(13,960,427)**	**(16,469,345)**	**(16,171,584)**	**(16,320,699)**	**(15,166,539)**	**(15,096,388)**	**(15,294,315)**
Year End Fund Balance	**14,605,308**	**9,927,755**	**9,997,620**	**9,321,328**	**9,702,815**	**8,844,633**	**7,680,226**
Bond Restricted Reserve	-	-	-	-	-	-	-
Year End Available Fund Balance	**14,605,308**	**9,927,755**	**9,997,620**	**9,321,328**	**9,702,815**	**8,844,633**	**7,680,226**
Available Fund Balance as a Percent of Next Year's	**126%**	**84%**	**83%**	**76%**	**78%**	**70%**	**59%**
Target Balance	**2,907,123**	**2,958,182**	**3,004,211**	**3,051,635**	**3,099,097**	**3,148,579**	**3,233,468**

Assumptions:

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY21-26 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. Increase in revenue from FY21 to FY26 are based on a proposed increases to rates and hours of operation ($1.5M in FY21 and $3.5M in FY22, $5M total).
3. Increase in operating expense starting in FY21 based on the increased hours and rates to cover enforcement, security, and cashier management ($400K).
4. Repayment of debt from Bethesda fund in the amount of $3M is projected to occur in FY22.
5. Transfer from Bethesda fund to cover half the costs of the new PLD Service Center in the amount of $1.2M in FY23 and 24 (Service Center costs $4.8M, Bethesda's share is $2.4M).
6. CIP Amendment Request to upgrade elevators that are at the end of their useful life along with stormwater/sewer drain valve replacement. Assumed $5.6M to be spent from FY21 – FY24 for G9, G5, G55, G60, and G61.

Wheaton PLD

FY21-26 Public Services Program: Fiscal Plan Wheaton Parking Lot District	Estimated 2020	Recommended 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026
Assumptions							
Indirect Cost Rate	20.45%	18.64%	18.64%	18.64%	18.64%	18.64%	18.64%
CPI (Fiscal Year)	0.00%	1.59%	1.61%	1.60%	1.58%	1.56%	1.54%
Investment Income Yield	1.85%	1.40%	1.35%	1.35%	1.35%	1.35%	1.35%
Beginning Fund Balance	**911,856**	**491,269**	**288,463**	**383,209**	**362,219**	**316,878**	**331,591**
Revenues							
Charges for Services	725,000	1,375,000	1,975,000	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	16,110	12,190	11,750	11,750	11,750	11,750	11,750
Subtotal Revenues	**1,217,110**	**1,863,190**	**2,462,750**	**2,462,750**	**2,462,750**	**2,462,750**	**2,462,750**
Transfers							
Transfers to General Fund	(80,618)	(71,213)	(72,363)	(73,518)	(74,679)	(75,845)	(77,017)
Indirect Costs	(80,618)	(71,213)	(72,363)	(73,518)	(74,679)	(75,845)	(77,017)
Telecommunications NDA	-	-	-	-	-	-	-
Transfers to Special Funds : Tax Supported	(36,537)	(468,052)	(468,052)	(468,052)	(468,052)	(468,052)	(468,052)
Wheaton Urban District	(36,537)	(468,052)	(468,052)	(468,052)	(468,052)	(468,052)	(468,052)
Transfers to Other Funds	400,000	220,000	-	-	-	-	(100,000)
Transfer to Bethesda PLD	400,000	220,000	-	-	-	-	(100,000)
Subtotal Transfers	**282,845**	**(319,265)**	**(540,415)**	**(541,571)**	**(542,731)**	**(543,898)**	**(645,069)**
Total Resources	**2,411,811**	**2,035,194**	**2,210,797**	**2,304,389**	**2,282,237**	**2,235,730**	**2,149,271**
CIP Current Revenue Appropriation Expenditure	**(356,000)**	**(157,000)**	**(157,000)**	**(245,000)**	**(245,000)**	**(157,000)**	**(157,000)**
Appropriations/Expenditures							
Operating Budget	(1,561,006)	(1,586,195)	(1,661,809)	(1,688,341)	(1,714,997)	(1,741,777)	(1,768,681)
Personnel Costs	(365,956)	(382,045)	(388,214)	(394,412)	(400,639)	(406,895)	(413,181)
Operating Expenses	(1,195,050)	(1,204,150)	(1,273,595)	(1,293,928)	(1,314,357)	(1,334,881)	(1,355,501)
Labor Agreement	-	-	(2,881)	(2,881)	(2,881)	(2,881)	(2,881)
Retiree Health Insurance Pre-Funding	-	-	(160)	(210)	(280)	(280)	(280)
Subtotal PSP Operating Budget Appropriation	**(1,561,006)**	**(1,586,195)**	**(1,664,850)**	**(1,691,432)**	**(1,718,158)**	**(1,744,938)**	**(1,771,842)**
Other Claims on Fund Balance	(3,536)	(3,536)	(3,536)	(3,536)	-	-	-
Total Use of Resources	**(1,920,542)**	**(1,746,731)**	**(1,825,386)**	**(1,939,968)**	**(1,963,158)**	**(1,901,938)**	**(1,928,842)**
Year End Fund Balance	**491,269**	**288,463**	**385,411**	**366,623**	**323,484**	**340,399**	**229,237**
Bond Restricted Reserve	-	-	-	-	-	-	-
Year End Available Fund Balance	**491,269**	**288,463**	**385,411**	**366,623**	**323,484**	**340,399**	**229,237**
Available Fund Balance as a % of Next Year's PSP Expenses	**31%**	**17%**	**23%**	**21%**	**19%**	**19%**	**13%**
Target Balance	**397,433**	**417,647**	**423,742**	**429,539**	**436,234**	**442,961**	**454,899**

Assumptions:

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY21-26 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. Increase in revenue in FY21 the result of the Wheaton Revitalization Program ($650K total).
3. Increase in operating expense in FY21 due to the completion of the Wheaton Revitalization Program ($174K).
4. Increase in revenue starting in FY22 based on proposed rate increase of $600K.
5. Increase in operating expense starting in FY22 based on the increased security hours and rates ($50K).
6. Increase in transfer to Wheaton Urban District
7. Repayment to the Bethesda Parking District for a $660K loan in FY26.

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Transit Services

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$154,462,303	908.87

CHRISTOPHER CONKLIN, DIRECTOR

MISSION STATEMENT

The mission of the Division of Transit Services is to provide an effective mix of public transportation services in Montgomery County.

BUDGET OVERVIEW

The total approved FY21 Operating Budget for the Division of Transit Services is $154,462,303, an increase of $9,334,076 or 6.43 percent from the FY20 Approved Budget of $145,128,227. Personnel Costs comprise 54.63 percent of the budget for 878 full-time position(s) and 16 part-time position(s), and a total of 908.87 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 45.37 percent of the FY21 budget.

The general obligation bond Debt Service for the Mass Transit Fund is appropriated in the Debt Service Fund and is not displayed in this section. To pay for the Debt Service, a transfer of funds from the Mass Transit Fund to the Debt Service Fund of $20,686,890 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**

INITIATIVES

- Replace the Transit Radio System to maintain and integrate regional interoperability system support and enhanced features pursuant to national standards for radio devices. The current Transit Services radio system can no longer be supported as the equipment production stopped over a decade ago and the current vendor has sent out a notice that they will no longer be able to provide maintenance support for the current radio system. By upgrading its radio system, the transit service program will ensure that during emergency situations continued communication between bus operators and central communication is reliable and consistent.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Successfully launched Ride On FLEX bus service. This is an on-demand service operating in the Rockville, Glenmont, and Wheaton areas. Ridership has tripled on this route since the launch with average customer wait times of 7-9 minutes.
- New limited stop FLASH service will launch in 2020 between the Burtonsville Park-and-Ride Lot and the Silver Spring Transit Center. The line will include 18 new station platforms with a fleet of 16 60-foot articulated buses. Service will run from 5:30am-midnight seven days a week with 7.5 minute headways in the morning and afternoon peak periods and 15 minutes all other times.
- Four Electric buses, the first in the fleet, will be placed into service in May 2020 with another ten expected to go into service in FY21. MCDOT will continue to pursue opportunities to expand the Electric bus fleet through Public Private Partnerships and grants.

PROGRAM CONTACTS

Contact Samuel Oji of the Division of Transit Services at 240.777.5895 or Brady Goldsmith of the Office of Management and Budget at 240.777.2793 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Community Mobility Services

The Community Mobility Services program provides a wide range of transportation-related services and options for County residents and commuters. The program includes components to inform people about services available, enabling them to make the best choices for their needs; programs to reduce the cost of using those options; and programs to increase the array of choices. Those components include the following units:

- Commuter Services: Working with the business and residential community, this program unit promotes alternatives to single occupant vehicles (including transit, car/vanpooling, biking, bikesharing, walking, and telework) in order to reduce traffic congestion, improve air quality and other environmental factors, and address climate change. Outreach and services are targeted to employers, employees and residents of multi-unit buildings within the County's five Transportation Management Districts (TMDs): Silver Spring, Friendship Heights, Bethesda, North Bethesda and Greater Shady Grove, and in the Wheaton Transportation Planning and Policy area. Large employers outside the TMDs are also serviced on a more limited basis as funding permits. The unit coordinates with other agencies in the development approval process and works with developers within TMDs to incorporate supportive measures into their projects. The unit also coordinates with Parking Management to provide parking opportunities within the TMDs but outside Parking Lot Districts (PLDs).

Revenues from these non-PLD parking areas help support the unit's services.

- Bikeshare & Dockless Vehicles: A system of shared bicycles are available to the public and provided in coordination with the region-wide Capital Bikeshare program. Dockless vehicles, including e-bikes and e-scooters, are also available to the pubic in portions of the County under a pilot program coordinated through Commuter Services. These services provide transportation options that are healthy and environmentally sound, offer an option to the automobile for short trips and provide first-mile/last-mile connections to transit.
- Senior & Special Transportation: This unit provides travel options for low-income elderly and disabled residents, under a user-side subsidy program (Call-n-Ride); transportation to and from medical appointments for low income participants (Medicaid); and outreach and information on public and private transportation programs for populations with special needs (Senior and Special Transportation Services). It ensures these populations have transportation options to meet their unique needs, provides access to necessary services, promotes independence and prevents social isolation.
- Taxi Services: This unit administers taxicab regulation, licensing, and permit activities of Chapter 53 of the Montgomery County Code (Taxi).
- Cross-Coordination of Services: The Community Mobility Program coordinates implementation of programs and grants to support a broad range of mobility options with community groups, County departments and other local, state and regional agencies.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of employer contacts	6,079	8,635	7,770	7,800	7,900
Number of Call-n-Ride participants	5,209	5,356	5,450	5,450	5,450
Percent of traffic mitigation plans completed on-time	100%	100%	100%	100%	100%
Non-auto driver mode share in Silver Spring Transportation Management District	57.0%	57.0%	57.0%	57.0%	57.0%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Increase Cost: Contract Escalation for Bethesda and North Bethesda Transportation Management Districts	49,000	0.00
Increase Cost: COG Grant Increase	9,171	0.00
Decrease Cost: Contract Escalation Bethesda Transportation Management District	(7,600)	0.00
Decrease Cost: Contract Escalation North Bethesda Transportation Management District	(15,611)	0.00
Decrease Cost: Transportation Management District Biennial Reports	(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.	13,306,797	34.09
FY21 Approved	**13,321,757**	**34.09**

Transit Services

Public transit plays a vital role in maintaining the livability of Montgomery County's growing communities, easing commutes for County residents and reducing emissions of greenhouse gases. The Transit Services program provides Ride On fixed-route bus service, the planned FLASH limited stop transit service and the FLEX on demand zone-based service in the County. The program plans and schedules all transit service, evaluates and develops routes and zones; and adjusts bus schedules three times a year.

Ride On bus service is provided throughout the County with a fleet of 370+ buses. Roughly half of the buses use alternative fuels.

Transit Services is committed to the deployment of low emission (electric) buses and additional emission reduction efforts as technology and costs allow. The Transit Service program anticipates 14 electric buses to be deployed by summer 2021.

Ride On operates fixed route service primarily in neighborhoods and provides a collector and distributor service to the major transfer points and transit centers in the County. Ride On bus service coverage extends to 76% of residents and 89% of employers and provides service within 0.25 miles to 81% of low-income households and 86% of households without cars.

The FLEX bus provides on demand service in several community zones. The FLASH Transit service will operate on Route 29 from Briggs Chaney and Burtonsville to the Paul S Sarbanes Transit Center in the Silver Spring business district. Transit Services supplements and coordinates the County's mass transit services with Metrobus and Metrorail service, which are provided by the Washington Metropolitan Area Transit Authority (WMATA).

The Transit Services system operates and manages more than 79 routes, provides nearly 1.2 million hours of service, and vehicles travel over 16 million miles per year. The majority of Transit Services routes provides 15-20 minutes service while the weekend service extends to 30 minutes. The Transit Services program complies with Title VI of the Civil Rights Act to ensure that transit services and passenger amenities are equitably distributed to all County residents; all Ride On buses are ADA compliant and wheelchair accessible, with designated seating spaces for older adults and individuals with disabilities and wheelchair securement areas.

Transit Services Fiscal Year 2019 passenger trips totaled 20,596,520. This effort is performed with an operating budget of approximately $130 million with an average of $20 million in fare collected annually and a workforce of approximately 800 dedicated employees. Transit Services leverages Federal and State aid ($40 million) to operate public transit throughout the County.

Key program performance measures include passengers transported per hour of service, on time performance for Ride On buses, and scheduled Ride On trips missed per 1,000 trips. Transit Services plans to implement various strategies to improve these performance measures (e.g. increase passengers per hour of service, fewer missed trips and better on-time performance).

Transit Services 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 Central Communications Center, which also operates the computer-aided dispatch/automatic vehicle location system.

The Transit Services program provides for a safe, clean and accessible environment for transit customers which includes supervising the installation, repair and maintenance of bus stops, bus shelters and passenger amenities (bus benches, transit information display units, trash receptacles, etc.). The program also manages maintenance of parking facilities (park n ride lots, etc.). to enable residents easier access to transit services.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Passengers transported (millions)	21.59	20.596	21.142	22.649	22.989
Scheduled Ride On roundtrip circuits missed, in whole or in part, per 1,000 roundtrip circuits	4.30	7.00	6.50	6.25	5.50
On time performance for Ride On buses	88.2%	87.5%	88.0%	88.5%	88.8%

FY21 Approved Changes	Expenditures	FTEs

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**117,802,522**	**834.80**
Increase Cost: US 29 FLASH Operating Cost	1,421,977	0.00
Increase Cost: Increased Charges from WMATA for the Kids Ride Free Program	610,263	0.00
Increase Cost: Nicholson Court Lease and Facility Repair	277,542	0.00
Increase Cost: Benefits Costs Related to Conversion of Full-Time to Part-Time Bus Operators	108,250	0.00
Decrease Cost: Annualization of FY20 Bus Frequency Reductions	(111,350)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	19,373,388	33.98
FY21 Approved	**139,482,592**	**868.78**

Transit Services General Administration

The General Administration program provides executive direction and support functions for Transit Services programs that include Ride On operations and planning, human resources, information technology, budget/grant/fiscal management/procurement services and special transportation programs to increase mobility and promote the economic growth and stability of the County.

Public transit plays a vital role in maintaining the livability of Montgomery County's growing communities, easing commutes for County residents and reducing emissions of greenhouse gases. The Transit Services program provides Ride On fixed-route bus service, the planned FLASH limited stop transit service and the Flex on demand zone-based service in the County. The program plans and schedules all transit service, evaluates and develops routes and zones; and adjusts bus schedules three times a year.

FY21 Approved Changes	Expenditures	FTEs
FY20 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.	1,657,954	6.00
FY21 Approved	**1,657,954**	**6.00**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Administration

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,846,274**	**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.	(3,846,274)	(21.08)
FY21 Approved	**0**	**0.00**

Commuter Services

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**4,449,960**	**16.59**

FY21 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(4,449,960)	(16.59)
FY21 Approved	**0**	**0.00**

Customer Service

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,685,923**	**5.62**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,685,923)	(5.62)
FY21 Approved	**0**	**0.00**

Fixed Costs

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,130,265**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(3,130,265)	0.00
FY21 Approved	**0**	**0.00**

Medicaid and Senior Programs

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**8,141,370**	**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.	(8,141,370)	(12.50)
FY21 Approved	**0**	**0.00**

Passenger Facilities

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,503,200**	**5.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,503,200)	(5.00)
FY21 Approved	**0**	**0.00**

Taxi Regulation

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**716,548**	**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.	(716,548)	(5.00)
FY21 Approved	**0**	**0.00**

Transit Operations Planning

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,446,556**	**7.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,446,556)	(7.00)
FY21 Approved	**0**	**0.00**

Transit Parking Facility Maintenance

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**405,609**	**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.	(405,609)	(1.28)
FY21 Approved	**0**	**0.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
MASS TRANSIT					
EXPENDITURES					
Salaries and Wages	57,272,137	60,382,596	60,957,607	61,770,810	2.3 %
Employee Benefits	19,004,207	21,271,877	20,340,540	20,992,179	-1.3 %
Mass Transit Personnel Costs	**76,276,344**	**81,654,473**	**81,298,147**	**82,762,989**	**1.4 %**
Operating Expenses	57,449,184	58,273,998	60,258,349	66,490,387	14.1 %
Capital Outlay	0	111,500	111,500	111,500	—
Mass Transit Expenditures	**133,725,528**	**140,039,971**	**141,667,996**	**149,364,876**	**6.7 %**
PERSONNEL					
Full-Time	844	871	871	863	-0.9 %
Part-Time	0	0	0	16	—
FTEs	863.27	895.77	895.77	895.77	—
REVENUES					
Bus Advertising	937,431	935,000	372,280	990,000	5.9 %
Miscellaneous Revenues	40,019	0	0	0	—
Motor Pool Charges/Fees	875,893	0	0	0	—
Other Charges/Fees	3,503,279	2,492,442	0	1,202,278	-51.8 %
Other Fines/Forfeitures	4,025	0	0	0	—
Parking Fees	1,010,906	720,000	720,000	720,000	—
Parking Fines	875,526	525,000	725,000	525,000	—
Property Tax	97,930,577	139,457,768	136,387,606	152,218,055	9.1 %
Recreation Fees	2,276	0	0	0	—
Ride On Fare Revenue	20,500,200	20,022,517	15,894,253	22,557,443	12.7 %

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
State Aid: Call N' Ride	386,168	379,107	379,107	379,107	—
State Aid: Damascus Fixed Route	309,958	309,950	309,950	309,950	—
State Aid: Ride On	40,598,912	40,628,000	40,628,000	40,628,000	—
Taxi Licensing Fees	377,371	400,000	209,300	400,000	—
Mass Transit Revenues	**167,352,541**	**205,869,784**	**195,625,496**	**219,929,833**	**6.8 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	1,042,146	1,305,248	1,305,248	1,318,141	1.0 %
Employee Benefits	367,932	315,939	315,939	303,810	-3.8 %
Grant Fund - MCG Personnel Costs	**1,410,078**	**1,621,187**	**1,621,187**	**1,621,951**	**—**
Operating Expenses	3,624,514	3,467,069	3,467,069	3,475,476	0.2 %
Grant Fund - MCG Expenditures	**5,034,592**	**5,088,256**	**5,088,256**	**5,097,427**	**0.2 %**
PERSONNEL					
Full-Time	15	15	15	15	—
Part-Time	0	0	0	0	—
FTEs	13.10	13.10	13.10	13.10	—
REVENUES					
Federal Grants	1,199,744	1,939,693	1,939,693	1,939,693	—
State Grants	3,658,205	3,148,563	3,148,563	3,157,734	0.3 %
Grant Fund - MCG Revenues	**4,857,949**	**5,088,256**	**5,088,256**	**5,097,427**	**0.2 %**
DEPARTMENT TOTALS					
Total Expenditures	**138,760,120**	**145,128,227**	**146,756,252**	**154,462,303**	**6.4 %**
Total Full-Time Positions	**859**	**886**	**886**	**878**	**-0.9 %**
Total Part-Time Positions	**0**	**0**	**0**	**16**	**—**
Total FTEs	**876.37**	**908.87**	**908.87**	**908.87**	**—**
Total Revenues	**172,210,490**	**210,958,040**	**200,713,752**	**225,027,260**	**6.7 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
MASS TRANSIT		
FY20 ORIGINAL APPROPRIATION	**140,039,971**	**895.77**
Other Adjustments (with no service impacts)		
Increase Cost: Motor Pool Adjustment	6,040,888	0.00
Increase Cost: FY21 Compensation Adjustment	2,043,424	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	1,611,864	0.00
Increase Cost: US 29 FLASH Operating Cost [Transit Services]	1,421,977	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: Annualization of FY20 Compensation Increases	971,011	0.00
Increase Cost: Increased Charges from WMATA for the Kids Ride Free Program [Transit Services]	610,263	0.00
Increase Cost: Nicholson Court Lease and Facility Repair [Transit Services]	277,542	0.00
Increase Cost: Benefits Costs Related to Conversion of Full-Time to Part-Time Bus Operators [Transit Services]	108,250	0.00
Increase Cost: Contract Escalation for Bethesda and North Bethesda Transportation Management Districts [Community Mobility Services]	49,000	0.00
Increase Cost: Print and Mail Adjustment	27,342	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	17,925	0.00
Decrease Cost: Contract Escalation Bethesda Transportation Management District [Community Mobility Services]	(7,600)	0.00
Decrease Cost: Contract Escalation North Bethesda Transportation Management District [Community Mobility Services]	(15,611)	0.00
Decrease Cost: Transportation Management District Biennial Reports [Community Mobility Services]	(20,000)	0.00
Decrease Cost: Annualization of FY20 Bus Frequency Reductions [Transit Services]	(111,350)	0.00
Decrease Cost: Risk Management Adjustment	(123,972)	0.00
Decrease Cost: Retirement Adjustment	(591,332)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(716,340)	0.00
Decrease Cost: Council Compensation Adjustment	(2,268,376)	0.00
FY21 APPROVED	**149,364,876**	**895.77**

GRANT FUND - MCG

FY20 ORIGINAL APPROPRIATION	**5,088,256**	**13.10**
Other Adjustments (with no service impacts)		
Increase Cost: COG Grant Increase [Community Mobility Services]	9,171	0.00
FY21 APPROVED	**5,097,427**	**13.10**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Administration	3,846,274	21.08	0	0.00
Community Mobility Services	0	0.00	13,321,757	34.09
Commuter Services	4,449,960	16.59	0	0.00
Customer Service	2,685,923	5.62	0	0.00
Fixed Costs	3,130,265	0.00	0	0.00
Medicaid and Senior Programs	8,141,370	12.50	0	0.00
Passenger Facilities	1,503,200	5.00	0	0.00
Taxi Regulation	716,548	5.00	0	0.00
Transit Operations Planning	2,446,556	7.00	0	0.00
Transit Parking Facility Maintenance	405,609	1.28	0	0.00

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Transit Services	117,802,522	834.80	139,482,592	868.78
Transit Services General Administration	0	0.00	1,657,954	6.00
Total	**145,128,227**	**908.87**	**154,462,303**	**908.87**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
MASS TRANSIT					
Health and Human Services	General Fund	282,694	0.00	282,694	0.00

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
MASS TRANSIT						
EXPENDITURES						
FY21 Approved	**149,365**	**149,365**	**149,365**	**149,365**	**149,365**	**149,365**
No inflation or compensation change is included in outyear projections.						
Transit System Radio Replacement	**0**	**1,750**	**0**	**0**	**0**	**0**
Subtotal Expenditures	**149,365**	**151,115**	**149,365**	**149,365**	**149,365**	**149,365**

Program	FY20 Approved Budget	FY20 FTE	FY21 Approved Budget	FY21 FTE
Administration	$ 3,846,274	21.08	$ 4,404,568	21.08
Commuter Services	$ 4,449,960	16.59	$ 4,506,144	16.59
Customer Service	$ 2,685,923	5.62	$ 3,300,308	5.62
Fixed Costs	$ 3,130,265	0.00	$ 3,006,293	0.00
Medicaid & Senior Programs	$ 8,141,370	12.50	$ 8,398,978	12.50
Passenger Facilities	$ 1,503,200	5.00	$ 1,584,398	5.00
Ride On	$ 117,802,522	834.80	$ 128,248,763	834.80
Taxi Regulation	$ 716,548	5.00	$ 679,846	5.00
Transit Operations Planning	$ 2,446,556	7.00	$ 2,459,008	7.00
Transit Parking Facility Maintenance	$ 405,609	1.28	$ 405,584	1.28
TOTAL	$ 145,128,227	908.87	$ 156,993,890	908.87

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Health and Human Services

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$338,852,053	1,714.49

RAYMOND L. CROWEL PSY.D., 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 approved FY21 Operating Budget for the Department of Health and Human Services is $338,852,053, an increase of $10,904,550 or 3.33 percent from the FY20 Approved Budget of $327,947,503. Personnel Costs comprise 54.55 percent of the budget for 1,477 full-time position(s) and 336 part-time position(s), and a total of 1,714.49 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 45.45 percent of the FY21 budget.

COUNTY PRIORITY OUTCOMES

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

- **An Affordable, Welcoming County for a Lifetime**
- **Thriving Youth and Families**
- **A Greener County**
- **Effective, Sustainable Government**
- **Safe Neighborhoods**

INITIATIVES

- The County continues to expand the use of data to drive public health interventions, including improving outreach efforts to address vaping, pain management, chronic disease management, injury prevention, and maternal and child health. In FY21, DHHS will

increase the number of School Health Nurses by 10 to largely alleviate the nursing shortage.

- The Interagency Commission on Homelessness (ICH) is working in partnership toward a common vision of "Housing for All=A Stronger Montgomery." The 2020-23 strategic plan is designed to ensure Montgomery County's priorities and assets are positioned to best meet the community need and guide the county's efforts along six strategic priorities (Full plan available at bit.ly/3c9B6bv).
- The Department continues to foster "Opportunity Ecosystems" that apply a collaborative, place-based approach to our community's major pockets of poverty. Initially focused on the "East County Opportunity Zone" and the "Thriving Germantown" community partnership, this work seeks to close the opportunity gap by implementing a two-generation approach to poverty, addressing place-based equity concerns, and delivering holistic family-centered care to improve outcomes for clients, programs, and the broader community. Grant funding from the Kresge Foundation is supporting the scaling-up of these place-based efforts, including with regards to data and measurement.
- Montgomery County is an active member of both the World Health Organization/AARP Network of Age-Friendly Communities and the Dementia Friendly America initiative. Through these partnerships, the County joins peer local governments across the globe dedicated to ensuring that they are well designed, livable communities that meet the needs of residents of all ages.
- The Opioid Overdose Intervention Team is actively applying the Turn the Curve methodology to implement a County-wide, multi-partner strategy for addressing opioid abuse and developing a sustainable framework for treatment and long-term recovery. Over 100 stakeholders from both the public and private sectors convened over the past year to address the opioid crisis in Montgomery County. These stakeholders developed recommendations and strategies in the following areas: (1) Prevention, education, and awareness; (2) Public safety and interdiction; (3) Harm reduction, treatment, and recovery; and (4) Pain management. This strategic plan is closely aligned to the Department's Turn the Curve Plan on Opioid Emergency Room Visits.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Customer Service enhancements include new self-service computer labs and the full implementation of the Q-Less lobby management system. A recent Community Review concludes that this new lobby management system significantly reduces wait times, improves customer and staff satisfaction, and better triages customers according to the purpose of their visit in a more equitable and streamlined way.
- The partnership between Adult Protective Services and Emergency Medical Services (EMS) / Fire and Rescue Service (FRS) proactively works with high-use 911 callers to reduce the burden on 911 emergency services and realize significant cost savings. This program has resulted in approximately 175 collaborative investigations that significantly reduced 911 usage in most cases (data through FY19).
- A new initiative has been launched to digitize and re-engineer internal business processes to streamline and speed-up workflows, improve service quality and accountability, and save taxpayer dollars. This work is intended to cover the full range of back-office processes for contracting, purchasing, and personnel actions.

PROGRAM CONTACTS

Contact Victoria Buckland of the Department of Health and Human Services at 240.777.1211 or Deborah Lambert and Lindsay Lucas of the Office of Management and Budget at 240.777.2800 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	91,265,039	101,387,684	97,982,068	101,654,849	0.3 %
Employee Benefits	31,422,166	35,199,634	34,414,082	33,625,839	-4.5 %
County General Fund Personnel Costs	**122,687,205**	**136,587,318**	**132,396,150**	**135,280,688**	**-1.0 %**
Operating Expenses	113,609,639	112,399,931	120,239,871	116,174,044	3.4 %
County General Fund Expenditures	**236,296,844**	**248,987,249**	**252,636,021**	**251,454,732**	**1.0 %**
PERSONNEL					
Full-Time	879	885	885	909	2.7 %
Part-Time	313	312	312	306	-1.9 %
FTEs	1,237.71	1,247.31	1,247.31	1,263.48	1.3 %
REVENUES					
Core Health Services Funding	6,222,207	4,554,327	4,735,199	4,829,902	6.1 %
Federal Financial Participation Reimbursements	15,967,891	15,395,700	14,858,007	14,858,007	-3.5 %
Health and Human Services Fees	1,220,151	1,163,850	1,249,980	1,228,950	5.6 %
Health Inspection: Restaurants	1,895,075	1,828,560	1,828,560	1,896,320	3.7 %
Health Inspections: Living Facilities	268,843	247,650	247,650	269,245	8.7 %
Health Inspections: Swimming Pools	579,430	549,770	549,770	577,400	5.0 %
Indirect Costs: Grants	144,383	0	0	0	—
Marriage Licenses	226,800	240,000	226,800	226,800	-5.5 %
Medicaid/Medicare Reimbursement	3,001,438	1,866,750	1,838,750	1,876,920	0.5 %
Miscellaneous Revenues	147,288	0	0	0	—
Nursing Home Reimbursement	566,958	775,860	775,860	566,958	-26.9 %
Other Charges/Fees	463,212	412,470	485,732	531,012	28.7 %
Other Fines/Forfeitures	7,600	1,650	1,650	4,800	190.9 %
Other Intergovernmental	3,814,156	4,082,518	5,009,707	5,414,857	32.6 %
Other Licenses/Permits	111,435	261,430	90,730	111,360	-57.4 %
County General Fund Revenues	**34,636,867**	**31,380,535**	**31,898,395**	**32,392,531**	**3.2 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	34,459,835	34,423,620	34,423,620	37,038,559	7.6 %
Employee Benefits	12,197,577	12,471,788	12,471,788	12,508,903	0.3 %
Grant Fund - MCG Personnel Costs	**46,657,412**	**46,895,408**	**46,895,408**	**49,547,462**	**5.7 %**
Operating Expenses	37,644,432	32,064,846	32,064,846	37,849,859	18.0 %
Grant Fund - MCG Expenditures	**84,301,844**	**78,960,254**	**78,960,254**	**87,397,321**	**10.7 %**
PERSONNEL					
Full-Time	554	560	560	568	1.4 %
Part-Time	29	30	30	30	—
FTEs	432.65	435.78	435.78	451.01	3.5 %

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
REVENUES					
Federal Grants	23,418,641	20,880,523	20,880,523	28,372,080	35.9 %
HB669 Social Services State Reimbursement	39,856,559	37,778,633	37,778,633	39,679,819	5.0 %
Miscellaneous Revenues	106,721	231,664	231,664	750,000	223.7 %
Other Charges/Fees	1,499,509	0	0	90,325	—
State Grants	17,573,580	20,069,434	20,069,434	18,505,097	-7.8 %
Grant Fund - MCG Revenues	**82,455,010**	**78,960,254**	**78,960,254**	**87,397,321**	**10.7 %**
DEPARTMENT TOTALS					
Total Expenditures	**320,598,688**	**327,947,503**	**331,596,275**	**338,852,053**	**3.3 %**
Total Full-Time Positions	**1,433**	**1,445**	**1,445**	**1,477**	**2.2 %**
Total Part-Time Positions	**342**	**342**	**342**	**336**	**-1.8 %**
Total FTEs	**1,670.36**	**1,683.09**	**1,683.09**	**1,714.49**	**1.9 %**
Total Revenues	**117,091,877**	**110,340,789**	**110,858,649**	**119,789,852**	**8.6 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**248,987,249**	**1,247.31**
Changes (with service impacts)		
Enhance: Add Ten School Health Nurses to Address Staffing Shortage [School Health Services]	887,761	8.30
Enhance: County Match for Summer Supplemental Nutrition Assistance Program (SNAP) Grant [Office of Eligibility and Support Services]	100,000	0.00
Enhance: Provide School Health Room Technican for the New Emory Grove Early Childhood Center [School Health Services]	67,848	0.87
Reduce: FY21 Compensation Adjustment	(308,724)	0.00
Other Adjustments (with no service impacts)		
Decrease Cost: Community Grants moved from the Community Grants Non Departmental Account to the Department's Base Budget [Admin - Office of the Director]	2,874,348	0.00
Increase Cost: Annualization of FY20 Compensation Increases	1,557,759	0.00
Increase Cost: Annualization of FY20 Personnel Cost of Six School Health Nurses [School Health Services]	603,690	6.00
Restore: Funding for the Youth Drop-In Center [Homeless Services for Single Adults]	311,000	0.00
Increase Cost: Risk Management Adjustment	293,546	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	108,277	0.00
Re-align: Adjust Funding for Records Management Scanning to Reflect Actual Usage [Admin - Office of the Director]	100,000	0.00
Increase Cost: Annualization of Senior Home Sharing Program [Area Agency on Aging]	87,000	0.00
Increase Cost: Adjust Budget for Additional Licenses, Storage, and Hardware Refresh for the Enterprise Integrated Case Management System and the Electronic Health Records System [Admin - Office of the Chief Operating Officer]	75,000	0.00
Increase Cost: Adjust Budget for the Process and Technology Modernization (PTM) System to Reflect Structural Budget Deficiencies [Admin - Office of the Chief Operating Officer]	50,000	0.00
Increase Cost: Funding for Medical Equipment for Dental Services Program [Dental Services]	48,000	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: Print and Mail Adjustment	35,191	0.00
Increase Cost: Provide Parking for Employees at Fenton Street Building [Office of Eligibility and Support Services]	25,092	0.00
Shift: Position from the Cancer and Tobacco Prevention Program to the African American Health Program [Cancer & Tobacco Prevention]	0	(1.00)
Shift: Position to the African American Health Program from Cancer and Tobacco Prevention Program [Minority Programs]	0	1.00
Shift: Create Position to be Charged to the Early Care and Education Initiative NDA [Early Childhood Services]	0	1.00
Decrease Cost: Increase Lapse for Nurse Manager Position [Cancer & Tobacco Prevention]	(61,742)	0.00
Decrease Cost: Motor Pool Adjustment	(156,582)	0.00
Decrease Cost: Retirement Adjustment	(1,707,106)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(2,522,875)	0.00
FY21 APPROVED	**251,454,732**	**1,263.48**

GRANT FUND - MCG

FY20 ORIGINAL APPROPRIATION	**78,960,254**	**435.78**
Federal/State Programs		
Add: Kresge Opportunity Ecosystems Grant	518,336	0.00
Eliminate: Health and Human Services Recovery Support Expansion Grant	(678,038)	0.00
Eliminate: FY18 Health and Human Services Systems of Care Grant	(999,666)	0.00
Eliminate: Community Mental Health - Administration Grant	(1,045,105)	(7.40)
Other Adjustments (with no service impacts)		
Increase Cost: Headstart - Community Action Agency Grant [Head Start]	4,046,324	(0.20)
Increase Cost: House Bill Grant	1,901,186	11.52
Increase Cost: Administrative Treatment Grant [Local Behavioral Health Authority]	1,885,084	11.90
Increase Cost: Infants and Toddlers Grant [Early Childhood Services]	1,051,493	(2.70)
Increase Cost: Technical Grant Adjustment	525,962	(2.14)
Increase Cost: Ending the HIV Epidemic- Grant [Communicable Disease & Epidemiology]	514,517	7.00
Increase Cost: Health and Human Services AIDS Case Management Grant [Communicable Disease & Epidemiology]	423,537	2.25
Increase Cost: Access Harm Reduction Grant [Outpatient Behavioral Health Services - Child]	239,492	0.00
Increase Cost: Centers for Disease Control and Prevention Ending the HIV Epidemic- Grant [Communicable Disease & Epidemiology]	200,000	1.00
Increase Cost: State Opioid Response Grant [Local Behavioral Health Authority]	97,768	0.00
Increase Cost: Ryan White Part A Charges for Services Grant [Communicable Disease & Epidemiology]	90,325	0.50
Increase Cost: Overdose Misuse Prevention Program Grant [Outpatient Behavioral Health Services - Child]	88,679	0.00
Increase Cost: State Treatment Grant	72,725	(2.50)
Increase Cost: START Family Mentor Grant [Local Behavioral Health Authority]	59,457	0.00
Increase Cost: Buprenorphine Initiative Grant [Local Behavioral Health Authority]	48,600	0.00
Increase Cost: Child Care Development Grant [Head Start]	15,000	0.00
Decrease Cost: Ryan White II - Consortia Services Grant [Communicable Disease & Epidemiology]	(245,330)	(2.00)
Decrease Cost: Community Mental Health Grant [Local Behavioral Health Authority]	(373,279)	(2.00)
FY21 APPROVED	**87,397,321**	**451.01**

FUNCTION SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Aging and Disability Services	54,549,082	173.09	55,057,416	173.09
Behavioral Health and Crisis Services	45,481,514	218.25	44,861,179	221.25
Children, Youth and Family Services	86,249,584	551.23	91,084,785	558.53
Public Health Services	77,258,146	502.77	79,917,504	530.12
Services to End and Prevent Homelessness	24,534,614	76.50	25,027,072	77.50
Administration and Support	39,874,563	161.25	42,904,097	154.00
Total	**327,947,503**	**1,683.09**	**338,852,053**	**1,714.49**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
COUNTY GENERAL FUND					
Correction and Rehabilitation	General Fund	106,538	0.75	106,275	0.75
Police	General Fund	100,770	1.00	121,929	1.00
Housing and Community Affairs	Montgomery Housing Initiative	0	0.00	18,062,934	0.00
	Total	**207,308**	**1.75**	**18,291,138**	**1.75**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**251,455**	**251,455**	**251,455**	**251,455**	**251,455**	**251,455**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY21	**0**	**(12)**	**(12)**	**(12)**	**(12)**	**(12)**
Items recommended for one-time funding in FY21, including operating expenses associated with providing funding for 10 additional School Health Nurses, which will be eliminated from the base in the outyears.						
Subtotal Expenditures	**251,455**	**251,443**	**251,443**	**251,443**	**251,443**	**251,443**

Program	FY20 Approved Budget	FY20 FTE	FY21 CC Approved Budget	FY21 FTE
Administration and Support				
Admin- Office of Community Affairs	$ -	0.00	$ 194,518	1.00
Admin- Office of the Chief Operating Officer	$ 23,359,472	92.00	$ 23,028,346	86.00
Admin- Office of the Director	$ 5,479,393	26.75	$ 4,028,497	24.00
Community Action Agency	$ -	0.00	$ 3,840,595	11.40
Equity and Language Access	$ -	0.00	$ 1,181,069	2.00
Head Start	$ -	0.00	$ 4,531,939	2.60
Legal Representation	$ -	0.00	$ 540,000	0.00
Minority Programs	$ -	0.00	$ 5,559,133	27.00
Office of Community Affairs	$ 11,035,698	42.50		0.00
Aging & Disability Services				
Admin- Aging and Disability Services	$ 474,923	3.00	$ 441,057	3.00
Adult Foster Care	$ 2,877,627	7.57	$ 2,312,893	7.00
Aging & Disability Resource Unit	$ 1,000,413	9.00	$ 1,101,533	9.00
Area Agency on Aging	$ 3,211,093	10.22	$ 8,218,675	21.79
Assessment & Continuing Care Management Services	$ 10,807,995	69.55	$ 7,986,460	50.55
Community Provier Support	$ -	0.00	$ 17,893,873	0.50
Community Support Network for People with Disabilities	$ 22,515,056	36.75	$ 2,614,898	16.25
Home & Community Based MA Waiver Services	$ 3,260,902	11.00	$ -	0.00
Home Care Servies	$ 4,945,745	15.00	$ 4,962,763	15.00
Medicaid Funded Long-term Care Services	$ -	0.00	$ 8,176,715	50.00
Ombudsman Serivces	$ 945,914	7.50	$ -	0.00
Respite Care	$ 1,347,549	0.00	$ 1,347,549	0.00
Senior Nutrition Program	$ 3,161,865	3.50	$ -	0.00
Behavioral Health and Crisis Services				
24-Hours Crisis Center	$ 5,179,657	36.90	$ 5,572,730	40.40
Access To Behavioral Health Services	$ 3,582,129	29.00	$ 3,432,697	29.00
Admin- Behavioral Health & Crisis Services	$ 815,140	4.00	$ 799,162	4.00
Adult Behavioral Health Services	$ 1,973,242	11.50	$ 1,753,829	10.50
Adult Forensic Services	$ 3,740,446	28.00	$ 3,277,187	28.00
Local Behavioral Health Authority	$ 9,773,791	23.00	$ 12,782,203	23.50
Mental Health Services Seniors & Persons with Disabilities	$ 258,026	1.00	$ -	0.00

Outpatient Behavioral Health Services - Child	$ 7,865,100	29.75	$ 7,123,933	29.75
Specialty Behavioral Health Services	$ 3,082,782	22.55	$ 3,409,705	23.55
Trauma Services	$ 6,234,473	29.55	$ 6,348,003	30.55
Treatment Services	$ 2,976,728	3.00	$ 361,730	2.00
Children, Youth and Families				
Admin- Children, Youth & Families	$ 1,446,601	6.50	$ 1,670,406	6.50
Child & Adolescent School & Community Based Services	$ 4,315,312	10.50	$ 4,499,841	10.50
Child Care Subsidies	$ 3,389,761	7.50	$ 3,458,630	7.50
Child Welfare Services	$ 25,680,610	204.80	$ 25,643,270	204.80
Children's Opportunity Fund			$ 255,000	
Early Care and Education Policy Office			$ 447,848	3.00
Early Childhood Services	$ 4,394,987	13.50	$ 10,303,435	38.33
Infants & Toddlers	$ 4,528,627	24.53	$ -	0.00
Linkages To Learning	$ 6,954,362	6.50	$ 7,052,706	7.50
Office of Eligibility and Support Services	$ 28,886,106	259.40	$ 31,037,109	262.40
Positive Youth Development	$ 6,653,218	18.00	$ 6,716,540	18.00
Public Health Services				
Admin- Public Health	$ 1,627,954	11.00	$ 1,211,392	7.00
Cancer & Tobacco Prevention	$ 1,238,375	5.40	$ 973,231	2.60
Communicable Disease & Epidemiology	$ 1,802,938	15.50	$ 12,550,441	80.65
Community Health Services	$ 5,424,715	45.60	$ 9,684,374	69.15
Dental Services	$ 3,008,701	17.00	$ 3,123,067	17.00
Environmental Health Regulatory Services	$ 3,706,885	30.50	$ -	0.00
Health Care for the Uninsured	$ 14,847,037	4.00	$ 13,563,211	4.00
Health Planning & Epidemiology	$ -	0.00	$ 497,679	4.00
Health Promotion & Prevention	$ 16,800	0.00	$ -	0.00
Licensure and Regulatory Services	$ 1,488,589	12.00	$ 5,121,818	42.50
Public Health Emergency Preparedness & Response Program	$ 1,237,381	8.40	$ 1,217,827	8.40
School Health Services	$ 30,314,798	275.47	$ 31,974,464	294.82
STD/HIV Prevention & Treatment Program	$ 8,017,421	42.40	$ -	0.00
Tuberculosis Program	$ 1,848,877	14.25	$ -	0.00
Women's Health Services	$ 2,677,675	21.25	$ -	0.00
Services to End and Prevent Homelessness				
Admin- Services to End and Prevent Homelesness	$ 995,095	4.00	$ 389,183	3.00
Coordinated Entry	$ -	0.00	$ 1,501,540	6.90
Diversion	$ 239,701	0.00	$ -	0.00
Healthcare for the Homeless	$ 1,103,976	4.00	$ 1,119,580	4.00
Homeless Services for Families	$ 3,848,606	9.90	$ 2,822,885	3.00

Homeless Services for Single Adults	$	4,653,640	2.00	$ 5,008,735	2.00
Housing Initiative Program	$	-	0.00	$ 316,914	2.00
Interagency Commission on Homelessness	$	-	0.00	$ 141,752	1.00
Permanent Housing	$	6,325,339	8.50	$ -	0.00
Permanent Supportive Housing	$	-	0.00	$ 4,914,396	2.00
Prevention	$	7,368,257	48.10	$ 7,658,504	49.10
Rapid Rehousing	$	-	0.00	$ 582,889	0.00
Rental Assistance Program	$	-	0.00	$ 570,694	4.50
TOTAL	**$**	**327,947,503**	**1,683.09**	**$ 338,852,053**	**1,714.49**

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Aging and Disability Services

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$55,057,416	173.09

RAYMOND L. CROWEL, PSY.D., 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 Lindsay Lucas of the Office of Management and Budget at 240.777.2766 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Admin - Aging & Disability Services

This program provides leadership and direction for administration of Aging and Disability Services.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**474,923**	**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.	(32,866)	0.00
FY21 Approved	**442,057**	**3.00**

Adult Foster Care

This program 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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of ongoing clients in Adult Foster Care (monthly average)	118	113	117	117	117
Assisted Living Services - Percent of clients remaining in community placement (i.e., not entering institutional setting) [1]	96%	94%	95%	95%	95%

[1] *Assisted Living Services derives referrals from Adult Protective Services.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,877,627**	**7.57**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(564,734)	(0.57)
FY21 Approved	**2,312,893**	**7.00**

Aging & Disability Resource Unit

This program assists seniors, persons with disabilities, and their families, in defining their needs, locating required services, and facilitating the application process to access services.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of incoming calls	1,667	1,605	1,605	1,605	1,605
Percent of ongoing clients satisfied with the Aging and Disability Resource Unit	96%	94%	95%	95%	95%
Percent of ongoing clients to the Aging and Disability Resource Unit who said they were better able to make decisions about options after talking with staff	91%	97%	96%	96%	96%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,000,413**	**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.	101,120	0.00
FY21 Approved	**1,101,533**	**9.00**

Area Agency on Aging

The Area Agency on Aging provides programs and services to help seniors remain independent in the community including: nutritious senior meals; assisted living subsidies; technical assistance to community "villages"; support to caregivers; legal, representative payee and health promotion services; health insurance counseling; visits to isolated seniors; grocery shopping; transportation and mobility management; subsidized employment; and problem resolution for residents of nursing home and assisted living facilities.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of unduplicated customers served in the Senior Nutrition Program [1]	5,236	5,385	5,743	5,743	5,743
Percent of Congregate Meal clients who agree or strongly agree that they would recommend the service to a friend [2]	97%	97%	97%	97%	97%
Percent 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	97%	100%	97%	97%	97%
Ombudsman Services - Percent of complaints resolved and partially resolved [3]	90%	89%	89%	89%	89%

[1] *All numbers reported are based on the Federal Fiscal Year Calendar (October 1 - September 30), which means that FY19 numbers are still projections. 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.*

[2] *FY19 is a projection because the program operates on the Federal Fiscal Year.*

[3] *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 FY19 numbers are still projections.*

FY21 Approved Changes	Expenditures	FTEs

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,211,093**	**10.22**
Increase Cost: Annualization of Senior Home Sharing Program	87,000	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.	4,920,582	11.57
FY21 Approved	**8,218,675**	**21.79**

Assessment & Continuing Care Management Services

This program provides multi-disciplinary assessments, care planning, and case management services to frail seniors and adults with disabilities to remedy and prevent abuse, neglect, self-neglect, financial exploitation, or inappropriate institutionalization. Services include Adult Protective Services, Social Services to Adults, and the Public Guardianship Program.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
New APS Investigations	978	1,154	1,200	1,200	1,200
Number of clients receiving case management services [1]	714	1,100	1,100	1,100	1,100
Percent of SSTA Case Management clients who report being satisfied or very satisfied	97%	95%	95%	95%	95%
Percent of seniors and adults with disabilities that avoid institutional placement while receiving case management services	94%	93%	94%	94%	94%
Number of APS Clients with another investigation within six months (Recidivism) [2]	N/A	8%	8%	7%	6%

[1] *Trend analysis currently underway to define targets.*

[2] *This is one of the four measures captured in the Department's Turn the Curve Agreement.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**10,807,995**	**69.55**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,821,535)	(19.00)
FY21 Approved	**7,986,460**	**50.55**

Community Provider Support

This program provides financial support to the providers and agencies in the community that work with the entire spectrum of clients served by the Department through Aging and Disability Services.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Turnover rate for direct service professionals for developmental disabilities providers	31.1%	42.5%	36.8%	36.8%	36.8%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	17,893,873	0.50
FY21 Approved	**17,893,873**	**0.50**

Community Support Network for People with Disabilities

Community Support Network for People with Disabilities (CSN) provides services that enable individuals to remain in their home or in the least restrictive environment and provides general support, guidance, and assistance to clients with developmental

disabilities and their families. The My Turn program provides summer camp placements, support, and programmatic/financial assistance to families with children with developmental disabilities ages 3 to 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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Placements in Summer Camp Programs	94	102	102	102	102

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**22,515,056**	**36.75**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(19,900,158)	(20.50)
FY21 Approved	**2,614,898**	**16.25**

Home Care Services

This program provides personal care assistance to seniors and eligible adults with disabilities who are unable to manage independently due to physical and/or mental impairments. Home Care Services 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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Home Care Services - Number of clients served annually	279	294	309	324	340
Percent of customers satisfied with Home Care Services	97%	88%	95%	95%	95%
Home Care Services - Percentage of clients with no unmet personal care needs [1]	95%	99%	96%	96%	96%

[1] *FY19 Home Care Survey was revised to reflect the overall satisfaction with the services versus overall satisfaction with the caregiver.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**4,945,745**	**15.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	17,018	0.00
FY21 Approved	**4,962,763**	**15.00**

Medicaid Funded Long-Term Care Services

This program administers and operates Maryland's Long-Term Care Medicaid program, Coordination of Community Services, and Community First Choice (CFC). CFC supports planners and nurse monitors to provide a continuum of services designed to allow people of all ages and in need of long-term care to live in the community, rather than in institutions. Adult Evaluation and Review Services (AERS) provides mandatory medical evaluations for clients seeking these services and for those referred by Adult Protective Services. In addition, this program area provides service coordination to eligible young people funded under the Maryland Home and Community Based Services Waiver for Children with Autism Spectrum Disorder (Autism Waiver Program).

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Total number of clients currently served by Nurse Monitoring	2,466	2,636	2,899	3,189	3,508

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Average number of Adult Evaluation and Review Service (AERS) assessments assigned per month	308	274	284	295	307
Percent of clients satisfied with the Autism Waiver Program	95%	95%	95%	95%	95%
Percent of clients satisfied with Coordination of Community Supports	93%	89%	86%	86%	86%
Percent of adults with developmental disabilities provided case management services that remain at the same level of independence after receiving supportive services in the Case Management of Community Services Program	99%	99%	99%	99%	99%

FY21 Approved Changes	Expenditures	FTEs
FY20 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.	8,176,715	50.00
FY21 Approved	**8,176,715**	**50.00**

Respite Care

This program area provides temporary, occasional care of frail seniors, adults and children with disabilities, and children with severe behavioral and/or medical issues to give relief to families and other primary caregivers.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of clients served in respite	411	457	411	411	411
Percent of customers satisfied with Respite Services	92%	98%	92%	92%	92%
Percent of customers that report a reduction in stress/caregiver burden as a result of receiving respite services	100%	96%	98%	98%	98%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,347,549**	**0.00**
FY21 Approved	**1,347,549**	**0.00**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Home & Community Based MA Waiver Services

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,260,902**	**11.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(3,260,902)	(11.00)
FY21 Approved	**0**	**0.00**

Ombudsman Services

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**945,914**	**7.50**

FY21 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(945,914)	(7.50)
FY21 Approved	**0**	**0.00**

Senior Nutrition Program

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,161,865**	**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.	(3,161,865)	(3.50)
FY21 Approved	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Admin - Aging & Disability Services	474,923	3.00	442,057	3.00
Adult Foster Care	2,877,627	7.57	2,312,893	7.00
Aging & Disability Resource Unit	1,000,413	9.00	1,101,533	9.00
Area Agency on Aging	3,211,093	10.22	8,218,675	21.79
Assessment & Continuing Care Management Services	10,807,995	69.55	7,986,460	50.55
Community Provider Support	0	0.00	17,893,873	0.50
Community Support Network for People with Disabilities	22,515,056	36.75	2,614,898	16.25
Home & Community Based MA Waiver Services	3,260,902	11.00	0	0.00
Home Care Services	4,945,745	15.00	4,962,763	15.00
Medicaid Funded Long-Term Care Services	0	0.00	8,176,715	50.00
Ombudsman Services	945,914	7.50	0	0.00
Respite Care	1,347,549	0.00	1,347,549	0.00
Senior Nutrition Program	3,161,865	3.50	0	0.00
Total	**54,549,082**	**173.09**	**55,057,416**	**173.09**

Behavioral Health and Crisis Services

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$44,861,179	221.25

RAYMOND L. CROWEL, PSY.D., 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 Teresa Bennett of the HHS - Behavioral Health and Crisis Services at 240.777.1414 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

24-Hours Crisis Center

This program provides telephone, walk in, mobile crisis outreach, single adult shelter system screening and referrals, and crisis residential services to persons experiencing situational, emotional, or mental health crises. The Crisis Center provides all services, twenty-four hours/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. The Crisis Center coordinates the mental health response during disasters and community critical incidents and serve as the afterhours contact for Public Health, STEER (Stop, Triage, Engage, Educate, Rehabilitate), APS (Adult Protective Services), APP (Abused Person Program), and CWS (Child Welfare Services).

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of students identified by schools to be at risk who were referred to the Crisis Center	N/A	1,954	1,900	1,900	1,900
Number of walk-in contacts	5,111	6,030	6,300	6,500	6,700
Percent of students identified by schools to be at risk that are stabilized utilizing community resources without hospital intervention	95%	92%	95%	95%	95%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**5,179,657**	**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.	393,073	3.50
FY21 Approved	**5,572,730**	**40.40**

Access To Behavioral Health Services

Access to Behavioral Health Services connects uninsured and low-income consumers with mental health and/or substance abuse problems to the appropriate community services by providing information and 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 support to reduce negative outcomes and foster the wellness and recovery of the consumer. 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.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Total number of clients served (unduplicated)	N/A	3,142	3,100	3,100	3,100
Percent of customers satisfied with Access staff services	96%	97%	97%	97%	97%
Percent of clients referred keeping first appointment with community provider [1]	76%	75%	75%	77%	80%

[1] *Program's primary service is connecting individuals with mental health and addictions needs to appropriate services.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,582,129**	**29.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(149,432)	0.00
FY21 Approved	**3,432,697**	**29.00**

Admin - 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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**815,140**	**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.	(15,978)	0.00
FY21 Approved	**799,162**	**4.00**

Adult Behavioral Health Services

Adult Behavioral Health Services is an Outpatient Mental Health Center (OMHC) that serves a primarily immigrant population with severe and persistent mental illness. Services are site based and include psychiatric evaluation and medication management, individual, group and family therapy, as well as office-based management services. Collaboration with family members, collateral

treatment providers and formal and informal community supports is an integral part of the treatment process and is highly encouraged. The program accepts public benefits such as Medicare and Medical Assistance but also utilizes the annual Department of Health-Behavioral Health Administration sliding fee scale. Most of the clinical staff is bilingual in English and either Spanish, Vietnamese, or French and clients speaking other languages are assisted using the Language Line, a telephone translation service.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of clients served	380	340	340	380	380
Percent of customers satisfied with Adult Behavioral Health Services (ABH)	94%	95%	95%	95%	95%
Percent of clients showing improvement in functioning and decreased symptoms - BASIS 24 Scale	56%	76%	76%	76%	76%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,973,242**	**11.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(219,413)	(1.00)
FY21 Approved	**1,753,829**	**10.50**

Adult Forensic Services

Adult Forensic Services is comprised of four programs: 1) CATS (Clinical Assessment and Transition Services) provides assessment and post-booking diversion services to newly booked inmates with behavioral health issues and discharge planning for those being released to the community. The Forensic Liaison supports the Competency Docket with reentry recommendations for those returning from State Hospitals; 2) JAS (Jail Addiction Services) is an ASAM II.5 level jail-based residential addiction treatment program for inmates with Substance Use Disorders at the Montgomery County Correctional Facility; 3) JCAP (Justice Clinical Assessment and Planning) Team provides clinical assessment, care planning, and care-coordination to the clients of Mental Health Court; and 4) STEER (Stop, Triage, Engage, Educate, Rehabilitate) is a team of peer specialists who respond 24/7/365 to opioid overdoses and provider referrals for high risk Substance Use Disorder clients.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Total number of unduplicated clients served	1,433	1,994	2,100	2,100	2,100
Percent of customers satisfied with Adult Forensic services [1]	75%	80%	81%	82%	83%
STEER - Percent of individuals who engage in treatment as evidenced by attending the first treatment appointment	32%	58%	58%	60%	60%
Percent of successful Jail Addiction Services clients that were not reincarcerated in the Montgomery County Correctional Facility within the next fiscal year following program completion	77%	75%	77%	77%	77%
Percent of clients who successfully graduate from Mental Health Court	48%	67%	70%	70%	70%

[1] *FY17 - FY19 statistics are for Jail Addition Services only. Surveys will be expanded to include additional services offered by the program.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,740,446**	**28.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(463,259)	0.00
FY21 Approved	**3,277,187**	**28.00**

Local Behavioral Health Authority

As the State mandated Local Behavioral Health Authority (LBHA), this program is responsible for system planning, management, and oversight of the Montgomery County behavioral health system across the lifespan (behavioral health, mental health, and substance use disorders). The LBHA manages State and Federal grants, as well as county-funded programs and ensures quality of care, quality improvement and access to behavioral health fee for service programs. The LBHA has the responsibility of system planning, which involves assessing and determining gaps in behavioral health treatment and rehabilitation, and working closely with community service providers and partners, forensic services and public safety. The LBHA ensures for the ongoing development of a resiliency and recovery-oriented continuum of services that provide for consumer choice and empowerment. This program manages all BHCS service area contracts.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of grants managed and contracts monitored	N/A	102	107	107	107
Percent of Memorandum of Understanding (MOU) monitoring reviews with satisfying results	N/A	95%	97%	97%	97%
Percentage of contracts meeting county and state timeliness requirements	N/A	93%	95%	95%	95%
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	79%	80%	81%	81%	81%
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%	94%	95%	95%	95%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**9,773,791**	**23.00**
Increase Cost: Administrative Treatment Grant	1,885,084	11.90
Increase Cost: State Opioid Response Grant	97,768	0.00
Increase Cost: START Family Mentor Grant	59,457	0.00
Increase Cost: Buprenorphine Initiative Grant	48,600	0.00
Decrease Cost: Community Mental Health Grant	(373,279)	(2.00)
Eliminate: Health and Human Services Recovery Support Expansion Grant	(678,038)	0.00
Eliminate: Community Mental Health - Administration Grant	(1,045,105)	(7.40)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,013,925	(2.00)
FY21 Approved	**12,782,203**	**23.50**

Outpatient Behavioral Health Services - Child

Adolescent Outpatient Behavioral Health Services - Child offers comprehensive substance use prevention, substance use, and mental health screenings, mental health treatment, and care coordination services for Montgomery County youth and their families, particularly for the most vulnerable. Services are individualized, child-focused, 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

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of clients served (unduplicated)	1,595	1,472	1,500	1,520	1,550
Number of Rx drug pounds collected at drug take back events	2,196	1,438	1,750	2,050	2,350
Percent of customers satisfied with Child and Adolescent Behavioral Health	95%	95%	96%	97%	98%

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of clients who showed symptom reduction at posttest or upon discharge	70%	61%	63%	64%	65%
Percent 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]	92%	93%	94%	95%	96%

[1] *This measure is by definition a 12-month follow-up of clients, so actual FY19 data reports recidivism rate for clients who completed substance abuse education and /or behavioral health treatment programs in FY18.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**7,865,100**	**29.75**
Increase Cost: Access Harm Reduction Grant	239,492	0.00
Increase Cost: Overdose Misuse Prevention Program Grant	88,679	0.00
Eliminate: FY18 Health and Human Services Systems of Care Grant	(999,666)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(69,672)	0.00
FY21 Approved	**7,123,933**	**29.75**

Specialty Behavioral Health Services

Specialty Behavioral Health Services is comprised of the Adult Drug Court Treatment Program and the Medication Assisted Treatment Program (MAT). The Drug Court program delivers Outpatient and Intensive Outpatient levels of care, in addition to psychiatric interventions and medication assisted treatment. The MAT program works with opioid use disorders and delivers methadone, buprenorphine, and naloxone therapies. There is an onsite Urinalysis Collection Program which monitors for substance use within these programs and the Mental Health Court program.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of Specialty Behavioral Health Services clients discharged (Medication Assisted Treatment Program and Adult Drug Court)	179	231	180	180	180
Percent of clients receiving opioid treatment or court mandated addiction services who were successfully discharged	53%	55%	60%	60%	60%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,082,782**	**22.55**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	326,923	1.00
FY21 Approved	**3,409,705**	**23.55**

Trauma Services

Trauma Services includes 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. Programming for domestic violence, sexual violence, and human trafficking victims also includes information and referral, lethality assessments, crisis intervention, safety planning, outreach to hospitals/police stations for victims of sexual assault and placement in emergency shelters.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of new Partner Abuse victims served	1,335	1,330	1,330	1,330	1,330
Number of Partner Abuse victim clients waiting for counseling service (monthly average)	22	44	40	40	40
Percent of clients receiving therapy that demonstrate improvement on a domestic violence rating scale [1]	89%	90%	90%	90%	90%

[1] *Rating scale developed by Jacqueline Dienemann and Jacquelyn Campbell, Johns Hopkins University, School of Nursing, March 1999.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**6,234,473**	**29.55**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	113,530	1.00
FY21 Approved	**6,348,003**	**30.55**

Treatment Services

This program provides overall management of the County Operated Publicly Funded Behavioral Health Continuum of Care and provides administrative support for the managerial duties of the Treatment Services Administrator.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,976,728**	**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.	(2,614,998)	(1.00)
FY21 Approved	**361,730**	**2.00**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Mental Health Services Seniors & Persons with Disabilities

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**258,026**	**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.	(258,026)	(1.00)
FY21 Approved	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
24-Hours Crisis Center	5,179,657	36.90	5,572,730	40.40
Access To Behavioral Health Services	3,582,129	29.00	3,432,697	29.00
Admin - Behavioral Health & Crisis Services	815,140	4.00	799,162	4.00
Adult Behavioral Health Services	1,973,242	11.50	1,753,829	10.50
Adult Forensic Services	3,740,446	28.00	3,277,187	28.00
Local Behavioral Health Authority	9,773,791	23.00	12,782,203	23.50

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Mental Health Services Seniors & Persons with Disabilities	258,026	1.00	0	0.00
Outpatient Behavioral Health Services - Child	7,865,100	29.75	7,123,933	29.75
Specialty Behavioral Health Services	3,082,782	22.55	3,409,705	23.55
Trauma Services	6,234,473	29.55	6,348,003	30.55
Treatment Services	2,976,728	3.00	361,730	2.00
Total	**45,481,514**	**218.25**	**44,861,179**	**221.25**

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Children, Youth and Family Services

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$91,084,785	558.53

RAYMOND L. CROWEL PSY.D., 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 Deborah Lambert of the Office of Management and Budget at 240.777.2794 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Admin - Children, Youth & Families

This program provides leadership and direction for the administration of Children, Youth, and Family Services.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,446,601**	**6.50**
Add: Kresge Opportunity Ecosystems Grant	518,336	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(294,531)	0.00
FY21 Approved	**1,670,406**	**6.50**

Child & Adolescent School & Community Based Services

This program provides for the coordination, planning, and implementation of key interagency initiatives among public and private agencies in the community to meet the needs of the children, youth, and their families.The Cluster Projects utilize cross-sector, multi-agency teams and care coordination services to rapidly connect families from large school catchment areas to needed social and mental health supports to improve family stability. The East County Initiative provides care coordination services to East

County residents and integrates project management of a Kresge Foundation Opportunity Ecosystem grant to advance human services, employment coaching, and other needed supports. Other services provided through this program are delivered through contracts with community-based partners and include youth academic, mentoring, skill building and mental health services, family services and community empowerment efforts.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of families served by Cluster Projects	200	213	260	275	300
Number of families receiving ongoing services in East County Opportunity Zone (ECOZ) [1]	89	163	170	180	150

[1] *This service started in the last month of FY17, and was amplified via a Kresge Grant starting in FY19. The Kresge grant will end in FY22, which is reflected in the projection for that year*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**4,315,312**	**10.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	184,529	0.00
FY21 Approved	**4,499,841**	**10.50**

Child Care Subsidies

The Child Care Subsidies program administers the County's Working Parents Assistance (WPA) program which provides childcare subsidy for County residents who are over the income eligibility for Maryland Child Care-Subsidy Program (CCSP) as well as supplemental payments for those in CCSP.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of families authorized to receive a childcare subsidy [1]	732	1,574	1,068	1,260	1,452

[1] *As of FY19, the data represent both the County's WPA Subsidy and the State Supplement.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,389,761**	**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.	68,869	0.00
FY21 Approved	**3,458,630**	**7.50**

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/Family Preservation Services provide social services to families with children who are at risk of removal from home due to neglect or abuse. These services are provided by the County on behalf of the State of Maryland Department of Human Services.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of children served in foster care	590	611	634	590	590
Number of families receiving in-home services	292	238	264	216	216
Number of newly accepted cases (IR, AR and Non-CPS)	3,279	3,032	3,036	3,073	3,073
Percent of children living in family settings	77%	79%	80%	80%	80%

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent 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	98%	94%	95%	96%	96%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**25,680,610**	**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.	(37,340)	0.00
FY21 Approved	**25,643,270**	**204.80**

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 of COF and will advise the Fund's Steering Committee on 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 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.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of focus group students achieving academic success in literacy assessments [1]	70%	73%	N/A	N/A	N/A

[1] *This "better off" measure speaks to a key component of the organization's mission. The department will work with the Fund in FY20 to identify additional "better off" metrics over which the program will have more direct control.*

FY21 Approved Changes	Expenditures	FTEs
FY20 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.	255,000	0.00
FY21 Approved	**255,000**	**0.00**

Early Care and Education Policy Office

The role of the Early Care and Education Policy Office is to serve as a focal point for the early care and education system in Montgomery County and to promote collaboration among County departments, agencies such as Montgomery County Public Schools and Montgomery College, and community partners to ensure a range of services for children from birth to five years old. The policy officer oversees the Early Childhood Coordinating Council which brings together representatives from a variety of stakeholder groups to develop recommendations for the County Executive and the County Council on early care and education issues.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**

FY21 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	447,848	3.00
FY21 Approved	**447,848**	**3.00**

Early Childhood Services

Early Childhood Services (ECS) serves children birth to five with services that support families, early care and education programs, and the community. The program administers the Federally mandated Infants and Toddlers Program in collaboration with Montgomery County Public Schools (MCPS), the County's Resource and Referral Center (R&R) as part of the statewide R&R Network for support of high-quality childcare and the early education workforce, the State Early Childhood Mental Health Project, and the County Child Care in Public Space Program (CCIPS). ECS staffs the commission on Child Care and the Commission on Children and Youth. The ChildLink team offers parents accurate information on childcare, resources, referrals, and provides family engagement activities. ECS oversees several contractual services including a community-based Pre-Kindergarten, home visiting and family support.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of children served by the Infants and Toddlers program	5,260	5,274	5,354	5,414	5,474
Percent of customers satisfied with Early Childhood Mental Health	95%	100%	100%	100%	100%
Percent of regulated center-based child care programs that hold a quality of care rating of at least 3 out of 5 in Maryland EXCELS	N/A	47%	48%	49%	51%
Percent of regulated family child care programs that hold a quality of care rating of at least 3 out of 5 in Maryland EXCELS	N/A	18%	19%	20%	21%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**4,394,987**	**13.50**
Increase Cost: Infants and Toddlers Grant	1,051,493	(2.70)
Shift: Create Position to be Charged to the Early Care and Education Initiative NDA	0	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,856,955	26.53
FY21 Approved	**10,303,435**	**38.33**

Linkages To Learning

Linkages to Learning is a community school partnership with an integrated focus on health, social services, and community engagement and leadership to support student learning, strong families, and healthy communities. Linkages to Learning services include mental health and social wraparound services to mitigate the effects of poverty and reduce non-academic barriers to learning. This program is a partnership with 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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of clients completing surveys reporting satisfaction with services received	98%	99%	98%	98%	98%
Percent of students receiving mental health services through Linkages to Learning that experience maintained or improved psychosocial functioning after 6 months, as assessed via validated measure [1]	75%	74%	73%	73%	73%

[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.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**6,954,362**	**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.	98,344	1.00
FY21 Approved	**7,052,706**	**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, and childcare. 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. OESS provides these services on behalf of the State of Maryland Department of Health and Human Services. In addition, OESS determines eligibility for the County's healthcare for the uninsured services (Maternity Partnership, Care for Kids, Senior Dental Program, and Montgomery Cares).

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent 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)	189%	182%	180%	180%	180%
Number of SNAP Applications Approved [1]	17,698	16,550	16,550	16,550	16,550
Number of Temporary Cash Assistance (TCA) job seekers that entered unsubsidized employment YTD [2]	802	740	700	690	690
Twelve month work participation rate for work-eligible Temporary Cash Assistance (TCA) recipients in federally defined work activities	43%	47%	50%	50%	50%
Temporary Cash Assistance (TCA) job retention rate 90 days	85%	95%	95%	95%	95%

[1] *SNAP applications are on the decline.*

[2] *This is expected to trend downwards as more TCA participants engage in educational activities and secure jobs.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**28,886,106**	**259.40**
Enhance: County Match for Summer Supplemental Nutrition Assistance Program (SNAP) Grant	100,000	0.00
Increase Cost: Provide Parking for Employees at Fenton Street Building	25,092	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,025,911	3.00
FY21 Approved	**31,037,109**	**262.40**

Positive Youth Development

This program focuses on providing culturally-based and healing-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 Program Administrator who manages and monitors the Up-County and Down-County Youth Opportunity Centers, 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 multiple County agencies as

part of the Positive Youth Development Initiative (PYDI) and other community groups to address gang and youth violence issues throughout the County.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of youth in safe, supervised PYDI programming [1]	2,460	2,581	2,580	2,880	3,180
Percent of clients who are satisfied with the Youth Opportunity Centers and Wellness Centers and would recommend to others	99%	98%	98%	98%	99%
Percent of Street Outreach Network and Safe Space clients who are not rearrested	90%	86%	90%	90%	90%

[1] *This measure will be expanded in FY20 to capture all PYD programming from 2-6pm and evening hours. Current and past data captures subset of this work, including 4 high school wellness centers, 2 Youth Opportunity Centers, and the Street Outreach Network for activities during the 2-6pm period. Note: FY17 is 1,604 and FY18 is 2,460.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**6,653,218**	**18.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	63,322	0.00
FY21 Approved	**6,716,540**	**18.00**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Infants & Toddlers

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**4,528,627**	**24.53**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(4,528,627)	(24.53)
FY21 Approved	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Admin - Children, Youth & Families	1,446,601	6.50	1,670,406	6.50
Child & Adolescent School & Community Based Services	4,315,312	10.50	4,499,841	10.50
Child Care Subsidies	3,389,761	7.50	3,458,630	7.50
Child Welfare Services	25,680,610	204.80	25,643,270	204.80
Children's Opportunity Fund	0	0.00	255,000	0.00
Early Care and Education Policy Office	0	0.00	447,848	3.00
Early Childhood Services	4,394,987	13.50	10,303,435	38.33
Infants & Toddlers	4,528,627	24.53	0	0.00
Linkages To Learning	6,954,362	6.50	7,052,706	7.50
Office of Eligibility and Support Services	28,886,106	259.40	31,037,109	262.40
Positive Youth Development	6,653,218	18.00	6,716,540	18.00
Total	**86,249,584**	**551.23**	**91,084,785**	**558.53**

Public Health Services

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$79,917,504	530.12

RAYMOND L. CROWEL, PSY.D., 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 Dr. Travis Gayles of the HHS - Public Health Services at 240.777.1211 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

Admin - Public Health

This program provides leadership and direction for the administration of Public Health Services. Service area administration also includes Health Promotion and Prevention, the Community Health Improvement Process (Healthy Montgomery) and Special Projects, as well as oversight for medical clinical volunteers, the Commission on Health, contracts, grants, budget oversight, and partnership development.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,627,954**	**11.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(416,562)	(4.00)
FY21 Approved	**1,211,392**	**7.00**

Cancer & Tobacco Prevention

The Tobacco Use Prevention and Cessation Program and the Cancer Prevention, Education, Screening and Treatment Program are two programs funded through the State Cigarette Restitution Fund. State funding supports coordination activities among

community groups for outreach, screenings, education, and treatment. Each program has established coalitions consisting of public health partners, community-based organizations, hospitals, and other existing resources that work collaboratively to implement either tobacco-control programs or the statewide goal of early detection and elimination of cancer disparities.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Total number of new and repeat clients who undergo colonoscopies (CRF-Funded)	199	205	205	226	226
Total number of people encountered at outreach events	4,185	4,650	5,115	5,115	5,115
Number of participants in smoking cessation program [1]	1,000	1,300	1,200	1,100	1,100
Percent of new clients who undergo colonoscopies	91%	83%	83%	83%	83%
Percent of clients reached who completed smoking cessation program	24%	28%	23%	22%	20%

[1] *The program anticipates a yearly decrease due to a shift away from regular cigarette use toward vaping products.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,238,375**	**5.40**
Shift: Position from the Cancer and Tobacco Prevention Program to the African American Health Program	0	(1.00)
Decrease Cost: Increase Lapse for Nurse Manager Position	(61,742)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(203,402)	(1.80)
FY21 Approved	**973,231**	**2.60**

Communicable Disease & Epidemiology

Communicable Disease and Epidemiology has the mission of investigation, surveillance, diagnosis and in some cases, treatment of individuals living in Montgomery County. Tuberculosis Control and Sexually Transmitted Infections programs will test, diagnose, and treat. HIV Medical and Dental Services will case manage and provide medical care for individuals who are HIV+ and have limited insurance coverage. The Maryland Department of Health mandates that each county does surveillance of certain communicable diseases. The Disease Control Program case manages rabies exposures in Montgomery County residents.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of rabies investigations that occur in Montgomery County monthly by Disease Control Program	570	533	540	540	540
Number of babies born to Hepatitis B infected moms who complete the recommended protocol	93%	93%	95%	95%	95%
Percent of investigations on reportable communicable diseases that follow appropriate protocols to limit further spread of the disease [1]	100%	100%	100%	100%	100%
Percent of contacts of smear positive clients diagnosed with latent TB who start preventative treatment	87%	88%	88%	88%	88%

[1] *The data reported are for the calendar year (CY) and represent year to date (YTD) as of the date of the report.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,802,938**	**15.50**
Increase Cost: Ending the HIV Epidemic- Grant	514,517	7.00
Increase Cost: Health and Human Services AIDS Case Management Grant	423,537	2.25
Increase Cost: Centers for Disease Control and Prevention Ending the HIV Epidemic- Grant	200,000	1.00
Increase Cost: Ryan White Part A Charges for Services Grant	90,325	0.50
Decrease Cost: Ryan White II - Consortia Services Grant	(245,330)	(2.00)

FY21 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	9,764,454	56.40
FY21 Approved	**12,550,441**	**80.65**

Community Health Services

Community Health Services provides preventive health access services to uninsured and underinsured populations. Services include Women Health Services, Maternity Partnership Program, 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, pregnancy testing in regional health centers, and 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).

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of pregnant women screened and enrolled in a Managed Care Organization (MCO) for prenatal services	2,250	2,294	2,200	2,200	2,200
Percentage of pregnant teens who return to school/graduate from high school following birth of baby [1]	N/A	57%	45%	45%	45%
Percentage of healthy birth weight babies (greater than or equal to 2,500 grams) born to pregnant women in the Maternity Partnership Program	96%	97%	90%	90%	90%
Percentage of repeat Maternity Partnership patients who do not delay subsequent pregnancy by 18 months or more (Close Child Spacing)	4%	5%	5%	5%	5%

[1] *Nationally, only 40% of pregnant teens finish high school.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**5,424,715**	**45.60**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,259,659	23.55
FY21 Approved	**9,684,374**	**69.15**

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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of pediatric dental referrals to outside pediatric specialist	N/A	43	30	30	30
Percent of appointments that are missed/canceled	17%	20%	20%	20%	20%
Dental Services - Percent of children that complete their dental treatment plan [1]	32%	25%	30%	30%	30%

[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) 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 are completed at a specialist's office and are not reflected in the statistic.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,008,701**	**17.00**
Increase Cost: Funding for Medical Equipment for Dental Services Program	48,000	0.00

FY21 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	66,366	0.00
FY21 Approved	**3,123,067**	**17.00**

Health Care for the Uninsured

This program includes Montgomery Cares and Care for Kids. Through public-private partnerships, these programs provide primary health care services for low-income uninsured children, and the adults, using private pediatricians, a network of safety net clinics, and other health care providers. This program area also provides care coordination to uninsured children and adolescents with chronic or handicapping conditions needing specialty diagnostic, medical, and surgical treatment.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of low income uninsured County adults who received primary care at one of the participating clinics	25,965	26,422	26,500	26,500	26,500
Number of encounters - Montgomery Cares	72,497	72,505	72,600	72,600	72,600
Percentage of Care for Kids clients who access Oral Health Services	38%	34%	40%	40%	40%
Percent of vulnerable populations that have a primary care visit - Adults	44%	50%	51%	52%	53%
Percent of vulnerable populations that have a primary care visit - Children	71%	63%	64%	65%	66%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**14,847,037**	**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.	(1,283,826)	0.00
FY21 Approved	**13,563,211**	**4.00**

Health Planning and Epidemiology

The Health Planning and Epidemiology program serves as the expert in planning and analytic epidemiology within HHS and is responsible for community health needs assessment, program evaluations, disease surveillance and outbreak investigations, health statistics and data management, epidemiology and biostatistics, ongoing development and maintenance of a population data warehouse, and special research projects in collaboration with internal and external partners and academic institutions. The program coordinates and assists with annual performance measure reporting and is responsible for coordinating the students' internship and practicum within Public Health Services. The program provides data and epidemiology support to programs within Public Health Services and DHHS, internal/external partners, as well as support to the Health Officer and the DHHS Director's Office.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of community health outcome and social determinants of health indicators tracked	250	250	250	250	250
Number of presentations accepted or invited to conferences/meetings to communicate health statistics and research findings	6	7	6	6	6
Expansion of the knowledge base on community health outcomes for improved decision making as measured by the number of foundational public health surveillance/research reports/publications released	2	3	3	3	3

FY21 Approved Changes	Expenditures	FTEs

FY21 Approved Changes	Expenditures	FTEs
FY20 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.	497,679	4.00
FY21 Approved	**497,679**	**4.00**

Licensure and Regulatory 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. This program also enforces State and local laws related to food service facilities, smoking in public places, nursing homes, group homes, swimming pools, camps, vermin control, private educational institutions, short-term residential rentals, hotels, and other various business licenses including those required for raffles, bingo, tanning salons, massage, body works, enterprises, and video games.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of routine inspections of food service facilities	6,663	5,771	5,886	6,004	6,124
Percent of mandated inspections completed	72%	66%	80%	80%	80%
Percentage of nursing homes with actual harm deficiencies	20%	21%	20%	20%	20%
Percentage of swimming pools found to be in compliance upon regular inspection	92%	88%	80%	90%	91%
Percent of food service facilities not having a critical violation upon routine inspection	72%	70%	71%	72%	73%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,488,589**	**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.	3,633,229	30.50
FY21 Approved	**5,121,818**	**42.50**

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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of Public Health essential emergency contacts successfully activated during 2 hour drill	N/A	93%	80%	85%	90%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,237,381**	**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.	(19,554)	0.00

FY21 Approved Changes	Expenditures	FTEs
FY21 Approved	**1,217,827**	**8.40**

School Health Services

This program provides health services to students in Montgomery County Public Schools (MCPS). These services include: first aid and emergency care; health appraisal; medication and treatment administration; health counseling, consultation, and education; referral for medical, psychological, and behavioral problems; case management for students with acute and chronic health conditions, and pregnant and parenting teens; and hearing, vision, and lead certification screenings. Immunizations and tuberculosis screenings are administered at School Health Services Immunization Centers, primarily to international students enrolling in MCPS. Primary health care, provided by nurse practitioners and physicians, is provided to students enrolled at one of the County's School Based Health Centers (SBHWC) or High School Wellness Centers. Head Start/Pre-K provides federally mandated health services to eligible three and four-year old children and is a collaborative effort of HHS, Office of Community Affairs, School Health Services, and MCPS.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Immunizations administered to students at SHS Immunization Center and SBHWCs	N/A	17,506	23,000	19,000	19,000
School Health Services - Total number of client visits	8,408	8,803	11,000	9,500	9,500
School Health Services - Number of unduplicated clients served	3,401	3,572	4,500	4,000	4,000
Percent of enrolled MCPS students fully immunized	N/A	99.2%	99.0%	99.0%	99.0%
Percent of students that return to class and are ready to learn after a health room visit	88%	91%	91%	91%	91%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**30,314,798**	**275.47**
Enhance: Add Ten School Health Nurses to Address Staffing Shortage	887,761	8.30
Increase Cost: Annualization of FY20 Personnel Cost of Six School Health Nurses	603,690	6.00
Enhance: Provide School Health Room Technican for the New Emory Grove Early Childhood Center	67,848	0.87
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	100,367	4.18
FY21 Approved	**31,974,464**	**294.82**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Environmental Health Regulatory Services

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,706,885**	**30.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(3,706,885)	(30.50)
FY21 Approved	**0**	**0.00**

Health Promotion and Prevention

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**16,800**	**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.	(16,800)	0.00
FY21 Approved	**0**	**0.00**

STD/HIV Prevention & Treatment Program

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**8,017,421**	**42.40**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(8,017,421)	(42.40)
FY21 Approved	**0**	**0.00**

Tuberculosis Program

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,848,877**	**14.25**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,848,877)	(14.25)
FY21 Approved	**0**	**0.00**

Women's Health Services

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,677,675**	**21.25**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,677,675)	(21.25)
FY21 Approved	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Admin - Public Health	1,627,954	11.00	1,211,392	7.00
Cancer & Tobacco Prevention	1,238,375	5.40	973,231	2.60
Communicable Disease & Epidemiology	1,802,938	15.50	12,550,441	80.65
Community Health Services	5,424,715	45.60	9,684,374	69.15
Dental Services	3,008,701	17.00	3,123,067	17.00
Environmental Health Regulatory Services	3,706,885	30.50	0	0.00
Health Care for the Uninsured	14,847,037	4.00	13,563,211	4.00
Health Planning and Epidemiology	0	0.00	497,679	4.00
Health Promotion and Prevention	16,800	0.00	0	0.00
Licensure and Regulatory Services	1,488,589	12.00	5,121,818	42.50

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Public Health Emergency Preparedness & Response Program	1,237,381	8.40	1,217,827	8.40
School Health Services	30,314,798	275.47	31,974,464	294.82
STD/HIV Prevention & Treatment Program	8,017,421	42.40	0	0.00
Tuberculosis Program	1,848,877	14.25	0	0.00
Women's Health Services	2,677,675	21.25	0	0.00
Total	**77,258,146**	**502.77**	**79,917,504**	**530.12**

Services to End and Prevent Homelessness

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$25,027,072	77.50

RAYMOND L. CROWEL PSY.D., 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 Deborah Lambert of the Office of Management and Budget at 240.777.2794 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Admin - Services to End and Prevent Homelessness

This program provides leadership and direction for the administration of Services to End and Prevent Homelessness and advises the Interagency Commission on Homelessness (ICH) and Montgomery County Continuum of Care (CoC).

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**995,095**	**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.	(605,912)	(1.00)
FY21 Approved	**389,183**	**3.00**

Coordinated Entry

Coordinated entry is a process developed to ensure that all people experiencing a housing crisis have fair and equal access and are quickly identified, assessed for, referred, and connected to housing and assistance based on their strengths and needs. Within a Coordinated Entry System, persons are prioritized for housing based on vulnerability using a data-driven, real-time process. Montgomery County's Coordinated Entry System embraces Housing First principles of low barrier access, consumer choice, community integration, and housing orientation.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of homeless individuals with a completed vulnerability assessment (Using the VI-SPDAT) to determine housing placement	N/A	355	360	365	370
Coordinated Entry - Days from housing program assignment to housed	N/A	52	51	50	49
Percent of homeless individuals with a completed vulnerability assessment (using the VI-SPDAT) to determine housing placement	N/A	88%	89%	90%	91%

FY21 Approved Changes	Expenditures	FTEs
FY20 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.	1,501,540	6.90
FY21 Approved	**1,501,540**	**6.90**

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.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of individuals receiving primary care services through Healthcare 4 the Homeless (Mobile Med) [1]	N/A	72	78	85	92
Number of hospital transfers from year-round shelters (based on 911 emergency calls) [2]	N/A	372	365	360	355

[1] *This measure tracks new patients served.*

[2] *89% of calls in FY19 resulted in transport to hospital.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,103,976**	**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.	15,604	0.00
FY21 Approved	**1,119,580**	**4.00**

Homeless Services for Families

Homeless Services for Families provides emergency shelter and transitional housing to families with children. 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.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of individuals as part of a family unit experiencing homelessness for the first time	617	586	577	568	559
Average length of stay in days by homeless families in emergency shelter	47	55	45	30	30
Percent of households returning to homelessness	5%	5%	5%	5%	5%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,848,606**	**9.90**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,025,721)	(6.90)
FY21 Approved	**2,822,885**	**3.00**

Homeless Services for Single Adults

Homeless Services for Single Adults provides emergency shelter, street outreach, and transitional housing to adults experiencing homelessness. All services are housing focused with a goal of connecting adults with permanent housing as quickly as possible by removing barriers such as poor credit, criminal history, limited or no access to behavioral and somatic healthcare, and low or no income. Homeless services include comprehensive case management, assertive engagement, housing location, employment training and job development, legal services, and assistance with entitlements like Food Stamps and Medicaid.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of homeless single adults counted during Annual Point in Time Count	568	441	430	420	410
Length of time homeless in days for adults in emergency shelter, outreach, or transitional housing	108	115	112	109	106
Percent of positive exits to permanent housing from street outreach, emergency shelter, or transitional shelter	37%	36%	38%	39%	39%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**4,653,640**	**2.00**
Restore: Funding for the Youth Drop-In Center	311,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	44,095	0.00
FY21 Approved	**5,008,735**	**2.00**

Housing Initiative Program

The Housing Initiative Program is a Housing First permanent supportive housing program serving individuals and families with disabilities. Program participants are quickly connected to permanent scattered site units without any preconditions and offered intensive wraparound support services. The rental assistance is provided by the Department of Health and Human Services staff and services are offered via contracts with non-profit partners. This program also acts as the lead entity for the 1115 Medicaid Waiver Assistance in Community Integration Services through the state Department of Health.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Housing Initiative Program: Number of clients served	848	823	840	855	870
Housing Initiative Program -Days from housing program assignment (to accepted) to housed		63	60	55	50
Percent of households who retain permanent housing after 12 months	94%	99%	99%	99%	99%

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Decrease in acuity score, measuring the severity of presenting issues impacting housing stability	58	60	63	68	72

FY21 Approved Changes	Expenditures	FTEs
FY20 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.	316,914	2.00
FY21 Approved	**316,914**	**2.00**

Interagency Commission on Homelessness

The Montgomery County Continuum of Care (CoC) coordinates the community's policies, strategies, and implementation of a housing and services system to prevent and end homelessness through a collaboration of public and private sector groups. Responsibilities include promoting a community-wide commitment to ending homelessness, providing funding for efforts to promote community-wide planning and strategic use of resources to address homelessness, improving coordination and integration with mainstream resources and other programs targeted to people experiencing homelessness. The Interagency Commission on Homelessness is a group of appointed leaders of the CoC who have authority to make decisions on behalf of the CoC.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Dollars brought into the continuum from non-County funds	$20,299,667	$21,575,760	$20,155,748	$21,500,000	$22,000,000
Number of individuals with lived experience participating as ICH Commissioner or on committees	1	6	6	7	8
Number of total homeless individuals counted during the Annual Point in Time Count	840	647	583	553	517

FY21 Approved Changes	Expenditures	FTEs
FY20 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.	141,752	1.00
FY21 Approved	**141,752**	**1.00**

Permanent Supportive Housing

Permanent Supportive Housing is an evidence-based practice that provides immediate access to a permanent housing subsidy and long-term, wraparound support services to households with disabilities. All programs use a Housing First approach that offers housing without preconditions such as sobriety, treatment compliance, or participation in services.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Permanent Supportive Housing: Number of clients served	1,542	1,489	1,500	1,500	1,500
Permanent Supportive Housing - Days from housing program assignment (to accepted) to housed	N/A	76	72	66	60
Percent of households who retain permanent housing after 12 months		98%	99%	99%	99%
Percent of clients retaining permanent housing	98%	99%	95%	95%	90%
Percent of people that graduate from the program	N/A	7%	9%	11%	12%

FY21 Approved Changes	Expenditures	FTEs
FY20 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.	4,914,396	2.00
FY21 Approved	**4,914,396**	**2.00**

Prevention

Prevention provides conflict resolution, mediation, financial assistance, housing location, and case management to County residents at risk of or experiencing homelessness. The program's focus is to partner with families and individuals to resolve their housing emergency through creative problem-solving. State and County grants are provided to prevent evictions and utility cut offs or secure new housing. Short-term case management services are provided to help at-risk households develop and implement plans to prevent a future housing crisis.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Households receiving emergency grants to prevent eviction/homelessness (County and State funds) [1]	8,978	9,044	9,060	9,060	9,060
Percent of households who received prevention assistance and within 12 months enter the homeless continuum [2]	N/A	9%	8%	8%	8%

[1] *This measure includes County and State funds.*

[2] *This measure, by definition, has a one year lag. FY19 is therefore based on cases initiated in FY18.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**7,368,257**	**48.10**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	290,247	1.00
FY21 Approved	**7,658,504**	**49.10**

Rapid Rehousing

Rapid Rehousing provides flexible, short-term rental assistance, and intensive support services. The goals are to help people obtain housing quickly, increase income and self-sufficiency, and stay housed. Rapid rehousing with offered without preconditions such as employment, income, absence of criminal record, or sobriety. Resources and services provided are adjusted to meet the specific needs of the person.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Rapid Rehousing - Number of clients served	440	544	550	550	550
Cost per positive exit	N/A	$18,956	$15,600	$14,000	$12,500
Percent of households with Increased income since entering rapid rehousing	N/A	25.9%	28.0%	32.0%	35.0%
Number of exits to permanent housing	78%	73%	74%	75%	76%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**

FY21 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	582,889	0.00
FY21 Approved	**582,889**	**0.00**

Rental Assistance Program

The Rental Assistance Program (RAP) provides a shallow subsidy to individuals and families at risk of or currently experiencing homelessness. The target population for this program are seniors, people with disabilities and others on a fixed income.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of unique households with an active rental subsidy during the year	1,961	1,771	1,700	1,700	1,700
Percent of clients who utilized housing stabilization services (HSS) within a year after receiving rental assistance (RAP) [1]	N/A	19.6%	19.0%	18.5%	18.0%
Median percent reduction in rent burden as a share of income	N/A	13%	14%	15%	16%

[1] *This measure, by definition, has a one year lag. FY19 is therefore based on cases initiated in FY18.*

FY21 Approved Changes	Expenditures	FTEs
FY20 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.	570,694	4.50
FY21 Approved	**570,694**	**4.50**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Diversion

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**239,701**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(239,701)	0.00
FY21 Approved	**0**	**0.00**

Permanent Housing

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**6,325,339**	**8.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(6,325,339)	(8.50)
FY21 Approved	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Admin - Services to End and Prevent Homelessness	995,095	4.00	389,183	3.00
Coordinated Entry	0	0.00	1,501,540	6.90
Diversion	239,701	0.00	0	0.00
Healthcare for the Homeless	1,103,976	4.00	1,119,580	4.00
Homeless Services for Families	3,848,606	9.90	2,822,885	3.00
Homeless Services for Single Adults	4,653,640	2.00	5,008,735	2.00
Housing Initiative Program	0	0.00	316,914	2.00
Interagency Commission on Homelessness	0	0.00	141,752	1.00
Permanent Housing	6,325,339	8.50	0	0.00
Permanent Supportive Housing	0	0.00	4,914,396	2.00
Prevention	7,368,257	48.10	7,658,504	49.10
Rapid Rehousing	0	0.00	582,889	0.00
Rental Assistance Program	0	0.00	570,694	4.50
Total	**24,534,614**	**76.50**	**25,027,072**	**77.50**

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Administration and Support

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$42,904,097	154.00

RAYMOND L. CROWEL PSY.D., 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 Deborah Lambert of the Office of Management and Budget at 240.777.2794 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Admin - Office of Community Affairs

This Program oversees, supports, and implements the mission of the Office of Community Affairs, which is to lead the development of equitable and inclusive health and human services systems that are responsive to racial/ethnic and economically disinvested communities. This Office takes a global view of equity and inclusion that transcends the mandate of individual service units and offices to ultimately drive for systems change.

FY21 Approved Changes	Expenditures	FTEs
FY20 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.	194,518	1.00
FY21 Approved	**194,518**	**1.00**

Admin - Office of the Chief Operating Officer

This Office oversees the administrative services that support direct service delivery and the day-to-day operations of the Department, including budget development and expenditure analysis; management of the Department's fiscal operations including payments, medical billing, Federal claiming, and State financial reporting; contract management; logistics and facilities support; information technology support and development; grant acquisition; and oversight of compliance activities such as internal audits and coordination of external audits. The Office also oversees the implementation of Department-wide policies and procedures for

administrative functions and coordinates and facilitates service delivery practices to promote consistency across programs and to further the goal of integrated practice across the Department.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**23,359,472**	**92.00**
Increase Cost: Adjust Budget for Additional Licenses, Storage, and Hardware Refresh for the Enterprise Integrated Case Management System and the Electronic Health Records System	75,000	0.00
Increase Cost: Adjust Budget for the Process and Technology Modernization (PTM) System to Reflect Structural Budget Deficiencies	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.	(456,126)	(6.00)
FY21 Approved	**23,028,346**	**86.00**

Admin - Office of the Director

The Director's Office provides comprehensive leadership and direction for the Department, including budget and 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 relationships and communications with external partners, provides overall guidance and leadership for 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).

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**5,479,393**	**26.75**
Decrease Cost: Community Grants moved from the Community Grants Non Departmental Account to the Department's Base Budget	2,874,348	0.00
Re-align: Adjust Funding for Records Management Scanning to Reflect Actual Usage	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.	(4,425,244)	(2.75)
FY21 Approved	**4,028,497**	**24.00**

Community Action Agency

The mission of Community Action Agency (CAA) is to reduce poverty and increase self-sufficiency among County residents through services, partnerships, and advocacy, including managing Federal and State Head Start and Community Services Block Grant funding. Through the Takoma-East Silver Spring (TESS) Center, and initiatives such as the Volunteer Income Tax Assistance (VITA) and the Community Advocacy Institute, staff, volunteers and community partners provide critical services that strengthen social and economic assets of low-income communities.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
The number of residents who receive free tax preparation services through the CAA VITA program [1]	1,936	2,200	2,250	2,250	2,250
Percent of VITA clients who reported that they were satisfied with the services received	N/A	89%	89%	89%	89%
Percent of TESS clients who reported that they were satisfied with the services received	N/A	93%	93%	93%	93%
Total amount of Earned Income Tax Credit received by VITA clients	$1,326,272	$1,420,829	$1,430,000	$1,430,000	$1,430,000

[1] *Changes in site capacity in FY18 affected productivity (Gaithersburg). The number of residents served annually is highly dependent upon the*

size of the sites identified, and will be contingent upon funding external to the County.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,840,595	11.40
FY21 Approved	**3,840,595**	**11.40**

Equity and Language Access

This Program leads an organizational change effort by engaging in systematic planning, implementation, and evaluation of activities that help the Department understand, define, and adopt Equity as an operating value that guides how staff work with customers, colleagues, and the community to promote health, safety, and self-sufficiency. Limited English Proficiency (LEP) is a key barrier to equitable access to services. Providing language access is a Federal mandate. This Program oversees the implementation of key components of the comprehensive Department-wide LEP Policy and Implementation Plan to fulfill an essential systemic strategy to create equitable access.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of referrals made for Multilingual Health Navigation Line/Interpretation Services [1]	7,838	6,394	6,000	6,000	6,000
Total number of interpretations provided over the phone by our phone interpretation vendor to DHHS staff in order to serve LEP clients	15,475	16,375	17,000	17,500	18,000
Percent of clients satisfied with services for Multilingual Health Navigation Line/interpretation services [2]	94%	85%	85%	85%	85%
Percent of clients able to access services upon referral	82%	84%	84%	84%	84%
Percent of participants of Equity Workshop who will be able to apply behaviors learned	90%	91%	92%	92%	92%

[1] *This data currently reflects the performance of one contract. Other contracts will be updated to include the capturing of this data. The measure will be updated accordingly.*

[2] *This data currently reflects the performance of one contract. Other contracts will be updated to include the capturing of this data. The measure will be updated accordingly.*

FY21 Approved Changes	Expenditures	FTEs
FY20 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.	1,181,069	2.00
FY21 Approved	**1,181,069**	**2.00**

Head Start

This program oversees the Federal Head Start funding that the County receives to provide a comprehensive child development program for income eligible families with young children ages three through five. Montgomery County Public Schools serves as the Head Start delegate agency and the Department of Health and Human Services provides health services to eligible Head Start children through the School Health Service program.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of children in full-day program	540	540	540	600	648
Percent of children in full-day program	83%	83%	83%	92%	100%
Percent of Head Start eligible children served by the Montgomery County Head Start Program	41%	41%	41%	41%	41%

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of 3-year olds with demonstrated school readiness	42%	42%	43%	52%	65%
Percent of 4-year olds with demonstrated school readiness	55%	65%	65%	65%	75%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Increase Cost: Headstart - Community Action Agency Grant	4,046,324	(0.20)
Increase Cost: Child Care Development Grant	15,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	470,615	2.80
FY21 Approved	**4,531,939**	**2.60**

Legal Representation

This program provides legal assistance for low-income County residents facing deportation proceedings. Legal representation in these proceedings has helped to reunite and preserve families and enabled individuals to retain legal work authorizations. The services are provided to individuals from households with incomes at or below 200 percent of the Federal poverty level or with a financial hardship.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of clients served by the grants [1]	N/A	202	200	200	200

[1] *This is a new measure for FY19. Current caseload is expected to be maintained, including past year clients with open cases.*

FY21 Approved Changes	Expenditures	FTEs
FY20 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.	540,000	0.00
FY21 Approved	**540,000**	**0.00**

Minority Programs

The three minority programs - the African American Health Program, the Latino Health Initiative, and the Asian American Health Initiative - support Department-wide efforts to eliminate health and other disparities and achieve equity while continuing their population-targeted programs and services. The programs' knowledge, expertise and experiences in racially, ethnically, and linguistically diverse communities helps informed Department-wide program, policy and budget decisions.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of individuals served by the Minority Health Initiatives & Program	39,068	33,415	33,415	33,415	33,415
Percent of clients satisfied with services provided by the Minority Health Initiatives & Program	94%	99%	96%	96%	96%
Average percent of respondents who expressed increased confidence due to community capacity building activities	85%	93%	85%	85%	85%
Average percent increase in wages from time participants entered program until hired as health professionals	282%	88%	100%	150%	150%
Percent of clients who improved A1C blood sugar level test at 3-month follow up (diabetes management/prevention)	80%	99%	100%	100%	100%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Shift: Position to the African American Health Program from Cancer and Tobacco Prevention Program	0	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	5,559,133	26.00
FY21 Approved	**5,559,133**	**27.00**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Office of Community Affairs

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**11,035,698**	**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.	(11,035,698)	(42.50)
FY21 Approved	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Admin - Office of Community Affairs	0	0.00	194,518	1.00
Admin - Office of the Chief Operating Officer	23,359,472	92.00	23,028,346	86.00
Admin - Office of the Director	5,479,393	26.75	4,028,497	24.00
Community Action Agency	0	0.00	3,840,595	11.40
Equity and Language Access	0	0.00	1,181,069	2.00
Head Start	0	0.00	4,531,939	2.60
Legal Representation	0	0.00	540,000	0.00
Minority Programs	0	0.00	5,559,133	27.00
Office of Community Affairs	11,035,698	42.50	0	0.00
Total	**39,874,563**	**161.25**	**42,904,097**	**154.00**

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Community Use of Public Facilities

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$11,854,751	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 approved FY21 Operating Budget for the Office of Community Use of Public Facilities is $11,854,751, a decrease of $87,772 or 0.73 percent from the FY20 Approved Budget of $11,942,523. Personnel Costs comprise 29.54 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 70.46 percent of the FY21 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**

INITIATIVES

- Relocate Community Use of Public Facilities offices to Wheaton as part of a countywide initiative to centralize government services to support business growth and development. This move was planned as part of the Wheaton Redevelopment Program, which will encourage private reinvestments in Wheaton through targeted, complementary public investments.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- CUPF provides two subsidy programs to users - the Facility Fee Assistance Program (FFAP) and the Community Access Program (CAP). These programs continue to assist an increasing number of nonprofit groups serving at-risk, low-income persons, and community groups in general by making use of public space more affordable. For the first time since the subsidies were created, the entire FFAP fund of $75,000 was expended, as was the entire CAP fund of $150,000.
- CUPF is working in partnership with Montgomery County Public Schools (MCPS), the Parks Department, and the Department of Recreation on a Ballfield Initiative to renovate playing fields. CUPF issues permits for 212 MCPS ballfields at elementary, middle, and high schools while the Parks Department maintains 201 athletic fields on 120 MCPS sites. The FY21 Recommended Budget includes a $600,000 transfer from CUPF to the Parks Department for ballfield maintenance.
- Enhanced audio-visual capability at the Silver Spring Civic Building with a $130,000 expenditure on new technology.
- Assisted a total of 86 groups including community groups and non-profits in FY19 with an award through the Community Access Program (CAP) for use of the Silver Spring Civic Building and Veterans Plaza, an increase of over 10% from FY18.

PROGRAM CONTACTS

Contact Ramona Bell-Pearson of the Office of Community Use of Public Facilities at 240.777.2722 or Brett Magellan of the Office of Management and Budget at 240.777.2767 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

Measure	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Program Measures					
Hours of paid school use	557,539	563,759	575,034	575,034	586,535
Percent of school, field, and government building users satisfied with the reservation process	92%	94%	95%	95%	95%
Number of groups awarded a subsidy for facility fees through either the Facility Fee Assistance Program (FFAP) or the Community Access Program (CAP) [1]	102	113	115	115	115
Percent of groups awarded a subsidy for facility fees through either the Facility Fee Assistance Program (FFAP) or the Community Access Program (CAP) [2]	70.5%	73.8%	77.0%	77.0%	77.0%

[1] *Data not available for this measure prior to FY19. In FY19, 27 groups received a subsidy through the Facility Fee Assistance Program and 86 groups received a subsidy through the Community Access Program.*

[2] *Data not available for this measure prior to FY19. In FY19, 64.3% of groups submitting FFAP applications were funded, and 77.5% of groups submitting CAP applications were funded.*

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; providing information and referrals; and problem and conflict resolution. Working with MCPS staff, PTAs, and community-based committees in the implementation and review of facility use policies and procedures is an integral component of this program. This program also provides: general management and staff support to the Interagency Coordinating Board (ICB), which is CUPF's policy-making authority, and its Citizens' Advisory Committee; and administration for community use operations, including financial processes and budgeting for the Community Use Enterprise Fund. The County's General Fund supports limited free use of facilities to qualifying organizations in accordance with ICB policy.

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COMMUNITY USE OF PUBLIC FACILITIES					
EXPENDITURES					
Salaries and Wages	2,364,098	2,638,520	2,504,902	2,663,210	0.9 %
Employee Benefits	746,719	872,558	803,344	838,663	-3.9 %
Community Use of Public Facilities Personnel Costs	**3,110,817**	**3,511,078**	**3,308,246**	**3,501,873**	**-0.3 %**
Operating Expenses	8,027,922	8,431,445	7,717,496	8,352,878	-0.9 %
Community Use of Public Facilities Expenditures	**11,138,739**	**11,942,523**	**11,025,742**	**11,854,751**	**-0.7 %**
PERSONNEL					
Full-Time	30	30	30	30	—
Part-Time	1	1	1	1	—
FTEs	31.07	31.27	31.27	31.27	—
REVENUES					
Facility Rental Fees	11,829,989	11,926,753	9,426,753	11,975,233	0.4 %
Investment Income	290,799	104,195	104,195	65,700	-36.9 %
Community Use of Public Facilities Revenues	**12,120,788**	**12,030,948**	**9,530,948**	**12,040,933**	**0.1 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COMMUNITY USE OF PUBLIC FACILITIES		
FY20 ORIGINAL APPROPRIATION	**11,942,523**	**31.27**
Other Adjustments (with no service impacts)		
Increase Cost: Wheaton Building Operating Budget Impact Related to Moving to the New Wheaton Office Building [Community Access to Public Space]	94,423	0.00
Increase Cost: FY21 Compensation Adjustment	74,989	0.00
Increase Cost: Annualization of FY20 Compensation Increases	43,675	0.00
Increase Cost: ActiveMontgomery Transaction Fees [Community Access to Public Space]	18,257	0.00
Increase Cost: Security Services at Silver Spring Civic Building (SSCB) [Community Access to Public Space]	10,560	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	6,673	0.00
Increase Cost: MCPS Reimburseable Custodial Costs [Community Access to Public Space]	4,297	0.00
Increase Cost: Motor Pool Adjustment	3,549	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: Print and Mail Adjustment	897	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding [Community Access to Public Space]	(510)	0.00
Decrease Cost: Retirement Adjustment	(17,548)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(37,771)	0.00
Decrease Cost: Council Compensation Adjustment	(79,223)	0.00
Decrease Cost: OPEB Adjustment	(80,040)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY20	(130,000)	0.00
FY21 APPROVED	**11,854,751**	**31.27**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COMMUNITY USE OF PUBLIC FACILITIES						
EXPENDITURES						
FY21 Approved	**11,855**	**11,855**	**11,855**	**11,855**	**11,855**	**11,855**
No inflation or compensation change is included in outyear projections.						
ActiveMONTGOMERY Transaction Fees	**0**	**19**	**32**	**64**	**83**	**83**
Assumes continuation of existing contract terms for hosted software solution shared with Montgomery County Department of Recreation and Montgomery Parks, MNCPPC;						
MCPS Reimbursable Custodial Costs	**0**	**4**	**9**	**13**	**18**	**23**
CUPF is required to reimburse MCPS for the custodial supply costs of community use.						
MCPS Reimbursable Staff Costs	**0**	**36**	**72**	**109**	**146**	**183**
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**	**64**	**130**	**197**	**267**	**339**
These amounts reflect the projected future cost of reimbursing MCPS for utilities.						
Retiree Health Insurance Pre-funding	**0**	**(5)**	**(12)**	**(11)**	**(12)**	**(3)**
Savings from Replacement of ActiveMONTGOMERY with Replacement System	**0**	**0**	**(145)**	**(145)**	**(145)**	**(145)**
Reduction in transaction fees resulting from the replacement of ActiveMONTGOMERY with a new system.						
Security Services at Silver Spring Civic Building (SSCB)	**0**	**4**	**8**	**12**	**16**	**21**
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**	**(350)**	**(350)**	**(350)**	**(348)**	**(348)**
Expenses at the Wheaton facility include utilities, maintenance, parking, and debt service.						
Subtotal Expenditures	**11,855**	**11,627**	**11,516**	**11,661**	**11,797**	**11,925**

Public Libraries

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$42,412,597	404.51

ANITA VASSALLO, 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 approved FY21 Operating Budget for the Department of Public Libraries is $42,412,597, a decrease of $651,966 or 1.51 percent from the FY20 Approved Budget of $43,064,563. Personnel Costs comprise 79.19 percent of the budget for 233 full-time position(s) and 209 part-time position(s), and a total of 404.51 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 20.81 percent of the FY21 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**

INITIATIVES

- Prepared a Request for Proposals (RFP) for a new Integrated Library System.
- Offer the nationally recognized Northstar Digital Literacy Program to allow customers to assess their computer, software, and technology skills and obtain certificates.
- Expand Summer Food Security Program in collaboration with the Department of Health and Human Services, Montgomery County Public Schools, Montgomery County Food Council, and Department of Recreation.
- Recruit and hire a Youth Program Specialist to coordinate services for residents between the ages of 12-17.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Worked with Community Services for Autistic Adults & Children (CSAAC) to rearrange the sorting room in the Collection Management warehouse to improve workflows and to eliminate recurring backlogs and get materials to customers faster.
- Expanded Transfer Utility in Collection software to all locations to reduce waste and better tailor branch collections to their local communities, avoiding almost $60,000 in future costs annually.
- Designed and developed an electronic template to create, update, and communicate branch desk schedules.
- Automated the creation of Library Link cards using python scripting.

PROGRAM CONTACTS

Contact Steve Kapani of the Department of Public Libraries at 240.777.0045 or Deborah Lambert of the Office of Management and Budget at 240.777.2794 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Administration

The Office of the Director has the responsibility for the overall management and leadership of the Department. The Director's Office also oversees strategic planning and evaluation of services, public relations with the community, marketing the department's services, partnerships, Memoranda of Understanding (MOUs), and the Library Board. The Director's Office directly manages the Human Resources Unit, the Business Office, and four Assistant Directors.

The Human Resources Unit oversees human resources, staff development and training, Sunday and Substitute Services, customer accounts, circulation services, workplace competency, Equal Employment Opportunity (EEO) issues, recruitment and training,

and labor/management relations.

The Business Office oversees preparation and management of the Department's budget, contracts and procurement, revenue, grants, equipment management, and Council liaison.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,927,160**	**28.00**
Re-align: Salary Lapse from Administration to Library Services to the Public	2,983,954	0.00
Re-align: Staff Development Grant from Administration to Library Services to the Public	(18,000)	0.00
Re-align: Operating Expenses from Administration to Library Services to the Public	(317,366)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(3,912,016)	(5.00)
FY21 Approved	**1,663,732**	**23.00**

Library Services to the Public

MCPL consists of 23 library sites including the Noyes Library for Young Children, the Montgomery County Correctional Facility Library, and the Collection Management Center.

Library services a re 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, in the stacks, and outside the walls; a Public Access Catalog for access to indices and full text materials; downloadable content and streaming services; 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 media labs, Science, Technology, Engineering, and Mathematics (STEM) kits, loanable laptops; and meeting rooms and collaboration spaces for public use.

The Collection Development Unit provides for the selection, acquisition, cataloging, processing, and delivery of library content and materials, including electronic resources, eBooks, eAudiobooks, and streaming services.

• 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 wel l as collections in world languages.

• The materials delivery service delivers new materials, customer requested items, and returned mat erials among MCPL branches and between several jurisdictions in the region.

• The cataloging and processing unit prepares all library materials f or use in the branches.

• The inter-library loan service provides opportunities for Montgomery County cardholders to use material s 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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of items checked out (circulation) and materials used in a library [1]	9,786,250	10,232,348	9,969,858	9,551,975	9,873,731
Number of public computer and Wi-Fi sessions	14,366,517	23,875,239	30,366,746	37,287,673	44,208,601
Total use of library adult learning programs, services, and events [2]	109,716	318,785	333,341	385,849	438,357

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Active library users [3]	N/A	221,837	244,390	257,416	270,642
Number of participants in early literacy programming [4]	2,406,823	2,569,350	2,892,687	3,198,724	3,504,761

[1] *The number of borrowed physical items and items marked "used" in a branch (i.e., left on tables and scanned in the library's system as having been consulted by a customer).*

[2] *"Total use" comprises attendance at English conversation clubs, "business and workforce," and "computer/smart technology" programs. Online educational and vocational training resources are tabulated via metrics indicating any action performed by the user in relation to the content item. The measure is calculated by tallying component services and aggregating those numbers to represent "use." Change in methodology from FY18 to FY19.*

[3] *Data not available prior to FY19.*

[4] *"Early literacy services" comprise materials circulation (Go!Kits: Little Explorer, picture books, board books, "Beginning Reader" books), attendance at Storytime and "All Children Excel" programs, and "Discovery Room" bookings. The measure is calculated by tallying component services and aggregating those numbers to represent "use." To more accurately represent this category of service, the measure was restructured to support the County Executive's priority outcome on "Thriving Youth and Family."*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**29,766,111**	**345.91**
Re-align: Operating Expenses from Administration to Library Services to the Public	317,366	0.00
Shift: Operating Budget Impact from 21st Century Library Enhancements CIP Project to FY21 Public Libraries' Operating Budget	155,327	0.00
Re-align: Staff Development Grant from Administration to Library Services to the Public	18,000	0.00
Enhance: Increase in Deaf Culture Digital Library Grant Award	2,328	0.00
Increase Cost: Mid-Year Position reclassification from Part-Time Library Associate II to Full-Time Library Associate	0	0.50
Re-align: Salary Lapse from Administration to Library Services to the Public	(2,983,954)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	13,168,404	34.10
FY21 Approved	**40,443,582**	**380.51**

Workforce and Business Development

Montgomery County Public Libraries has a special emphasis on developing and supporting workforce and business development in the County. The area of the Department's service falls under the Assistant Director for Programs and Outreach and is headed by a full-time Program Specialist for Workforce and Business Development.

Within this program MCPL:

• Develops a comprehensive annual plan for systemwide offering of workforce, business, digital, and financial literacy programs within the 22-branch MCPL system. Defines scope of all programs offered to ensure consistency with MCPL customer needs.

• Initiates and maintains multiple collaborative relationships and partnerships with key workforce, business, digital and financial literacy contacts.

• Provides resources and materials to support the County's Business Connect program which is a business assistance hub where small business owners can get information, support, and training to start or grow their companies.

• In addition, the Department recruits, screens, interviews candidates and awards seats for MCPLs Career Online High School program. Career Online High School is an AdvancED/SACS/NCA/NWAC-accredited program that enables students to earn their

high school diplomas while gaining real-world career skills.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Attendees at business and workforce development programs	5,581	5,520	5,548	5,576	5,604
Active partnerships with workforce and business development organizations [1]	N/A	15	17	20	25
Graduates from Career Online High School	12	13	8	10	15

[1] *Data not available prior to FY19.*

FY21 Approved Changes	Expenditures	FTEs
FY20 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.	305,283	1.00
FY21 Approved	**305,283**	**1.00**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Collection Management

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**10,371,292**	**30.10**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(10,371,292)	(30.10)
FY21 Approved	**0**	**0.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	23,107,722	24,049,441	23,613,176	24,109,153	0.3 %
Employee Benefits	9,375,326	10,146,857	9,703,169	9,257,443	-8.8 %
County General Fund Personnel Costs	**32,483,048**	**34,196,298**	**33,316,345**	**33,366,596**	**-2.4 %**
Operating Expenses	8,379,065	8,562,688	7,909,936	8,738,096	2.1 %
County General Fund Expenditures	**40,862,113**	**42,758,986**	**41,226,281**	**42,104,692**	**-1.5 %**
PERSONNEL					
Full-Time	220	230	230	231	0.4 %
Part-Time	213	210	210	209	-0.5 %
FTEs	392.31	400.81	400.81	401.31	0.1 %
REVENUES					
Library Fees	18,552	20,000	20,000	20,000	—
Library Fines	443,189	500,000	500,000	300,000	-40.0 %
Miscellaneous Revenues	543,887	280,000	540,000	540,000	92.9 %

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Parking Fees	60,672	80,000	80,000	60,000	-25.0 %
State Reimbursement: Library Operations	2,686,574	3,388,000	3,937,000	3,459,000	2.1 %
State Reimbursement: Library Staff Retirement	1,911,752	3,295,000	3,295,000	2,120,000	-35.7 %
County General Fund Revenues	**5,664,626**	**7,563,000**	**8,372,000**	**6,499,000**	**-14.1 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	96,961	171,555	171,555	175,889	2.5 %
Employee Benefits	34,271	45,553	45,553	45,547	—
Grant Fund - MCG Personnel Costs	**131,232**	**217,108**	**217,108**	**221,436**	**2.0 %**
Operating Expenses	191,021	88,469	88,469	86,469	-2.3 %
Grant Fund - MCG Expenditures	**322,253**	**305,577**	**305,577**	**307,905**	**0.8 %**
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	62,448	0	0	0	—
State Grants	154,816	305,577	305,577	307,905	0.8 %
Grant Fund - MCG Revenues	**217,264**	**305,577**	**305,577**	**307,905**	**0.8 %**

DEPARTMENT TOTALS

Total Expenditures	**41,184,366**	**43,064,563**	**41,531,858**	**42,412,597**	**-1.5 %**
Total Full-Time Positions	**222**	**232**	**232**	**233**	**0.4 %**
Total Part-Time Positions	**213**	**210**	**210**	**209**	**-0.5 %**
Total FTEs	**395.51**	**404.01**	**404.01**	**404.51**	**0.1 %**
Total Revenues	**5,881,890**	**7,868,577**	**8,677,577**	**6,806,905**	**-13.5 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**42,758,986**	**400.81**
Other Adjustments (with no service impacts)		
Re-align: Salary Lapse from Administration to Library Services to the Public [Administration]	2,983,954	0.00
Increase Cost: Annualization of FY20 Compensation Increases	411,109	0.00
Re-align: Operating Expenses from Administration to Library Services to the Public [Library Services to the Public]	317,366	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	240,638	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Shift: Operating Budget Impact from 21st Century Library Enhancements CIP Project to FY21 Public Libraries' Operating Budget [Library Services to the Public]	155,327	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	38,518	0.00
Re-align: Staff Development Grant from Administration to Library Services to the Public [Library Services to the Public]	18,000	0.00
Increase Cost: Motor Pool Adjustment	11,665	0.00
Increase Cost: Print and Mail Adjustment	8,416	0.00
Increase Cost: Mid-Year Position reclassification from Part-Time Library Associate II to Full-Time Library Associate [Library Services to the Public]	0	0.50
Re-align: Staff Development Grant from Administration to Library Services to the Public [Administration]	(18,000)	0.00
Decrease Cost: FY21 Compensation Adjustment	(36,062)	0.00
Re-align: Operating Expenses from Administration to Library Services to the Public [Administration]	(317,366)	0.00
Decrease Cost: Retirement Adjustment	(736,887)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(747,018)	0.00
Re-align: Salary Lapse from Administration to Library Services to the Public [Library Services to the Public]	(2,983,954)	0.00
FY21 APPROVED	**42,104,692**	**401.31**

GRANT FUND - MCG		
FY20 ORIGINAL APPROPRIATION	**305,577**	**3.20**
Federal/State Programs		
Enhance: Increase in Deaf Culture Digital Library Grant Award	2,328	0.00
FY21 APPROVED	**307,905**	**3.20**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Administration	2,927,160	28.00	1,663,732	23.00
Collection Management	10,371,292	30.10	0	0.00
Library Services to the Public	29,766,111	345.91	40,443,582	380.51
Workforce and Business Development	0	0.00	305,283	1.00
Total	**43,064,563**	**404.01**	**42,412,597**	**404.51**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
COUNTY GENERAL FUND					
Correction and Rehabilitation	General Fund	173,128	1.70	212,271	1.70

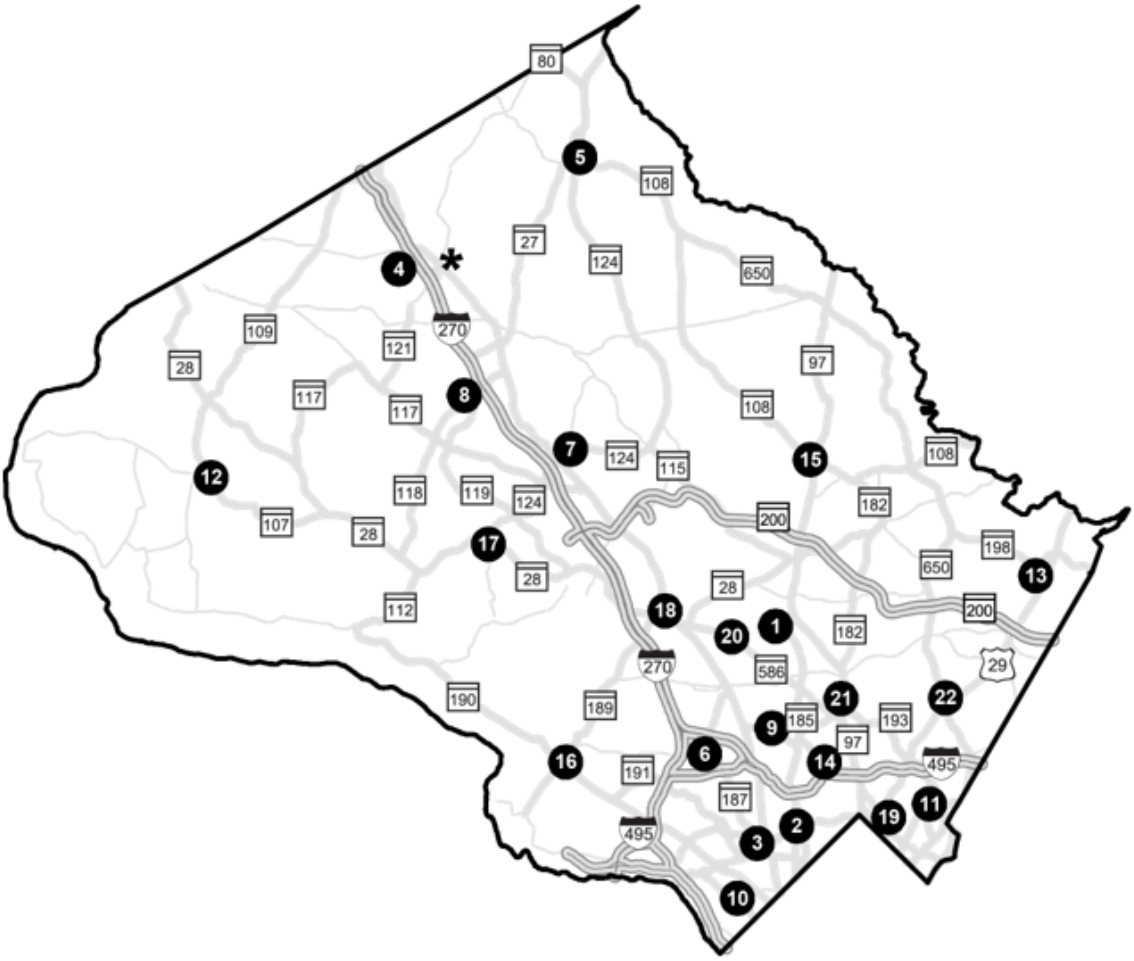
FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**42,105**	**42,105**	**42,105**	**42,105**	**42,105**	**42,105**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**42,105**	**42,105**	**42,105**	**42,105**	**42,105**	**42,105**

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

See http://www.montgomerycountymd.gov/library for a full listing of Library Hours and Holidays, Services, and Policies.

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Recreation

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$46,795,170	493.09

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 approved FY21 Operating Budget for the Department of Recreation is $46,795,170, an increase of $1,909,549 or 4.25 percent from the FY20 Approved Budget of $44,885,621. Personnel Costs comprise 59.33 percent of the budget for 148 full-time position(s) and 11 part-time position(s), and a total of 493.09 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 40.67 percent of the FY21 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 $10,547,570 is required to cover General Obligation Bond costs.

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

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **A Greener County**

INITIATIVES

- Expansion of Friday and Saturday evening hours at the following six recreation centers to provide a safe space for community youth and young adults: Wheaton Community Recreation Center, Good Hope Neighborhood Recreation Center, Long Branch Community Recreation Center, White Oak Community Recreation Center, Plum Gar Community Recreation Center, East County Community Recreation Center.

- Expansion of senior transportation to include Friday service and add service to the North Potomac Recreation Center.
- Relocate the office of the Department of Recreation to Wheaton as part of a countywide initiative to centralize government services to support business growth and development. This move was planned as part of the Wheaton Redevelopment Program, which will encourage private reinvestment in Wheaton through targeted, complementary public investment.
- Add senior programming five days a week at the Wheaton Library and Recreation Center.
- Holiday Park Senior Center and the University of Maryland School of Public Health are jointly conducting research based on a grant received from the National Institute on Aging to determine the effects of six months of exercise training on measures of brain health and cognitive function in older adults. The program started October 2019 and will continue until December 2020.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The RecAssist Program provides subsidies to eligible individuals and families to offset costs for activities and membership fees for Recreation sponsored programs. During calendar year 2020, the Department implemented the following upgrades:
    - online application process, to simplify the application process for customers;
    - standardized the subsidy rate, to $200 per eligible individual;
    - issued reminder postcards to eligible residents, rather than letters, resulting in postage savings;
    - reduced processing times for mail-in applications for RecAssist, with immediate processing for in-person submission.
- Expand the Bike Safety Education Program in Spring 2020 at the Excel Beyond the Bell Elementary and Summer Fun programs.
- Expand the Fashion Boot Camp Program to the Upcounty area in Spring 2020.
- The Damascus Senior Center received two innovative programming awards from the Maryland Association of Senior Centers (MASC). The first award was for the inter-generational No-Sew Scarves Program, in which senior volunteers and student volunteers produced scarves that were donated to victims of domestic violence. This program was a partnership with the Montgomery County Volunteer Center. The second award was for the inter-generational program enlisting the Damascus High School Brass Quintet to serve as regular performers for the Damascus Senior Center.

PROGRAM CONTACTS

Contact Traci Anderson of the Department of Recreation at 240.777.6801 or Anita Aryeetey of the Office of Management and Budget at 240.777.2784 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Administration

The Administration Program provides oversight, leadership, management and supervision to accomplish the Department's mission. The Administration Program includes the Department's senior management, the Director's Office and staff, as well as business and information technology services, communications and outreach, facility planning, asset replacement and fixed-cost management.

The Business Services and Information Technology Teams provide key infrastructure and support to the Department's operations. The Business Services Team provides human resource management, procurement and contracting services, budget and financial administration, and customer services. The Information Technology Team assures availability and efficiency of technical tools, equipment and interfaces, responds to help tickets from the Department's centers and other satellite locations, and delivers training related to the Department's business operations software. Both teams collaborate with agencies of County government, community and other partners, to address the needs of internal and external constituencies.

The Administration Program includes development and management of the Department's capital improvement projects, and plans and implements the lifecycle asset replacement activities to protect the Department's investment and assure efficient, reliable operations of all facilities and equipment in service to County residents. The program also includes fixed costs associated with utilities, property insurance, Workers' Compensation Insurance, and community grants. This Program also includes Communications and Public Outreach, which supports marketing of, and media relations concerning, all recreation and leisure activities in collaboration with the County's Public Information Office (PIO), Maryland-National Capital Park and Planning Commission (M-NCPPC) and Community Use of Public Facilities (CUPF). Outreach activities include summer camps and employment fairs, holiday events and commemorations, and coordination of visits from local, State and Federal dignitaries and agencies as requested.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of administrative services transactions [1]	17,251	17,705	18,059	18,420	18,788
Number of human resources transactions [2]	1,837	1,621	1,653	1,686	1,719
Number of seasonal employees	2,315	2,306	2,352	2,352	2,352
Percent of allocated recreation financial assistance dollars used [3]	91%	91%	91%	92%	93%

[1] *Recreation Administrative Transactions include a variety of complex processes such as contract administration, proposal development and solicitations.*

[2] *In addition to hiring a high volume of seasonal staff, as part of the Department's safety plan, REC conducts background checks for staff, volunteers, coaches, youth services providers, non-profit partners and contractors.*

[3] *Dollars used vs dollars allocated*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**4,068,912**	**15.90**
Increase Cost: Relocation to Wheaton	312,613	0.00
Shift: Community Grants moved from the Community Grants Non Departmental Account to Recreation Base Budget.	160,000	0.00
Technical Adj: Elimination of a Shared Position	0	(0.10)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	5,982,777	23.93
FY21 Approved	**10,524,302**	**39.73**

Aquatics

The Aquatics programs provide recreational, fitness, instructional, competitive, therapeutic, and rehabilitative water activities that serve all residents. The broad ranges of programming include lessons, instructional wellness classes, and competitive programming such as dive and swim teams. Facilities also host a wide variety of local, regional, and national events and competitions each year. The Department operates seven regional outdoor pools, four indoor aquatics facilities, and partners with Adventist Community Services to operate the Piney Branch Elementary School pool.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Revenue generated by aquatics programs	$6,574,573	$6,772,695	$6,800,000	$6,900,000	$6,900,000
Percent of total aquatics programs capacity enrolled	65.53%	67.5%	68%	70%	72%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**7,735,825**	**120.18**
Increase Cost: Additional Support for Piney Branch Pool	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.	970,859	0.00
FY21 Approved	**8,731,684**	**120.18**

Countywide Programs

Countywide Programs offers essential and universally accessible recreation and leisure services to all residents across the region--an indicator of a healthy, affordable, and welcoming community. Program staff generates partnerships with local small businesses and non-profit organizations to activate key public and private spaces and to offer culturally responsive programs, activities and services such as classes, performing arts, camps, sports, workshops, therapeutic recreation, inclusion services, trips and tours and special events which provide a wide range of economic, health and social benefits. Additionally, community outreach such as events and festivals provide a wide platform to bridge diverse groups of people, generate social networks and create community cohesion. Countywide programs promotes positive social capital through the provision of equal access to programs, which cultivates community ties through programs and services for all that produces public benefits by connecting people more deeply to the fabric of the community. The benefits include public enjoyment and engagement; improved perception of community performance; economic well-being; quality recreation time with family friends strengthening social and familial bonds; improvement of mental and physical health thus reducing the impacts of chronic diseases; measurable decreases in rates of crime and other detrimental activities making our communities safer.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of participants registered in countywide recreation programs	35,419	44,472	45,361	46,268	47,193
Percent of recreation customers who report having a disability	1.70%	1.72%	1.8%	2.0%	2.5%
Percent of planned countywide recreation programs completed	79.43%	83.33%	85%	86%	87%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**6,474,657**	**80.54**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,016,158	1.47
FY21 Approved	**8,490,815**	**82.01**

Recreation Community & Neighborhood Centers

The Department of Recreation has 22 recreation centers throughout the County. These facilities provide affordable programs featuring leisure activities, social interaction, family participation, and community civic involvement, as well as promote community cohesion and identity for all ages.

Our centers are designed to support sports, fitness, dance, community/social activities, and art programs. Activities include instructional programs, organized competitions, performances and exhibitions, recreational clubs and hobby groups, and accessibility initiatives for special populations. Center spaces are available for community activities, party rentals, receptions, and civic group meetings. Designated sites offer afterschool programs for children and youth, such as Club Adventure and Club Friday, at affordable pricing. The centers are a place where individuals, families communities and government are connected, as well as serve as a thriving hub of activities.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of recreation facility bookings	5,143	5,430	5,600	5,650	5,700
Percent of planned programs in recreation centers completed	83.9%	85.98%	87%	88%	89%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**6,870,405**	**104.73**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	128,527	0.71
FY21 Approved	**6,998,932**	**105.44**

Senior Adult Programs

The Senior Programs Team offers a wide range of supports, opportunities, programs, services and facilities which are designed to enhance the quality of life and help community members 55 and over remain active, engaged, and independent in their communities. Lifestyle and leisure program offerings such as fitness & wellness, sports, arts and culture, social clubs, trips and special events help to attract and retain active retirees while providing critical tools and resources to improve and maintain the health span and independence of those who are isolated or more vulnerable.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of senior meals served	67,729	66,664	69,330	70,663	74,876
Number of senior program registrants 55 or better	20,093	22,240	22,684	23,352	24,000
Percent of senior program resources leveraged from partners [1]	N/A	29.7%	30.0%	30.0%	30.0%

[1] *Data not collected prior to FY19.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,163,854**	**27.08**
Enhance: Wheaton Senior Programming	289,740	2.81
Enhance: Expand Senior Transportation to Include Fridays and Add Service for North Potomac Senior Program.	180,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	50,483	0.00
FY21 Approved	**2,684,077**	**29.89**

Youth Development

The Youth Development team uses recreation to ensure young people are healthy, connected, and productive during out-of-school time. Program staff work to change the landscape of communities by tackling pressing and diverse issues, reducing barriers to participation, and improving equitable access to high quality out-of-school time opportunities which improve outcomes for young people. Positive youth development strategies are used 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.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of participants registered in youth development programs	11,222	9,877	9,877	9,877	9,877
Average daily attendance in youth development programs	76.20%	76.30%	76.68%	77.06%	77.45%
Percent of youth development program participants who attend 11 or more sessions	58.18%	54.70%	55.00%	58.00%	60.00%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**446,659**	**4.92**
Increase Cost: Annualization for Excel Beyond the Bell Elementary Expansion in FY20.	346,300	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.	8,572,401	110.92
FY21 Approved	**9,365,360**	**115.84**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Administration/Policy Management

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,102,325**	**12.89**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,102,325)	(12.89)
FY21 Approved	**0**	**0.00**

Fixed Costs

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**4,540,889**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(4,540,889)	0.00
FY21 Approved	**0**	**0.00**

Planned Lifecycle Asset Replacement

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,024,900**	**1.50**

FY21 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,024,900)	(1.50)
FY21 Approved	**0**	**0.00**

Technology Services

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,033,274**	**6.80**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,033,274)	(6.80)
FY21 Approved	**0**	**0.00**

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.*

Youth Development

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**8,423,921**	**115.84**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(8,423,921)	(115.84)
FY21 Approved	**0**	**0.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
RECREATION					
EXPENDITURES					
Salaries and Wages	19,562,317	21,930,649	18,262,676	22,815,599	4.0 %
Employee Benefits	4,576,266	5,048,757	4,520,434	4,869,596	-3.6 %
Recreation Personnel Costs	**24,138,583**	**26,979,406**	**22,783,110**	**27,685,195**	**2.6 %**
Operating Expenses	12,553,140	14,227,142	11,751,848	15,430,902	8.5 %
Capital Outlay	2,279	0	0	0	—
Recreation Expenditures	**36,694,002**	**41,206,548**	**34,534,958**	**43,116,097**	**4.6 %**
PERSONNEL					
Full-Time	141	148	148	148	—
Part-Time	11	11	11	11	—
FTEs	464.23	487.67	487.67	490.38	0.6 %
REVENUES					
Facility Rental Fees	821,101	833,850	638,762	833,850	—
Miscellaneous Revenues	78,518	84,365	84,365	84,365	—
Miscellaneous Revenues - Parks ActiveNet	0	45,232	45,232	45,232	—

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Property Tax	43,687,568	47,136,146	46,142,756	46,839,468	-0.6 %
Recreation Fee Subsidy	0	(800,000)	(800,000)	(800,000)	—
Recreation Fees	9,721,860	5,844,942	1,657,718	5,500,000	-5.9 %
Recreation Revenues	**54,309,047**	**53,144,535**	**47,768,833**	**52,502,915**	**-1.2 %**
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	3,600,000	3,600,000	3,600,000	—
Recreation Non-Tax Supported Expenditures	**0**	**3,600,000**	**3,600,000**	**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	8,100,000	8,100,000	8,100,000	—
Recreation Non-Tax Supported Revenues	**0**	**8,100,000**	**8,100,000**	**8,100,000**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	72,504	73,454	73,454	73,454	—
Employee Benefits	5,547	5,619	5,619	5,619	—
Grant Fund - MCG Personnel Costs	**78,051**	**79,073**	**79,073**	**79,073**	**—**
Operating Expenses	7,447	0	0	0	—
Grant Fund - MCG Expenditures	**85,498**	**79,073**	**79,073**	**79,073**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	2.71	2.71	2.71	2.71	—
REVENUES					
Federal Grants	25,696	79,073	79,073	79,073	—
State Grants	(23,128)	0	0	0	—
Grant Fund - MCG Revenues	**2,568**	**79,073**	**79,073**	**79,073**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**36,779,500**	**44,885,621**	**38,214,031**	**46,795,170**	**4.3 %**
Total Full-Time Positions	**141**	**148**	**148**	**148**	**—**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Total Part-Time Positions	**11**	**11**	**11**	**11**	**—**
Total FTEs	**466.94**	**490.38**	**490.38**	**493.09**	**0.6 %**
Total Revenues	**54,311,615**	**61,323,608**	**55,947,906**	**60,681,988**	**-1.0 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
RECREATION		
FY20 ORIGINAL APPROPRIATION	**41,206,548**	**487.67**
Changes (with service impacts)		
Enhance: Wheaton Senior Programming [Senior Adult Programs]	289,740	2.81
Enhance: Expand Senior Transportation to Include Fridays and Add Service for North Potomac Senior Program. [Senior Adult Programs]	180,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	466,297	0.00
Increase Cost: Annualization for Excel Beyond the Bell Elementary Expansion in FY20. [Youth Development]	346,300	0.00
Increase Cost: Relocation to Wheaton [Administration]	312,613	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	292,878	0.00
Increase Cost: Annualization of FY20 Compensation Increases	212,559	0.00
Shift: Community Grants moved from the Community Grants Non Departmental Account to Recreation Base Budget. [Administration]	160,000	0.00
Increase Cost: Risk Management Adjustment	86,943	0.00
Increase Cost: Additional Support for Piney Branch Pool [Aquatics]	25,000	0.00
Increase Cost: Print and Mail Adjustment	7,106	0.00
Increase Cost: Annualization of FY20 Operating Expenses	3,633	0.00
Technical Adj: Elimination of a Shared Position [Administration]	0	(0.10)
Decrease Cost: Motor Pool Adjustment	(30,873)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY20	(40,000)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(146,448)	0.00
Decrease Cost: Retirement Adjustment	(256,199)	0.00
FY21 APPROVED	**43,116,097**	**490.38**
RECREATION NON-TAX SUPPORTED		
FY20 ORIGINAL APPROPRIATION	**3,600,000**	**0.00**
FY21 APPROVED	**3,600,000**	**0.00**
GRANT FUND - MCG		

FY21 APPROVED CHANGES

	Expenditures	FTEs
FY20 ORIGINAL APPROPRIATION	**79,073**	**2.71**
FY21 APPROVED	**79,073**	**2.71**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Administration	4,068,912	15.90	10,524,302	39.73
Administration/Policy Management	2,102,325	12.89	0	0.00
Aquatics	7,735,825	120.18	8,731,684	120.18
Countywide Programs	6,474,657	80.54	8,490,815	82.01
Fixed Costs	4,540,889	0.00	0	0.00
Planned Lifecycle Asset Replacement	1,024,900	1.50	0	0.00
Recreation Community & Neighborhood Centers	6,870,405	104.73	6,998,932	105.44
Senior Adult Programs	2,163,854	27.08	2,684,077	29.89
Technology Services	1,033,274	6.80	0	0.00
Youth Development	446,659	4.92	9,365,360	115.84
Youth Development	8,423,921	115.84	0	0.00
Total	**44,885,621**	**490.38**	**46,795,170**	**493.09**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
RECREATION					
Urban Districts	Silver Spring Urban District	154,063	0.90	0	0.00
Community Use of Public Facilities	Community Use of Public Facilities	27,581	0.20	28,881	0.20
CIP	Capital Fund	68,172	0.50	69,187	0.50
	Total	**249,816**	**1.60**	**98,068**	**0.70**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
RECREATION						
EXPENDITURES						
FY21 Approved	**43,116**	**43,116**	**43,116**	**43,116**	**43,116**	**43,116**
No inflation or compensation change is included in outyear projections.						

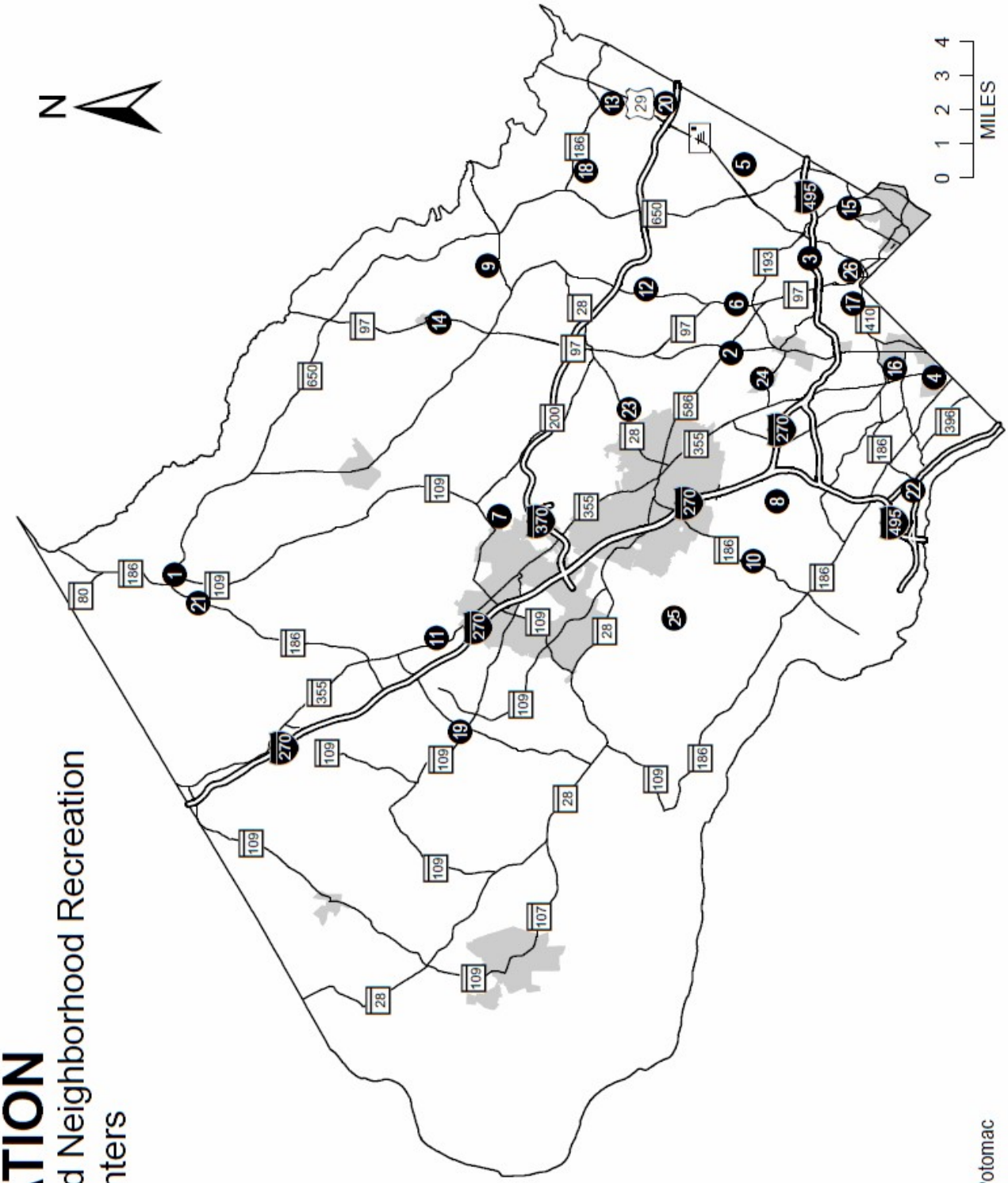
FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
Savings from Replacement of ActiveMONTGOMERY Shared Agency Booking System	**0**	**(54)**	**(54)**	**(54)**	**(54)**	**(54)**
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**	**5**	**5**	**5**	**5**	**5**
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.						
Kennedy Shriver Aquatic Center Building Envelope Improvement (P721503)	**0**	**0**	**0**	**0**	**32**	**191**
South County Regional Recreation and Aquatic Center (P721701)	**0**	**0**	**1,333**	**3,346**	**3,346**	**3,346**
Subtotal Expenditures	**43,116**	**43,067**	**44,400**	**46,413**	**46,477**	**46,795**
RECREATION NON-TAX SUPPORTED						
EXPENDITURES						
FY21 Approved	**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**

RECREATION

Community and Neighborhood Recreation and Senior Centers



Senior Centers
1. Damascus
2. Holiday Park
3. Margaret Schweinhaut
5. White Oak
6. Wheaton
15. Long Branch
25. North Potomac

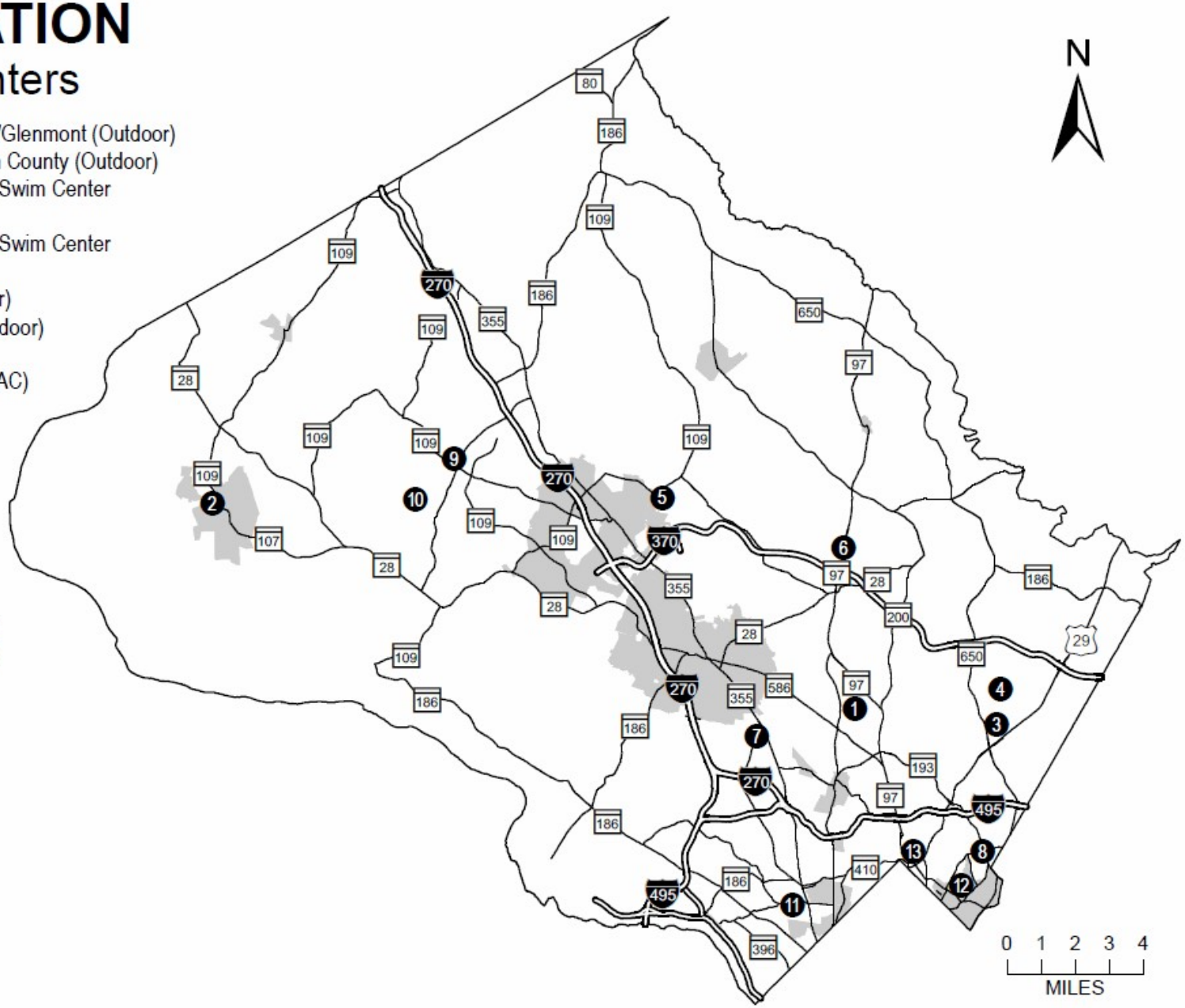
Recreation Centers
4. Wisconsin Place
5. White Oak
6. Wheaton
7. Upper County
8. Scotland
9. Ross Boddy
10. Potomac
11. Plum Gar
12. Mid-County
13. Marilyn Praisner
14. Longwood
15. Long Branch
16. Jane Lawton
17. Gwendolyn Coffield
18. Good Hope
19. Germantown
20. East County
21. Damascus
22. Clara Barton
23. Bauer Drive
24. Ken Gar
25. Nancy H. Dacek North Potomac
26. South County

Map produced by: Montgomery County DTS GIS Team, Dec. 2019

RECREATION

Aquatic Centers

1. Hector Ayala Wheaton/Glenmont (Outdoor)
2. Sarah E. Auer Western County (Outdoor)
3. Martin Luther King, Jr. Swim Center (Indoor)
4. Martin Luther King, Jr. Swim Center (Outdoor)
5. Upper County (Outdoor)
6. Olney Swim Center (Indoor)
7. Kennedy-Shriver Aquatic Center (KSAC) (Indoor)
8. Long Branch (Outdoor)
9. Germantown (Outdoor)
10. Germantown (Indoor)
11. Bethesda (Outdoor)
12. Piney Branch (Indoor)
13. South County (Indoor)



Map produced by: Montgomery County DTS GIS Team, Dec. 2019

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Agriculture

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$991,853	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 approved FY21 Operating Budget for the Office of Agriculture is $991,853, a decrease of $14,519 or 1.44 percent from the FY20 Approved Budget of $1,006,372. Personnel Costs comprise 67.90 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 32.10 percent of the FY21 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

- Encouraging a "culture of yes" through a partnership with the Department of Permitting Services to formalize the Farm Alcohol Production process. This initiative provides additional opportunities for the expansion of agricultural enterprises and further emphasizes the value proposition of Montgomery County and articulates a pro-business message.
- Securing a new source of funding ($2.7 Million Grant) to purchase additional agricultural preservation easements.
- Continuation of the commodity cover crop program in partnership with the Department of Environmental Protection.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Through a partnership with Department of Technology Services, the Office of Agriculture launched a new and improved website. The new website is more customer focused and provides better support for the local economy by making it easier for residents to locate Montgomery County made products and buy local.

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

The Office of Agriculture (OAG) serves in a variety of capacities to provide the following services: implement agricultural policies and programs; provide technical assistance to farmers; manage agricultural education programs; provide 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. Additionally, the 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.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Technical assistance contacts with farmers	649	731	650	700	700
Acres of land under easements inspected by Agricultural Services	3,650	6,017	5,000	5,000	5,000
Percent of easement acres under most restrictive easement disallowing development	31.7%	31.7%	31.7%	31.7%	31.7%
Percent of participants who learned or benefitted from Agricultural Services event, training, or farm tour [1]	N/A	N/A	90%	90%	90%

[1] *Data for this measure not collected prior to FY20*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**610,589**	**2.25**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(25,281)	0.00
FY21 Approved	**585,308**	**2.25**

Soil Conservation

This Program is comprised of staff and other resources from Federal, State and local Agricultural agencies. It provides technical and outreach educational assistance to farmers/rural landowners for implementing best management and conservation practices. The Montgomery Soil Conservation District (MSCD) assists the County which is required to achieve the nationally mandated,

state assigned, Rural MS4 Permit - Chesapeake Bay Nutrient Diet - Watershed Implementation Program (WIP-III) Goals. The three funding partners (Federal - National Resources Conservation Service (NRCS), State - Maryland Department of Agriculture (MDA), and County - MSCD) have not allocated sufficient resources including staff to meet these new goals. Failure to achieve the WIP-III Goals will likely result in the Federal - Environmental Protection Agency (EPA) instituting the backstop measure which will negatively impact the County and the Agricultural community by denying all permits moving forward and harming our County's rural economy/infrastructure.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Soil conservation contacts with farmers and landowners to provide technical assistance	154	191	164	176	174
Water quality plans completed	18	32	32	32	32
Percent of interagency site visits coordinated within one business day of agricultural complaint	85%	90%	90%	95%	100%
Pounds of nitrogen reduced through conservation and best management practices	26,818	26,155	34,394	29,000	33,350

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**238,562**	**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.	10,762	0.00
FY21 Approved	**249,324**	**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. 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 assist them in program delivery. Extension Office staff manage a diverse group of over 3,000 volunteers to respond to over 100,000 information requests 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.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Nutrient management plans completed	94	108	120	120	120
4-H youth development program participants	7,610	7,326	5,291	6,000	6,000
Average pre- to post-test score increase of Close Encounters with Agriculture participants on agriculture, nutrition, and the environment [1]	N/A	N/A	49%	49%	49%
Percent of Food Supplement Nutrition Education youth participants who try new healthy food [2]	42%	42%	42%	42%	42%
Percent of participants who purchase produce they learn about from Food Supplement Nutrition Education farmers market programming [3]	92%	92%	92%	92%	92%

[1] *Data for this measure not collected prior to FY20*

[2] *FY19 actual data not yet available.*

[3] *FY19 actual data not yet available.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**157,221**	**0.00**
FY21 Approved	**157,221**	**0.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	465,770	512,205	474,175	516,735	0.9 %
Employee Benefits	163,197	172,884	169,543	156,723	-9.4 %
County General Fund Personnel Costs	**628,967**	**685,089**	**643,718**	**673,458**	**-1.7 %**
Operating Expenses	288,507	321,283	331,046	318,395	-0.9 %
County General Fund Expenditures	**917,474**	**1,006,372**	**974,764**	**991,853**	**-1.4 %**
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	12,401	0	0	0	—
Other Intergovernmental	60,328	97,000	97,000	97,000	—
County General Fund Revenues	**72,729**	**97,000**	**97,000**	**97,000**	**—**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**1,006,372**	**4.15**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	9,217	0.00
Increase Cost: Annualization of FY20 Compensation Increases	7,050	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	3,673	0.00
Increase Cost: Print and Mail Adjustment	63	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(2,410)	0.00
Decrease Cost: Motor Pool Adjustment	(2,951)	0.00
Decrease Cost: Council Compensation Adjustment	(9,758)	0.00
Decrease Cost: Retirement Adjustment	(19,403)	0.00
FY21 APPROVED	**991,853**	**4.15**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Agricultural Services	610,589	2.25	585,308	2.25
Soil Conservation	238,562	1.90	249,324	1.90
University of Maryland-Extension (UMD-Extention)	157,221	0.00	157,221	0.00
Total	**1,006,372**	**4.15**	**991,853**	**4.15**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
COUNTY GENERAL FUND					
Environmental Protection	Water Quality Protection	361,902	2.10	348,201	2.10
CIP	Capital Fund	222,762	2.25	229,184	2.25
	Total	**584,664**	**4.35**	**577,385**	**4.35**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**992**	**992**	**992**	**992**	**992**	**992**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**992**	**992**	**992**	**992**	**992**	**992**

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Economic Development Fund

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$5,159,418	1.00

MICHAEL COVEYOU, DIRECTOR

MISSION STATEMENT

The mission of the Economic Development Fund (EDF) is to assist private employers who are located, plan to locate, or substantially expand operations in the County. Each program under the EDF is administered by the Department of Finance. EDF staff work in conjunction with the Montgomery County Economic Development Corporation (MCEDC), a nonprofit economic development organization created by the County in 2015, to identify prospects for many of these programs.

BUDGET OVERVIEW

The total approved FY21 Operating Budget for the Economic Development Fund is $5,159,418, a decrease of $279,943 or 5.15 percent from the FY20 Approved Budget of $5,439,361. Personnel Costs comprise 3.09 percent of the budget for no full-time position(s) and no part-time position(s), and a total of 1.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 96.91 percent of the FY21 budget.

COUNTY PRIORITY OUTCOMES

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

- **A Growing Economy**

INITIATIVES

- 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 through a variety of programs.
- Continue funding support for all economic development programs provided through the Economic Development Fund for financial and/or technical assistance to eligible businesses.

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 Fund

The Economic Development Fund consolidates all economic development programs into one program providing effective management and support. The consolidated programs are: Economic Development Grant and Loan Program, Biotech Credit Supplement, MOVE Program, Small Business Assistance Program, CyberSecurity Credit Supplemental Grant, the Small Business Innovation Research and Small Business Technology Transfer Matching Grant Program, Microloan Program, and the Impact Assistance Fund.

- The Economic Development Grant and Loan Program was established in FY96 to assist private employers who will either retain jobs already in the County or create additional jobs in the County through the expansion of current operations or relocation of new operations in the County. This program is administered by the Department of Finance through its Fiscal Management Division. Montgomery County Economic Development Corporation (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.
- The Biotech Credit Supplement 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.
- The MOVE Program 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.
- 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.
- The CyberSecurity Supplement awards local supplemental grants to qualified investors who receive a final tax credit certificate from the State of Maryland's CyberSecurity Investment Incentive Tax Credit Program.
- The Microloan Program provides loans ranging from $500 to $15,000 for County residents needing additional help to start and grow small businesses.
- The Small Business Innovation Research and Small Business Technology Transfer (SBIR/STTR) Matching Grant Program allows Montgomery County companies that have been awarded a SBIR or STTR Phase I or Phase II grant from the National Institutes of Health (NIH) and that conduct at least 51 percent of their research & development operations in

Montgomery County to apply for a local Montgomery County match.

- The Impact Assistance Fund (IAF) is a program that provides financial assistance and/or technical assistance to financially healthy small businesses in designated areas of the County that are adversely impacted by a redevelopment project initiated by the County, on County-owned property, or of a County facility. Currently, there are designated geographic areas in Silver Spring, Bethesda, and Clarksburg.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,739,361**	**1.00**
Increase Cost: Funding Disbursement Based on ViaSat Prior Agreement	250,000	0.00
Increase Cost: Funding Disbursement Based on Federal Realty Investment Trust Prior Agreement	250,000	0.00
Increase Cost: Funding Disbursement Based on Autolus Limited Prior Agreement	200,000	0.00
Increase Cost: Funding Disbursement Based on Aurinia Pharma Prior Agreement	140,000	0.00
Increase Cost: Funding Disbursement Based on REGENXBIO Prior Agreement	100,000	0.00
Decrease Cost: Adjust Operating Expenses Based on Estimated Income Investment	(62,710)	0.00
Decrease Cost: Realign Cybersecurity Supplement Funding to $500,000	(70,125)	0.00
Eliminate: Payment for the ByteGrid Agreement	(80,980)	0.00
Decrease Cost: Final Payment for the Foulger-Pratt Project Agreement Concluded in FY20	(114,773)	0.00
Decrease Cost: Payment for the Meso Scale Agreement	(167,000)	0.00
Decrease Cost: Final Payment for the Choice Hotel Agreement Concluded in FY20	(176,000)	0.00
Decrease Cost: Eliminate One-time Disbursement for Booz Allen Hamilton	(250,000)	0.00
Decrease Cost: Eliminate One-time Disbursement for Host Hotels & Resorts	(300,000)	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.	1,701,645	0.00
FY21 Approved	**5,159,418**	**1.00**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Biotech Credit Supplement

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**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.	(500,000)	0.00
FY21 Approved	**0**	**0.00**

MOVE Program

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**750,000**	**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.	(750,000)	0.00
FY21 Approved	**0**	**0.00**

Small Business Assistance Program

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**450,000**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(450,000)	0.00
FY21 Approved	**0**	**0.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
ECONOMIC DEVELOPMENT FUND					
EXPENDITURES					
Salaries and Wages	121,989	124,300	126,088	124,937	0.5 %
Employee Benefits	30,203	32,746	32,171	34,463	5.2 %
Economic Development Fund Personnel Costs	**152,192**	**157,046**	**158,259**	**159,400**	**1.5 %**
Operating Expenses	4,693,391	5,282,315	9,281,102	5,000,018	-5.3 %
Economic Development Fund Expenditures	**4,845,583**	**5,439,361**	**9,439,361**	**5,159,418**	**-5.1 %**
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	152,057	159,010	127,250	96,300	-39.4 %
Loan Payments	247,232	134,438	134,438	134,438	—
Economic Development Fund Revenues	**399,289**	**293,448**	**261,688**	**230,738**	**-21.4 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
ECONOMIC DEVELOPMENT FUND		
FY20 ORIGINAL APPROPRIATION	**5,439,361**	**1.00**
Changes (with service impacts)		
Eliminate: Payment for the ByteGrid Agreement [Economic Development Fund]	(80,980)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Funding Disbursement Based on ViaSat Prior Agreement [Economic Development Fund]	250,000	0.00
Increase Cost: Funding Disbursement Based on Federal Realty Investment Trust Prior Agreement [Economic Development Fund]	250,000	0.00
Increase Cost: Funding Disbursement Based on Autolus Limited Prior Agreement [Economic Development Fund]	200,000	0.00
Increase Cost: Funding Disbursement Based on Aurinia Pharma Prior Agreement [Economic Development Fund]	140,000	0.00
Increase Cost: Funding Disbursement Based on REGENXBIO Prior Agreement [Economic Development Fund]	100,000	0.00
Increase Cost: FY21 Compensation Adjustment	5,580	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Decrease Cost: Council Compensation Adjustment	(3,935)	0.00
Decrease Cost: Adjust Operating Expenses Based on Estimated Income Investment [Economic Development Fund]	(62,710)	0.00
Decrease Cost: Realign Cybersecurity Supplement Funding to $500,000 [Economic Development Fund]	(70,125)	0.00
Decrease Cost: Final Payment for the Foulger-Pratt Project Agreement Concluded in FY20 [Economic Development Fund]	(114,773)	0.00
Decrease Cost: Payment for the Meso Scale Agreement [Economic Development Fund]	(167,000)	0.00
Decrease Cost: Final Payment for the Choice Hotel Agreement Concluded in FY20 [Economic Development Fund]	(176,000)	0.00
Decrease Cost: Eliminate One-time Disbursement for Booz Allen Hamilton [Economic Development Fund]	(250,000)	0.00
Decrease Cost: Eliminate One-time Disbursement for Host Hotels & Resorts [Economic Development Fund]	(300,000)	0.00
FY21 APPROVED	**5,159,418**	**1.00**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Biotech Credit Supplement	500,000	0.00	0	0.00
Economic Development Fund	3,739,361	1.00	5,159,418	1.00
MOVE Program	750,000	0.00	0	0.00
Small Business Assistance Program	450,000	0.00	0	0.00
Total	**5,439,361**	**1.00**	**5,159,418**	**1.00**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
ECONOMIC DEVELOPMENT FUND					
CIP	Capital Fund	120,000	1.00	0	0.00

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
ECONOMIC DEVELOPMENT FUND						
EXPENDITURES						
FY21 Approved	**5,159**	**5,159**	**5,159**	**5,159**	**5,159**	**5,159**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**5,159**	**5,159**	**5,159**	**5,159**	**5,159**	**5,159**

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Housing and Community Affairs

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$53,050,173	100.70

ASEEM NIGAM, 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 approved FY21 Operating Budget for the Department of Housing and Community Affairs is $53,050,173, a decrease of $5,710,736 or 9.72 percent from the FY20 Approved Budget of $58,760,909. Personnel Costs comprise 22.13 percent of the budget for 106 full-time position(s) and one part-time position(s), and a total of 100.70 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 77.87 percent of the FY21 budget.

DHCA expects the total signed agreements for affordable housing projects through the PILOT program to abate $19.1 million in taxes in FY21.

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:

- **An Affordable, Welcoming County for a Lifetime**
- **A Greener County**
- **Effective, Sustainable Government**

INITIATIVES

- Provide a continuity of services budget in FY21 by allocating $61.85 million for affordable housing due to the fiscal and economic impact of the COVID public health emergency. This includes $39.85 million in the Montgomery Housing Initiative (MHI) Fund and $22 million in FY21 for the Affordable Housing Acquisition and Preservation CIP project. Those funds continue dedicated funding and provide 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" programs, and creation of mixed-income housing. Action on additional appropriation for affordable housing loans in the MHI and the new Affordable Housing Opportunity Fund has been deferred until the Council has further discussion of permanent financing housing initiatives.
- Continue to protect lower-income residents living near transit corridors from rent increases by working with non-profits 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. Four developments, including one senior and three family projects, have already been identified with another thirteen under consideration. These four developments would preserve or produce over 1,000 total and 800 affordable units.
- Create a Countywide Facade Easement Capital Improvement Program to revitalize commercial areas, with a focus on older commercial property, throughout Montgomery County to stimulate local economic growth. The objective is to provide support to small businesses and to encourage private investments. Improvements will include gateway signage, pedestrian lighting, connectivity, streetscape elements, plant material installation, acquisition of long-term facade and center signage easements, and other amenities. DHCA has initially identified five commercial areas, including Montgomery Village, Hillandale, Downtown Wheaton, Glenmont, and Layhill Shopping Centers. This program may also be expanded to other areas of the County.
- Collaborate with Health and Human Services (HHS) and the Housing Opportunities Commission (HOC) to provide rental assistance programs to the County's most vulnerable residents. Over 4,500 households are projected to be assisted in FY21. A renewed focus will be on eviction prevention including targeted assistance and financial literacy seminars in areas experiencing high evictions.
- Receive additional 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.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Hosted a developer's forum to provide clarity on the County's housing objectives and affordable housing project review process, and to solicit recommendations from development partners. With this information, DHCA developed a point-based affordable housing loan application scoring system, created a housing advisory committee to review and make county funding recommendations, and announced the County's first Notice of Funding Availability (NoFA). This innovative approach provides structure and transparency throughout the loan review process.
- DHCA's technology team continues to update its core application portfolio with additional or improved functionalities to support new and existing business needs. Specific examples include implementing full-text search of the Commission on Common Ownership Communities (CCOC) decisions and creating a new system to support electronic citation writing and management. DHCA is currently undertaking a project to address the growing housing inspection volume through route optimization and workload management improvements.
- Continued efforts to co-locate housing projects with County facilities with requirements that these projects provide units for very low and low income tenants.

- Planning the deployment of a new Internet-facing affordable housing search application called "Market Place". The Market Place leverages the most recent web application development standards providing users with an intuitive and efficient interface. The application emphasizes speed, accuracy, and responsiveness.
- Implemented the Code Enforcement Handbook to provide property owners and residents with detailed, illustrated information about housing code requirements and enforcement. The Code Enforcement Handbook will be available online to provide an easy access to resources and references.

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 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 FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Administration

This program provides overall direction, administration, and managerial support to the Department. Activities include budgeting, financial management, asset management, personnel management and administration, program oversight, training, automated systems management, and policy/program development and implementation.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Asset Management - Loan repayments billed / received [1]	$12,617,188	$14,169,659	$10,000,000	$11,000,000	$12,000,000
Department MC311 Service Requests (SR)	19,892	22,247	24,000	25,000	26,000
Department MC311 Service Request success rate	83.22%	87.30%	93.02%	94.00%	95.00%
NACo Awards earned	0	5	3	4	4

[1] *FY18/19 spike in loan repayments includes several large refinancing payoffs.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,193,362**	**13.20**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(190,532)	0.00
FY21 Approved	**2,002,830**	**13.20**

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 housing programs provide funding to replace and rehabilitate single-family housing units, and provide energy efficiency solutions and savings. Also, this program is responsible for the Work Force Housing Program.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Affordable Housing Program - Number of MC311 Service Requests	816	889	854	875	900
Affordable Housing Program - Percent of MC311 Service Requests meeting service length agreement	94.98%	98.65%	98.76%	98.76%	100.00%
Number of affordable housing units produced and available for occupancy (at no cost to the County)	98	373	286	300	315
Number of housing units improved/rehabilitated [1]	3	212	230	230	230

[1] *Program includes group home rehab, single family rehab and weatherization. In FY17 and FY18, only the group home program was operational. In FY19, DHCA began administering a new weatherization program, which will continue through FY22.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**925,082**	**10.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	89,572	0.00
FY21 Approved	**1,014,654**	**10.50**

Common Ownership Community Program

The Common Ownership Community (COC) 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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
COC Program Customer Service - Number of MC311 Service Requests	596	775	754	800	850
COC Program Customer Service - Percent of MC311 Service Requests meeting service length agreement	76.17%	99.10%	99.65%	99.65%	100.00%
Percent of Commission on Common Ownership Communities (CCOC) cases resolved prior to a hearing	45%	45%	46%	47%	46%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**695,524**	**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.	11,652	0.00
FY21 Approved	**707,176**	**4.15**

Grants Administration - Federal Programs

Staff provides management and oversight to ensure compliance with all regulatory requirements for Federal funding awarded to Montgomery County by the U.S. Department of Housing and Urban Development (HUD) for the Community Development Block Grant, the HOME Investment Partnership Grant, and the Emergency Solutions Grant programs. Funds from these programs support both operating activities and capital projects. Activities funded may include property acquisition, new construction, housing rehabilitation, commercial area revitalization, and handicapped accessibility improvements. Staff administers

contracts with the cities of Rockville and Takoma Park, as well as nonprofit organizations awarded funding to provide a variety of public services involving assistance to low-income persons.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of contracts awarded and monitored	42	43	43	43	43
Funding awarded to CDBG public service contracts [1]	$540,000	$532,000	$600,000	$600,000	$600,000
CDBG public service contract compliance rate	100%	100%	100%	100%	100%
CDBG public service contract non-housing beneficiaries [2]	1,411	4,369	2,500	3,000	3,500

[1] *FY19 spike includes funding for two medical providing assistance to homless/AIDS patients and other health services.*

[2] *DHCA partners with the Community Development Advisory Committee, which provides funding recommendations for public service contracts. The beneficiaries of these contracts fluctuate annually based on the type of services provided.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**6,332,277**	**5.70**
Increase Cost: Federal Community Development Block Grant	538,397	0.00
Shift: Funding from Community Grants to the Department's Base Budget	245,000	0.00
Increase Cost: Federal HOME Grant	57,894	0.00
Increase Cost: Federal Emergency Solutions Grant	49,258	0.00
Add: Community Development Block Grant: A Wider Circle, Inc. - Workforce Development Program	45,000	0.00
Add: Community Development Block Grant: CASA de Maryland, Inc. - Career Focused Pre-Apprenticeship Youth Program in Wheaton	45,000	0.00
Add: Community Development Block Grant: Montgomery Housing Partnership, Inc. - Middle School Afterschool Program in Wheaton and Takoma Park	45,000	0.00
Add: Community Development Block Grant: Community Reach of Montgomery County, Inc. - Rockville Emergency 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: EveryMind, Inc. - Stabilizing Adults through Situational Support (SASS) Program	45,000	0.00
Add: Community Development Block Grant: Per Scholas, Inc. - National Capital Region Information Technology Job Training	45,000	0.00
Add: Community Development Block Grant: The Montgomery County Coalition for the Homeless, Inc. - Provide a Diversion Specialist at the Home Builders Care Assessment Center	45,000	0.00
Add: Community Development Block Grant: Community Reach of Montgomery County, Inc. - Expand Mansfield Kaseman Health Clinic through A New Diabetes Center	43,567	0.00
Add: Community Development Block Grant: Interfaith Works, Inc. - IW Connections Program to Provide Bilingual Outreach Coordinators	40,543	0.00
Add: Community Development Block Grant: Mobile Medical Care, Inc. - Expand Family Planning Options for Uninsured, Low-income Women	40,000	0.00
Add: Community Development Block Grant: Community Bridges, Incorporated - College and Career Planning Program and Alumnae Program	30,000	0.00
Add: Community Development Block Grant: NAMI Montgomery County, Inc. - Mental Health Promotion for the Low-income Latino Community	27,500	0.00
Add: Community Development Block Grant: Artpreneurs, Inc. - Library Lanterns Program	25,000	0.00
Add: Community Development Block Grant: The Shepherd's Table, Inc. - Food Services Program	24,457	0.00
Add: Takoma Park Contract	10,302	0.00
Decrease Cost: Adjustment for Individual Grants	(591,067)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(13,960)	0.00
FY21 Approved	**7,219,168**	**5.70**

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.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Affordable housing units produced in the production pipeline	959	847	469	117	80
Number of affordable housing units in the preservation pipeline	703	58	497	541	368
Cost per unit of affordable housing units preserved	5,035	10,810	7,190	7,118	4,018
Cost per unit of affordable housing units produced	33,603	60,546	31,097	59,211	30,106
Percent of affordable units created or preserved serving households under 50% AMI [1]	62.0%	13.0%	30.0%	32.5%	35.0%

[1] *DHCA's underwriting criteria was recently updated to reflect a goal of providing a certain attainable and consistent level of affordable housing for very low income households.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**496,725**	**3.95**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(18,739)	0.00
FY21 Approved	**477,986**	**3.95**

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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of Housing Code Enforcement inspections [1]	30,217	38,789	42,750	44,000	44,000
Housing Code Enforcement Program Customer Service - Number of MC311 Service Requests	7,870	8,997	9,000	9,250	9,500
Housing Code Enforcement Program Customer Service - Percent of MC311 Service Requests meeting service length agreement	73.24%	69.63%	78.52%	82.00%	85.00%
Code Enforcement - Number of violations per unit	1.21	1.16	1.30	1.15	1.14
Code Enforcement - Average severity of violations per unit	1.43	1.58	1.68	1.60	1.56

[1] *Per the requirements of Bill 19-15, beginning FY18 DHCA will undertake an intensive two-year housing code enforcement initiative.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**4,340,479**	**38.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	197,950	0.00
FY21 Approved	**4,538,429**	**38.50**

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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of Landlord Tenant meditations	714	724	728	730	730
Landlord Tenant Affairs Program - Number of MC311 Service Requests	6,133	6,927	7,895	8,000	8,500
Landlord Tenant Affairs Program - Percent of MC311 Service Requests meeting service length agreement	99.20%	99.05%	99.05%	99.00%	100.00%
Percent of landlord/tenant cases mediated successfully (not referred to the Commission)	99%	98%	98%	98%	98%
Number of evictions prevented due to Landlord & Tenant Affairs' intervention	433	469	500	700	800

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,426,357**	**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.	(9,393)	0.00
FY21 Approved	**1,416,964**	**8.00**

Licensing and Registration

This program issues licenses to all rental housing (apartments, condominiums, and single-family) and registers all housing units within common ownership communities.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Licensing and Registration Program - Number of MC311 Service Requests	4,460	4,645	5,110	5,000	5,250
Licensing and Registration Program - Percent of MC311 Service Requests meeting service length agreement	77.71%	99.89%	99.9%	99.9%	100.00%
Number of rental licenses issued	103,831	107,283	110,210	113,516	116,921

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**455,826**	**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.	(32,740)	0.00
FY21 Approved	**423,086**	**3.20**

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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of affordable housing units preserved and available for occupancy (County funded)	3,644	6,019	5,264	5,290	4,952
Number of affordable housing units produced and available for occupancy (County funded) [1]	468	403	621	585	150
Ratio of non-County dollars leveraged to County dollars in affordable housing projects	1.07	4.54	9.49	4.85	5.00
Total affordable housing units produced	1,525	1,623	1,376	1,002	544
Total affordable housing units preserved [2]	4,390	6,077	6,118	6,205	5,713

[1] *Out year projections may fluctuate based on current pipeline activity and certain assumptions on preservation / production strategies.*

[2] *Preservation increases projected in FY18-20 due to increases in MHI rental assistance funding.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**40,024,810**	**6.90**
Increase Cost: Affordable Housing Initiative	1,769,169	0.00
Increase Cost: Operating Expenses to Reflect Adjusted Revenue Estimates	605,499	0.00
Decrease Cost: Operating Expenses to Offset Personnel Cost Increase	(93,530)	0.00
Reduce: Affordable Housing Loans for the Continuity of Services	(784,115)	0.00
Decrease Cost: Operating Expenses to Reflect Adjusted Debt Service Transfer	(1,303,400)	0.00
Re-align: Defer General Fund Transfer to the MHI for Further Consideration	(6,800,000)	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.	(26,618)	0.00
FY21 Approved	**33,391,815**	**6.90**

Neighborhood Revitalization

This program provides planning and implementation for neighborhood revitalization in targeted areas. Activities include commercial revitalization (physical and economic) in both local retail centers and central business districts as well as assistance to address other community concerns, including issues related to housing and public services. Primary funding for these activities is provided from the County's Capital Improvements Program and from other Federal and State funds, including Community Development Block Grants and State Community Legacy Grants.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Focused Neighborhood Assistance Activity (expenditures) [1]	$399,778	$398,421	$3,087,943	$646,756	$242,675
Facade Program - Private dollars leveraged	$421,600	$0	$0	$100,000	$200,000
Focused Neighborhood Assistance Active projects	3	4	5	2	1
Focused Neighborhood Assistance beneficiaries [2]	107	179	730	96	15
Facade Program - Number of businesses benefited	2	0	0	1	2

[1] *FY20 activity includes four active projects (Kimberly Place Balconies and Drainage, Montclair Manor and Montgomery Village). FY21 assumes activity at Kimberly Place Balconies and Wedgewood. FY22 assumes activity only Kimberly Place Balconies.*

[2] *FY20 activity includes four active projects (Kimberly Place Balconies and Drainage, Montclair Manor and Montgomery Village). FY21 assumes activity at Kimberly Place Balconies and Wedgewood. FY22 assumes activity only Kimberly Place Balconies.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,870,467**	**6.60**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(12,402)	0.00
FY21 Approved	**1,858,065**	**6.60**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,634,720	5,118,117	5,231,432	5,349,182	4.5 %
Employee Benefits	1,623,448	1,885,472	1,836,228	1,726,475	-8.4 %
County General Fund Personnel Costs	**6,258,168**	**7,003,589**	**7,067,660**	**7,075,657**	**1.0 %**
Operating Expenses	1,155,336	1,399,519	1,339,699	1,564,564	11.8 %
County General Fund Expenditures	**7,413,504**	**8,403,108**	**8,407,359**	**8,640,221**	**2.8 %**
PERSONNEL					
Full-Time	102	106	106	106	—
Part-Time	2	1	1	1	—
FTEs	59.25	62.65	62.65	62.65	—
REVENUES					
Board of Appeals Fees	4,125	6,000	6,000	8,624	43.7 %
Common Ownership Community Fees	725,641	715,000	715,000	717,500	0.3 %
Landlord-Tennant Fees	6,103,845	6,278,180	6,599,600	6,998,040	11.5 %
Miscellaneous Revenues	(12,351)	6,500	6,500	6,500	—
Other Charges/Fees	3,418	75,600	75,600	74,250	-1.8 %
Other Fines/Forfeitures	36,881	40,000	40,000	40,000	—
Other Licenses/Permits	0	813,420	492,000	492,000	-39.5 %
County General Fund Revenues	**6,861,559**	**7,934,700**	**7,934,700**	**8,336,914**	**5.1 %**
MONTGOMERY HOUSING INITIATIVE					
EXPENDITURES					
Salaries and Wages	1,356,906	1,700,781	1,267,333	1,803,173	6.0 %
Employee Benefits	460,102	616,499	476,010	540,863	-12.3 %
Montgomery Housing Initiative Personnel Costs	**1,817,008**	**2,317,280**	**1,743,343**	**2,344,036**	**1.2 %**
Operating Expenses	46,557,314	38,966,297	36,900,706	32,335,841	-17.0 %
Montgomery Housing Initiative Expenditures	**48,374,322**	**41,283,577**	**38,644,049**	**34,679,877**	**-16.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	15.20	17.05	17.05	17.05	—
REVENUES					

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Asset Management Fee	10,680	70,200	70,200	70,200	—
Commitment Fee	0	200,000	200,000	200,000	—
Investment Income	3,677,262	2,765,250	2,562,870	1,939,470	-29.9 %
Loan Payments	5,891,105	2,700,000	2,700,000	2,900,000	7.4 %
MHI Transfer Tax	67,140	100,000	100,000	100,000	—
Miscellaneous Revenues	88,850	75,006	75,006	75,006	—
MPDU Alternative Payments	0	360,000	360,000	360,000	—
MPDU Revenues	1,813,744	1,250,000	1,250,000	1,610,000	28.8 %
Other Financing Sources	13,727	56,750	54,400	52,050	-8.3 %
Recordation Tax	16,024,635	16,367,562	16,365,594	17,717,608	8.2 %
Montgomery Housing Initiative Revenues	**27,587,143**	**23,944,768**	**23,738,070**	**25,024,334**	**4.5 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	1,545,282	1,778,599	1,778,599	1,788,640	0.6 %
Employee Benefits	530,636	603,863	603,863	531,848	-11.9 %
Grant Fund - MCG Personnel Costs	**2,075,918**	**2,382,462**	**2,382,462**	**2,320,488**	**-2.6 %**
Operating Expenses	7,751,419	6,691,762	6,691,762	7,409,587	10.7 %
Grant Fund - MCG Expenditures	**9,827,337**	**9,074,224**	**9,074,224**	**9,730,075**	**7.2 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	23.00	21.00	21.00	21.00	—
REVENUES					
Federal Grants	7,726,183	6,816,697	6,816,697	7,462,246	9.5 %
Investment Income	617,563	0	0	0	—
Loan Payments	2,399,235	2,000,000	2,000,000	2,000,000	—
Miscellaneous Revenues	76,585	0	0	0	—
Other Intergovernmental	305,423	257,527	257,527	267,829	4.0 %
State Grants	(35,957)	0	0	0	—
Grant Fund - MCG Revenues	**11,089,032**	**9,074,224**	**9,074,224**	**9,730,075**	**7.2 %**
DEPARTMENT TOTALS					
Total Expenditures	**65,615,163**	**58,760,909**	**56,125,632**	**53,050,173**	**-9.7 %**
Total Full-Time Positions	**102**	**106**	**106**	**106**	**—**
Total Part-Time Positions	**2**	**1**	**1**	**1**	**—**
Total FTEs	**97.45**	**100.70**	**100.70**	**100.70**	**—**
Total Revenues	**45,537,734**	**40,953,692**	**40,746,994**	**43,091,323**	**5.2 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**8,403,108**	**62.65**
Other Adjustments (with no service impacts)		
Shift: Funding from Community Grants to the Department's Base Budget [Grants Administration - Federal Programs]	245,000	0.00
Increase Cost: FY21 Compensation Adjustment	162,623	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	147,640	0.00
Increase Cost: Annualization of FY20 Compensation Increases	73,045	0.00
Increase Cost: Print and Mail Adjustment	4,136	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY20	(13,760)	0.00
Decrease Cost: Motor Pool Adjustment	(70,331)	0.00
Decrease Cost: Retirement Adjustment	(135,197)	0.00
Decrease Cost: Council Compensation Adjustment	(176,043)	0.00
FY21 APPROVED	**8,640,221**	**62.65**
MONTGOMERY HOUSING INITIATIVE		
FY20 ORIGINAL APPROPRIATION	**41,283,577**	**17.05**
Changes (with service impacts)		
Reduce: Affordable Housing Loans for the Continuity of Services [Multi-Family Housing Programs]	(784,115)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Affordable Housing Initiative [Multi-Family Housing Programs]	1,769,169	0.00
Increase Cost: Operating Expenses to Reflect Adjusted Revenue Estimates [Multi-Family Housing Programs]	605,499	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	66,349	0.00
Increase Cost: FY21 Compensation Adjustment	42,355	0.00
Increase Cost: Annualization of FY20 Compensation Increases	11,968	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY20	(24,079)	0.00
Decrease Cost: Council Compensation Adjustment	(45,569)	0.00
Decrease Cost: Retirement Adjustment	(48,347)	0.00
Decrease Cost: Operating Expenses to Offset Personnel Cost Increase [Multi-Family Housing Programs]	(93,530)	0.00
Decrease Cost: Operating Expenses to Reflect Adjusted Debt Service Transfer [Multi-Family Housing Programs]	(1,303,400)	0.00
Re-align: Defer General Fund Transfer to the MHI for Further Consideration [Multi-Family Housing Programs]	(6,800,000)	0.00
FY21 APPROVED	**34,679,877**	**17.05**
GRANT FUND - MCG		
FY20 ORIGINAL APPROPRIATION	**9,074,224**	**21.00**
Federal/State Programs		
Add: Community Development Block Grant: A Wider Circle, Inc. - Workforce Development Program	45,000	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Add: Community Development Block Grant: CASA de Maryland, Inc. - Career Focused Pre-Apprenticeship Youth Program in Wheaton	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: EveryMind, Inc. - Stabilizing Adults through Situational Support (SASS) Program	45,000	0.00
Add: Community Development Block Grant: The Montgomery County Coalition for the Homeless, Inc. - Provide a Diversion Specialist at the Home Builders Care Assessment Center	45,000	0.00
Add: Community Development Block Grant: Montgomery Housing Partnership, Inc. - Middle School Afterschool Program in Wheaton and Takoma Park	45,000	0.00
Add: Community Development Block Grant: Per Scholas, Inc. - National Capital Region Information Technology Job Training	45,000	0.00
Add: Community Development Block Grant: Community Reach of Montgomery County, Inc. - Rockville Emergency Assistance Program	45,000	0.00
Add: Community Development Block Grant: Community Reach of Montgomery County, Inc. - Expand Mansfield Kaseman Health Clinic through A New Diabetes Center	43,567	0.00
Add: Community Development Block Grant: Interfaith Works, Inc. - IW Connections Program to Provide Bilingual Outreach Coordinators	40,543	0.00
Add: Community Development Block Grant: Mobile Medical Care, Inc. - Expand Family Planning Options for Uninsured, Low-income Women	40,000	0.00
Add: Community Development Block Grant: Community Bridges, Incorporated - College and Career Planning Program and Alumnae Program	30,000	0.00
Add: Community Development Block Grant: NAMI Montgomery County, Inc. - Mental Health Promotion for the Low-income Latino Community	27,500	0.00
Add: Community Development Block Grant: Artpreneurs, Inc. - Library Lanterns Program	25,000	0.00
Add: Community Development Block Grant: The Shepherd's Table, Inc. - Food Services Program	24,457	0.00
Add: Takoma Park Contract	10,302	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Federal Community Development Block Grant [Grants Administration - Federal Programs]	538,397	0.00
Increase Cost: Federal HOME Grant [Grants Administration - Federal Programs]	57,894	0.00
Increase Cost: Federal Emergency Solutions Grant [Grants Administration - Federal Programs]	49,258	0.00
Decrease Cost: Adjustment for Individual Grants [Grants Administration - Federal Programs]	(591,067)	0.00
FY21 APPROVED	**9,730,075**	**21.00**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Administration	2,193,362	13.20	2,002,830	13.20
Affordable Housing Programs	925,082	10.50	1,014,654	10.50
Common Ownership Community Program	695,524	4.15	707,176	4.15
Grants Administration - Federal Programs	6,332,277	5.70	7,219,168	5.70
Housing Administration	496,725	3.95	477,986	3.95

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Housing Code Enforcement	4,340,479	38.50	4,538,429	38.50
Landlord-Tenant Mediation	1,426,357	8.00	1,416,964	8.00
Licensing and Registration	455,826	3.20	423,086	3.20
Multi-Family Housing Programs	40,024,810	6.90	33,391,815	6.90
Neighborhood Revitalization	1,870,467	6.60	1,858,065	6.60
Total	**58,760,909**	**100.70**	**53,050,173**	**100.70**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
COUNTY GENERAL FUND					
Permitting Services	Permitting Services	128,103	1.00	129,922	1.00
Recycling and Resource Management	Solid Waste Disposal	831,165	5.50	664,094	5.50
CIP	Capital Fund	193,668	1.70	192,592	1.70
	Total	**1,152,936**	**8.20**	**986,608**	**8.20**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**8,640**	**8,640**	**8,640**	**8,640**	**8,640**	**8,640**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**8,640**	**8,640**	**8,640**	**8,640**	**8,640**	**8,640**
MONTGOMERY HOUSING INITIATIVE						
EXPENDITURES						
FY21 Approved	**34,680**	**34,680**	**34,680**	**34,680**	**34,680**	**34,680**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**34,680**	**34,680**	**34,680**	**34,680**	**34,680**	**34,680**

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Permitting Services

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$40,699,250	245.90

MITRA PEDOEEM, DIRECTOR

MISSION STATEMENT

The Department of Permitting Services' (DPS) primary mission is to promote the health, safety, welfare, and economic wellbeing 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 approved FY21 Operating Budget for the Department of Permitting Services is $40,699,250, a decrease of $1,189,537 or 2.84 percent from the FY20 Approved Budget of $41,888,787. Personnel Costs comprise 74.52 percent of the budget for 239 full-time position(s) and two part-time position(s), and a total of 245.90 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 25.48 percent of the FY21 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**

INITIATIVES

- Relocate Department of Permitting Services offices to Wheaton as part of a Countywide initiative to centralize government services to support business growth and development. This move was planned as part of the Wheaton Redevelopment Program, which will encourage private reinvestment in Wheaton through targeted, complementary public investment.
- Integrate all communication and outreach and develop a comprehensive communication program to inform and engage Department staff, County agencies, County Council, advocacy groups, news media, and the public about the Department's initiatives, programs, and events. This integration will be achieved through development and implementation of a strategic plan for communications; use of various forms of communication including social media, websites, presentations, and speeches; and outreach to County residents.
- Participate in the development of National Fire Protection Association (NFPA) code 915 governing remote inspections. Department staff are in the early stages of accepting video inspections for certain permitting jobs including decks and reinspections. Having a staff member on the code development committee allows the Department to contribute to the code and keep aware of the latest developments and requirements for remote inspections.
- Improve Quality Control (QC) by implementing monthly Department of Permitting Services manager ridealongs to observe and document Residential inspections.
- Develop a process to implement collaboration between the Department of Permitting Services plans examiners and inspectors prior to permit issuance by identifying complex projects well suited for a collaborative approach; coordinating through meetings and on-site inspections before, during, and after plan reviews; and capturing data from the collaboration to measure the impact on customer service.
- Transition from paper plans to electronic submissions increasing efficiency, decreasing review times, and moving toward a more environmentally-friendly method of processing plans in support of the County Executive's "A Greener County" initiative.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Performed over 5,936 Plan Inspections on over 150 Maryland-National Capital Park and Planning Commission (M-NCPPC) Certified Site Plan Projects, including 3,210 Site Plan Inspections, 1,569 Building Inspections, 709 Commercial Building Inspections, and 448 Use & Occupancy Inspections.
- Other accomplishments include 1,146 Conditional Use and Special Exception Inspections, 28,015 Zoning Reviews, issuing 266 Zoning Confirmation Letters, and serving 20,199 walk-in customers.
- Implemented OneDrive Solution for Maryland Public Information Act requests.
- Upgrade to newest Project Dox platform that will allow greater flexibility to move additional permit types to electronic plans submissions.
- Processed over 210 telecommunication related permits related to ZTA 18-44.

PROGRAM CONTACTS

Contact Barbara Suter of the Department of Permitting Services at 240.777.6244 or Gary Nalven of the Office of Management and Budget at 240.777.2779 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front

of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

The department combines department and applicant time components when measuring "total time to issue a permit." These times may be impacted by satisfaction of related preconditions such as sediment control submissions, approvals, and outside agency approvals.

PROGRAM DESCRIPTIONS

Administration

The Administration program provides 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 Department 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 Department of Permitting Services' website, publishes the Department's newsletter, and coordinates outreach events and seminars for residents, civic organizations, and professionals.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**13,180,092**	**33.10**
Increase Cost: Wheaton Relocation Operating Budget Impact	922,385	0.00
Increase Cost: Furniture for Wheaton Move	167,428	0.00
Technical Adj: Adjust Ombudsman Charges from the Office of the County Executive from 1.0 to 0.9 FTE	0	(0.10)
Decrease Cost: Retiree Health Insurance Pre-Funding	(3,870)	0.00
Decrease Cost: Council Reduction - Vehicles for Temporary Positions to be Converted to Term	(40,626)	0.00
Decrease Cost: IT Equipment Replacement	(300,000)	0.00
Shift: Transfer Seven FTEs from Administration to Residential Division	(800,852)	(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.	(1,303,413)	0.00
FY21 Approved	**11,821,144**	**26.00**

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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Commercial Permits - Number of final permit approvals issued	1,821	2,517	2,200	2,200	2,200
Commercial Permits - Percent of commercial construction inspections completed on the scheduled day	96.7%	97.0%	97.0%	95.0%	95.0%
Percent of commercial plans first full review completed in 30 days	92.0%	92.2%	95.0%	95.0%	95.0%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**5,712,807**	**43.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	73,975	1.00
FY21 Approved	**5,786,782**	**44.50**

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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of fire protection systems plans approved	3,034	3,924	3,300	3,300	3,300
Percent of fire systems inspections completed on the scheduled day (Fire Prevention and Code Compliance)	98.5%	90.0%	95.0%	95.0%	95.0%
Percent of commercial establishments compliant with the Fire Code	72.2%	59.7%	70.0%	80.0%	90.0%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**4,526,549**	**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.	33,995	0.00
FY21 Approved	**4,560,544**	**33.00**

Land Development

The Land Development Program ensures the protection of the County's land and water resources, the environment, and the safety of residents and the businesses that operate in the County. This is accomplished 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; and work in the public right-of-way.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Land Development permits issued	4,293	4,127	4,200	4,200	4,200
Percent of record plat reviews completed 2 business days or less	99%	99%	99%	99%	99%

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Successful Maryland Department of the Environment (MDE) Delegation of Review of Sediment Control and Storm-Water Management [1]	Yes	N/A	Yes	N/A	Yes

[1] *Sediment Control Delegation reviews are performed biennially, with the next review scheduled in July 2020.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**8,568,224**	**63.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(26,541)	0.00
FY21 Approved	**8,541,683**	**63.50**

Residential Building Construction & Intake

The Residential Building and Intake Program is responsible for ensuring public safety through plan review of applications and inspections services during construction. This program issues all commercial, fire protection, and residential permits and is responsible for code enforcement activities and abatement of dangerous or substandard buildings or structures; aids in recovery during natural and other disasters and incidents; assists in project completions, reduces un-permitted construction activities, collects impact fees to support a growing economy while safeguarding homeowners' life and property.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Residential Permits - Number of permits issued [1]	34,552	34,204	35,770	35,000	35,000
Residential Permits - Percent of inspections completed on the scheduled day	98.9%	97.8%	98.0%	95.0%	95.0%
Residential (Home) Fast Track -- Percent of permits serviced within 2.5 hours	95.44%	92.44%	93.00%	95.00%	95.00%

[1] *This is total number of permits issued by DPS permitting technicians under the Residential Program as totaled by a current report; this report is not limited to residential permits nor is it a count of all DPS permits.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**5,285,023**	**40.90**
Shift: Transfer Seven FTEs from Administration to Residential Division	800,852	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.	(503,385)	(1.00)
FY21 Approved	**5,582,490**	**46.90**

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.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of signs approved	553	531	550	575	600
Percent of plans approved for compliance with Zoning Ordinance	92.9%	92.3%	92.0%	90.0%	90.0%

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of sites compliant with zoning ordinance within 14 days of initial inspection	97%	98%	95%	90%	90%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**4,616,092**	**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.	(209,485)	0.00
FY21 Approved	**4,406,607**	**32.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
PERMITTING SERVICES					
EXPENDITURES					
Salaries and Wages	22,611,457	23,531,841	22,770,949	23,232,929	-1.3 %
Employee Benefits	7,636,152	8,020,750	7,932,569	7,094,564	-11.6 %
Permitting Services Personnel Costs	**30,247,609**	**31,552,591**	**30,703,518**	**30,327,493**	**-3.9 %**
Operating Expenses	8,029,079	10,295,570	8,351,976	10,371,757	0.7 %
Capital Outlay	0	40,626	40,626	0	-100.0 %
Permitting Services Expenditures	**38,276,688**	**41,888,787**	**39,096,120**	**40,699,250**	**-2.8 %**
PERSONNEL					
Full-Time	236	239	239	239	—
Part-Time	2	2	2	2	—
FTEs	243.75	246.00	246.00	245.90	—
REVENUES					
Automation Enhancement Fee	89,571	0	0	0	—
Building Permits	25,032,702	24,261,450	22,814,403	19,826,070	-18.3 %
Electrical Permits and Licenses	4,418,780	4,200,000	4,440,021	3,654,000	-13.0 %
Fire Code Compliance	0	1,187,437	0	0	-100.0 %
Fire Code Enforcement Permits	2,572,530	2,405,943	3,004,166	2,588,286	7.6 %
Grading/Storm Drains/Paving/Driveway Permits	3,881,390	4,200,000	3,222,294	3,045,000	-27.5 %
Information Requests	0	0	145,525	95,700	—
Investment Income	904,945	880,000	756,400	408,000	-53.6 %
Mechanical Construction Permit	1,576,079	1,648,328	2,405,684	1,452,900	-11.9 %
Miscellaneous Revenues	4,432	0	0	0	—
Occupancy Permits	597,011	633,880	600,756	522,000	-17.7 %
Other Charges/Fees	718,395	1,661,907	1,418,696	1,218,000	-26.7 %
Other Fines/Forfeitures	87,008	89,772	41,400	78,300	-12.8 %
Other Licenses/Permits	492,741	638,329	699,136	441,825	-30.8 %
Sediment Control Permits	3,171,598	3,101,270	2,894,976	2,698,105	-13.0 %
Sign Permits	207,873	262,500	232,634	226,635	-13.7 %
Special Exception Fee	281,153	242,076	242,076	210,605	-13.0 %

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Stormwater Mgmt and Water Quality Plan Fee	263,167	288,814	263,344	251,268	-13.0 %
Well and Septic	410,462	274,308	295,362	238,648	-13.0 %
Permitting Services Revenues	**44,709,837**	**45,976,014**	**43,476,873**	**36,955,342**	**-19.6 %**
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	2,218	0	0	0	—
Grant Fund - MCG Expenditures	**2,218**	**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	2,218	0	0	0	—
Grant Fund - MCG Revenues	**2,218**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**38,278,906**	**41,888,787**	**39,096,120**	**40,699,250**	**-2.8 %**
Total Full-Time Positions	**236**	**239**	**239**	**239**	**—**
Total Part-Time Positions	**2**	**2**	**2**	**2**	**—**
Total FTEs	**243.75**	**246.00**	**246.00**	**245.90**	**—**
Total Revenues	**44,712,055**	**45,976,014**	**43,476,873**	**36,955,342**	**-19.6 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
PERMITTING SERVICES		
FY20 ORIGINAL APPROPRIATION	**41,888,787**	**246.00**
Other Adjustments (with no service impacts)		
Increase Cost: Wheaton Relocation Operating Budget Impact [Administration]	922,385	0.00
Shift: Transfer Seven FTEs from Administration to Residential Division [Residential Building Construction & Intake]	800,852	7.00
Increase Cost: FY21 Compensation Adjustment	588,865	0.00
Increase Cost: Annualization of FY20 Compensation Increases	273,138	0.00
Increase Cost: Furniture for Wheaton Move [Administration]	167,428	0.00
Increase Cost: Risk Management Adjustment	84,648	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: Annualization of FY20 Lapsed Positions	79,114	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	27,078	0.00
Increase Cost: Print and Mail Adjustment	3,873	0.00
Technical Adj: Adjust Ombudsman Charges from the Office of the County Executive from 1.0 to 0.9 FTE [Administration]	0	(0.10)
Decrease Cost: Retiree Health Insurance Pre-Funding [Administration]	(3,870)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY20	(12,000)	0.00
Decrease Cost: Council Reduction - Vehicles for Temporary Positions to be Converted to Term [Administration]	(40,626)	0.00
Decrease Cost: Motor Pool Adjustment	(175,957)	0.00
Decrease Cost: IT Equipment Replacement [Administration]	(300,000)	0.00
Decrease Cost: OPEB Adjustment	(610,320)	0.00
Decrease Cost: Council Compensation Adjustment	(642,062)	0.00
Decrease Cost: Retirement Adjustment	(665,948)	0.00
Shift: Transfer Seven FTEs from Administration to Residential Division [Administration]	(800,852)	(7.00)
Decrease Cost: Annualization of FY20 Personnel Costs	(885,283)	0.00
FY21 APPROVED	**40,699,250**	**245.90**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Administration	13,180,092	33.10	11,821,144	26.00
Commercial Building Construction	5,712,807	43.50	5,786,782	44.50
Fire Prevention and Code Compliance	4,526,549	33.00	4,560,544	33.00
Land Development	8,568,224	63.50	8,541,683	63.50
Residential Building Construction & Intake	5,285,023	40.90	5,582,490	46.90
Zoning and Site Plan Enforcement	4,616,092	32.00	4,406,607	32.00
Total	**41,888,787**	**246.00**	**40,699,250**	**245.90**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
PERMITTING SERVICES						
EXPENDITURES						
FY21 Approved	**40,699**	**40,699**	**40,699**	**40,699**	**40,699**	**40,699**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY21	**0**	**(167)**	**(167)**	**(167)**	**(167)**	**(167)**
Items recommended for one-time funding in FY21 will be eliminated from the base in the outyears.						

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
IT Maintenance Costs	**0**	**7**	**15**	**24**	**33**	**43**
Represents additional maintenance costs for the system upgrades and post-warranty maintenance for servers, scanners, and printers.						
IT Replacement Plan	**0**	**(100)**	**(160)**	**(160)**	**115**	**515**
Key components of Permitting Service's technology replacement plan include: FY21 $160,000 in Scanners, and FY22 $60,000 in printers.						
Retiree Health Insurance Pre-funding	**0**	**(39)**	**(91)**	**(89)**	**(96)**	**(20)**
Wheaton Move Operating Budget Impact	**0**	**(2,890)**	**(2,891)**	**(2,890)**	**(2,875)**	**(2,875)**
OBIs for Wheaton move include elimination of rent payment at 255 Rockville Pike and maintenance and utility expenses at Wheaton Building.						
Subtotal Expenditures	**40,699**	**37,510**	**37,405**	**37,417**	**37,709**	**38,195**

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Environmental Protection

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$32,756,760	108.40

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 approved FY21 Operating Budget for the Department of Environmental Protection is $32,756,760, an increase of $806,228 or 2.52 percent from the FY20 Approved Budget of $31,950,532. Personnel Costs comprise 35.99 percent of the budget for 92 full-time position(s) and one part-time position(s), and a total of 108.40 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 64.01 percent of the FY21 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 $9,202,649 for Water Quality Protection bonds is required in FY21.

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

COUNTY PRIORITY OUTCOMES

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

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

INITIATIVES

- Increase funding from the Tree Canopy Fund to allow an additional 550 trees to be planted on private property through the Tree Montgomery Program. This initiative allows for credit under the MS4 permit as well as helps address issues related to adapting to climate change impacts.
- DEP, in collaboration with the Arts and Humanities Council of Montgomery County (AHCMC), sponsored three mini grants for County artists to develop temporary artworks that engage the community around the issue of climate change. The effort

shows an intersection of climate science, civic art practice, equity, community engagement and sustainable behavior.

- Add funding for outreach with retailers regarding the County's pesticide law, which restricts what kinds of pesticides may be used in the County.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Successfully reorganized the Department of Environmental Protection (DEP) with a focus on operational efficiency. This includes integrating all watershed management functions within DEP into the Watershed Restoration Division, centrally managing enterprise functions such as procurement, IT and budget, and reorienting the focus of the previous Solid Waste Division to be focused on movement towards zero waste.
- Developed a Geographic Information System (GIS) Suitability Model to create science-based geographic targeting maps for implementing stormwater management best management practices (BMPs) and other DEP programs. These targeting maps will guide the County's efforts to meet future MS4 permit requirements, achieve biological uplift, ensure project longevity, and address environmental justice issues.
- Re-developed the Tree Montgomery database to manage all aspects of the Tree Montgomery Program, including customer applications, planting locations and tree species, ordering with the planting contractor, inspections and invoicing, and coordinating after-care services. The total number of trees planted through the program increased significantly by mid-year, earning impervious area restoration credits under the MS4 permit.
- Relocate Department of Environmental Protection offices to Wheaton as part of a Countywide initiative to centralize government services to support business growth and development. This move was planned as part of the Wheaton Redevelopment Program, which will encourage private reinvestment in Wheaton through targeted, complementary public investment.

PROGRAM CONTACTS

Contact Patrice Bubar of the Department of Environmental Protection at 240.777.7786 or Richard H. Harris of the Office of Management and Budget at 240.777.2795 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Administration

The Office of the Director provides for overall management of departmental programs to ensure safe and efficient operations, including contract administration management for the department, continuity of operations, and oversight of operational programs at the County's waste management facilities (including the Transfer Station and Resource Recovery Facility). The Director's Office manages the revenue from the Water Quality Protection Charge, which funds many environmental programs around the

County. The Director's Office also oversees the development of the fee for services charges to County residents related to recycling and trash collection services.

The Office provides strategic direction and support on IT systems and infrastructure for departmental operations and programs, oversees the human resources and human capital programs for the department, and manages other supporting functions such as fleet vehicles. The Office provides for management of partnerships with multiple county departments with which DEP cooperates, including DPS, DOT, and DGS, as well as external groups including faith-based institutions, MNCPCP and WSSC. The Office develops water and wastewater policies and updates the County's comprehensive water and sewer plan.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,073,960**	**5.26**
Increase Cost: IT Equipment for Wheaton Building	12,888	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	146,779	1.59
FY21 Approved	**1,233,627**	**6.85**

Energy, Climate and Compliance

The Energy, Climate and Compliance Division enforces County laws and regulations related to air and water pollution, illegal dumping, noise control, pesticides and other environmental laws. The division implements programs that educate and assist County residents with ensuring their properties are energy efficient. These programs include extensive outreach and assistance with understanding tools and financing available to increase energy efficiency. The Division is responsible for oversight and implementation of the Benchmarking Law which requires certain commercial property owners to benchmark the energy efficiency of their properties and report that to the County. The Division develops programs that will assist with reducing greenhouse gas emissions in the County, including support to the working groups for clean energy and building efficiency, created as part of the initiative to develop a Climate Action and Resiliency Plan. It also oversees programs that provide financial support to property owners to improve energy efficiency such as PACE and the Green Bank, and manages the Green Business Certification Program which recognizes businesses that adapt practices that enhance sustainability.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of outreach impressions to educate residents on Energy Efficiency and Renewable Energy	7,872	8,283	9,000	9,500	10,000
Percent of commercial buildings in compliance with the building benchmarking law [1]	N/A	N/A	85%	95%	95%
Average days to close environmental cases	31	27	30	30	30
Percent of customers rating themselves as satisfied with DEP's response to environmental complaints	75%	84%	80%	80%	80%

[1] *CY18 data are still being submitted, and CY19 data is not yet available. CY17 is County buildings = 50,000 sf + private buildings = 50,000 sf (58%). The total number of buildings required to comply is uncertain due to inaccurate/conflicting data sources. Figures for buildings in compliance include buildings filing exemptions/waivers as authorized under the law.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,116,885**	**11.44**
Shift: Move Tree Montgomery Program from Energy, Climate, and Compliance program to Watershed Restoration Program	(66,700)	0.00
Shift: Move Tree Montgomery Program from Energy, Climate, and Compliance program to Watershed Restoration Program	(500,000)	0.00

FY21 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(175,281)	(2.00)
FY21 Approved	**1,374,904**	**9.44**

Watershed Restoration

The Watershed Restoration Division leads the County's efforts to improve stream health and water quality through the targeted planning, design, construction, inspection and maintenance of best management practices (BMP) built to manage stormwater runoff. The Watershed Restoration Division supports watershed-based monitoring and reporting to achieve County stream protection goals (Montgomery County Code Chapter 19, Article IV) and comply with the Federal Clean Water Act NPDES Municipal Separate Storm Sewer System (MS4) permit. 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 BMPs that mitigate those impacts within the County's designated "Special Protection Areas". The Division implements programs to extend stewardship and BMPs beyond streams and facilities by targeting private property owners. These programs include Tree Montgomery (Chapter 55, Article 3), RainScapes, and pet waste. The Division oversees the carry out bag tax program, which helps address issues with litter in streams.

The Watershed Restoration Division successfully implements these programs through extensive partnerships with the Maryland Department of Natural Resources, Maryland Department of the Environment, Maryland Department of Agriculture, Montgomery County Public Schools, Montgomery County Departments of Transportation and General Services, Maryland National Capital Park and Planning Commission, the Towns of Chevy Chase, Kensington, Somerset and Poolesville, and the Villages of Chevy Chase and Friendship Heights, watershed organizations, home-owner associations, businesses, and private property owners. The long-term goal is to protect and improve water resources for Montgomery County residents and the Chesapeake Bay.

Revenue for this program is generated 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. Revenue from the carry out bag tax is also provided to support these programs.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Pounds of sediment reduced (thousands) [1]	N/A	532	984	1,830	2,212
Pounds of nitrogen reduced [2]	N/A	463	1,274	2,170	3,000
Percent of stormwater management triennial inspections completed [3]	95%	64%	95%	95%	95%
Percent of stormwater management facility maintenance work orders completed	93%	82%	99%	100%	100%

[1] *FY19 shows the beginning of an anticipated new MS4 Permit requirement for nitrogen reduction. Past performance data no available as this is a new permit requirement. MDE does not anticipate issuing a permit until Summer 2020. However, DEP continues to implement restoration projects based on the approved CIP budget. These projects will contribute to the success of the new permit when it is issued.*

[2] *FY19 shows the beginning of an anticipated new MS4 Permit requirement for nitrogen reduction. Past performance data no available as this is a new permit requirement. MDE does not anticipate issuing a permit until Summer 2020. However, DEP continues to implement restoration projects based on the approved CIP budget. These projects will contribute to the success of the new permit when it is issued.*

[3] *Does not include triennial inspections of BMPs on Single Family Residential (SFR) properties, which are covered under a separate inspection program.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**28,759,687**	**93.17**
Increase Cost: Wheaton Redevelopment Project Operating Budget Impacts	537,343	0.00
Shift: Move Tree Montgomery Program from Energy, Climate, and Compliance program to Watershed Restoration Program	500,000	0.00
Enhance: Additional Tree Planting Funded Through the Tree Montgomery Program (Tree Canopy Fund)	250,000	0.00
Increase Cost: Council Action: Increase Funds for Maryland-National Capital Park and Planning Commission	175,523	0.00
Increase Cost: Watershed Montintoring	151,350	0.00
Shift: Move Tree Montgomery Program from Energy, Climate, and Compliance program to Watershed Restoration Program	66,700	0.00
Increase Cost: IT Equipment for Wheaton Building	26,588	0.00
Increase Cost: Storm Drain Maintenance	25,506	0.00
Add: Outreach to Retailers for County Pesticide Law	4,000	0.00
Technical Adj: Property Tax Billing Chargeback from Finance	(9,920)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(338,548)	(1.06)
FY21 Approved	**30,148,229**	**92.11**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,178,617	1,584,064	1,379,229	1,599,669	1.0 %
Employee Benefits	411,191	505,077	434,368	467,472	-7.5 %
County General Fund Personnel Costs	**1,589,808**	**2,089,141**	**1,813,597**	**2,067,141**	**-1.1 %**
Operating Expenses	756,243	1,035,004	1,185,924	1,291,390	24.8 %
County General Fund Expenditures	**2,346,051**	**3,124,145**	**2,999,521**	**3,358,531**	**7.5 %**
PERSONNEL					
Full-Time	46	46	46	46	—
Part-Time	0	0	0	0	—
FTEs	16.50	16.70	16.70	16.29	-2.5 %
REVENUES					
Other Charges/Fees	3,137	60,400	60,400	60,400	—
Other Fines/Forfeitures	15,900	15,000	15,000	15,000	—
Other Licenses/Permits	20,025	10,000	20,000	20,000	100.0 %
Tree Canopy	847,000	500,000	500,000	750,000	50.0 %
County General Fund Revenues	**886,062**	**585,400**	**595,400**	**845,400**	**44.4 %**
WATER QUALITY PROTECTION FUND					
EXPENDITURES					
Salaries and Wages	6,533,355	7,476,220	6,849,821	7,405,384	-1.0 %

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Employee Benefits	1,925,643	2,456,943	2,255,011	2,316,419	-5.7 %
Water Quality Protection Fund Personnel Costs	**8,458,998**	**9,933,163**	**9,104,832**	**9,721,803**	**-2.1 %**
Operating Expenses	16,920,414	18,893,224	18,804,724	19,676,426	4.2 %
Water Quality Protection Fund Expenditures	**25,379,412**	**28,826,387**	**27,909,556**	**29,398,229**	**2.0 %**
PERSONNEL					
Full-Time	45	46	46	46	—
Part-Time	0	1	1	1	—
FTEs	91.47	93.17	93.17	92.11	-1.1 %
REVENUES					
Bag Tax	2,566,990	2,471,921	2,471,921	2,500,000	1.1 %
Investment Income	808,871	934,070	934,070	750,000	-19.7 %
Other Charges/Fees	391,310	50,000	50,000	47,500	-5.0 %
Water Quality Protection Charge	38,307,412	37,515,190	37,767,816	38,993,180	3.9 %
Water Quality Protection Fund Revenues	**42,074,583**	**40,971,181**	**41,223,807**	**42,290,680**	**3.2 %**

DEPARTMENT TOTALS

Total Expenditures	**27,725,463**	**31,950,532**	**30,909,077**	**32,756,760**	**2.5 %**
Total Full-Time Positions	**91**	**92**	**92**	**92**	**—**
Total Part-Time Positions	**0**	**1**	**1**	**1**	**—**
Total FTEs	**107.97**	**109.87**	**109.87**	**108.40**	**-1.3 %**
Total Revenues	**42,960,645**	**41,556,581**	**41,819,207**	**43,136,080**	**3.8 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**3,124,145**	**16.70**
Changes (with service impacts)		
Enhance: Additional Tree Planting Funded Through the Tree Montgomery Program (Tree Canopy Fund) [Watershed Restoration]	250,000	0.00
Add: Outreach to Retailers for County Pesticide Law [Watershed Restoration]	4,000	0.00
Other Adjustments (with no service impacts)		
Shift: Move Tree Montgomery Program from Energy, Climate, and Compliance program to Watershed Restoration Program [Watershed Restoration]	500,000	0.00
Increase Cost: FY21 Compensation Adjustment	33,308	0.00
Increase Cost: Annualization of FY20 Compensation Increases	19,427	0.00
Increase Cost: IT Equipment for Wheaton Building [Administration]	12,888	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	4,810	0.00
Increase Cost: Print and Mail Adjustment	365	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Decrease Cost: Motor Pool Adjustment	(10,867)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(12,888)	(0.41)
Decrease Cost: Retirement Adjustment	(29,918)	0.00
Decrease Cost: Council Compensation Adjustment	(36,739)	0.00
Shift: Move Tree Montgomery Program from Energy, Climate, and Compliance program to Watershed Restoration Program [Energy, Climate and Compliance]	(500,000)	0.00
FY21 APPROVED	**3,358,531**	**16.29**

WATER QUALITY PROTECTION FUND

FY20 ORIGINAL APPROPRIATION	**28,826,387**	**93.17**
Other Adjustments (with no service impacts)		
Increase Cost: Wheaton Redevelopment Project Operating Budget Impacts [Watershed Restoration]	537,343	0.00
Increase Cost: Council Action: Increase Funds for Maryland-National Capital Park and Planning Commission [Watershed Restoration]	175,523	0.00
Increase Cost: Watershed Montintoring [Watershed Restoration]	151,350	0.00
Increase Cost: FY21 Compensation Adjustment	125,961	0.00
Shift: Move Tree Montgomery Program from Energy, Climate, and Compliance program to Watershed Restoration Program [Watershed Restoration]	66,700	0.00
Increase Cost: Annualization of FY20 Compensation Increases	65,168	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	33,460	0.00
Increase Cost: IT Equipment for Wheaton Building [Watershed Restoration]	26,588	0.00
Increase Cost: Storm Drain Maintenance [Watershed Restoration]	25,506	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	9,099	0.00
Decrease Cost: Print and Mail Adjustment	(4,249)	0.00
Technical Adj: Property Tax Billing Chargeback from Finance [Watershed Restoration]	(9,920)	0.00
Shift: Move Tree Montgomery Program from Energy, Climate, and Compliance program to Watershed Restoration Program [Energy, Climate and Compliance]	(66,700)	0.00
Decrease Cost: Retirement Adjustment	(68,242)	0.00
Decrease Cost: Motor Pool Adjustment	(82,653)	0.00
Decrease Cost: Council Compensation Adjustment	(138,384)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(274,708)	(1.06)
FY21 APPROVED	**29,398,229**	**92.11**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Administration	1,073,960	5.26	1,233,627	6.85
Energy, Climate and Compliance	2,116,885	11.44	1,374,904	9.44
Watershed Restoration	28,759,687	93.17	30,148,229	92.11

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Total	**31,950,532**	**109.87**	**32,756,760**	**108.40**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
WATER QUALITY PROTECTION FUND					
CIP	Capital Fund	2,580,971	19.20	2,494,750	18.35

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**3,359**	**3,359**	**3,359**	**3,359**	**3,359**	**3,359**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY21	**0**	**(17)**	**(17)**	**(17)**	**(17)**	**(17)**
Items recommended for one-time funding in FY21 will be eliminated from the base in the outyears. In FY21, this represents IT equipment for the Wheaton Office Building and outreach related to the County's pesticide law.						
Stormwater Management Retrofit: Countywide (P808726)	**0**	**0**	**150**	**150**	**150**	**150**
Subtotal Expenditures	**3,359**	**3,342**	**3,492**	**3,492**	**3,492**	**3,492**
WATER QUALITY PROTECTION FUND						
EXPENDITURES						
FY21 Approved	**29,398**	**29,398**	**29,398**	**29,398**	**29,398**	**29,398**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY21	**0**	**(27)**	**(27)**	**(27)**	**(27)**	**(27)**
Items recommended for one-time funding in FY21 will be eliminated from the base in the outyears. In FY21, this represents IT equipment for the Wheaton Office Building.						
Building Lease Operating Budget Impacts	**0**	**(733)**	**(733)**	**(733)**	**(733)**	**(733)**
Reduction of lease costs in FY21 - FY25 to reflect move to Wheaton in Fall 2020						
Wheaton Building Operating Costs	**0**	**7**	**7**	**7**	**14**	**14**
Subtotal Expenditures	**29,398**	**28,645**	**28,645**	**28,645**	**28,652**	**28,652**

Recycling and Resource Management

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$131,424,275	111.56

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 approved FY21 Operating Budget for the Recycling and Resource Management is $131,424,275, an increase of $15,690,450 or 13.56 percent from the FY20 Approved Budget of $115,733,825. Personnel Costs comprise 9.72 percent of the budget for 83 full-time position(s) and two part-time position(s), and a total of 111.56 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 90.28 percent of the FY21 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**

INITIATIVES

- Continues to implement initiatives and programs that resulted from the Strategic Plan to Advance Composting, Compost Use, and Food Scraps Diversion in Montgomery County. The department is currently implementing a composting program for major producers of food scraps, and in FY21 is both planning a pilot residential food scraps collection program as well as provide compost bins for interested homeowners throughout the County.
- Partner with the Wheaton Urban District as well as the Mid-County Regional Services Center to address the lack of recycling bins in downtown Wheaton. This partnership strives to increase the number of recycling bins along the streetscapes and

sidewalks to improve compliance with recycling mandates, set an example for others in the public and private sector to follow.

- Reduce contamination and increase recycling, DEP is fully implementing a program that sends DEP field inspectors out to communities to monitor customers' blue bins prior to collection. Recycling staff provide educational materials to the target area, while personnel at the Materials Recovery Facility to sort material from the targeted area to determine if our efforts reduced contamination over time. This program yielded positive results in its pilot phase, showing a decrease in contamination and an increase in recycling.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Installed a new electric screening system at the Dickerson Compost Facility. This new system has no hydraulic lines or motors, consumes less diesel fuel, and is a projected to increase in LeafGro production and reduce screening costs. The department estimates a gain in production hours and an increase in LeafGro sales.
- Established a Safety and Health Work Group for the Transfer Station. The purpose of this work group is to coordinate with the contractors responsible for operations at the facility to address safety issues and initiatives across the site, and to make health and safety an integral part of standard operating procedures, cultures, and programs.
- Relocate Department of Environmental Protection offices to Wheaton as part of a Countywide initiative to centralize government services to support business growth and development. This move was planned as part of the Wheaton Redevelopment Program, which will encourage private reinvestment in Wheaton through targeted, complementary public investment.

PROGRAM CONTACTS

Contact Patrice Bubar of the Recycling and Resource Management at 240.777.7786 or Richard H. Harris of the Office of Management and Budget at 240.777.2795 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Administration and Support

This program provides support to the Department's Division of Resource Recovery and Management's operations, programs, and mission, and overall management and policy direction to the core professional services of budget and financial management. The program

- develops and evaluates CIP and operating budgets in a strategic and economically responsible manner for fair and equitable rate structures;

- maintains solid waste enterprise funds in a financially prudent manner through efficient financial management;
- assists with execution of procurement actions on a timely basis and at the best possible value;
- reviews and develops policies and procedures that strengthen internal controls; and
- identifies efficiencies across the department using metrics, quantitative and financial models, and forecasting tools to analyze the fiscal impact of proposed changes to the solid waste management activities.

The Department of Housing and Community Affairs provides staff to respond to resident complaints dealing with storage and removal of solid waste, illegal solid waste dumping, storage of unregistered or inoperable vehicles on private property, improper screening of dumpsters (particularly those in shopping areas), and control and regulation of weeds throughout the County.

Furthermore, "Clean or Lien" provides for the removal of dangerous or unsightly trash, perimeter grass, and weeds on properties which the owners have failed to maintain as required. Department of Environmental Protection staff in Energy and Environment Compliance Division provide surface and subsurface environmental compliance monitoring at all County solid waste facilities, and reviews reports air monitoring at the Resource Recovery Facility (RRF).

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Increase Cost: Revenue Analysis and System Evaluation	266,172	0.00
Increase Cost: Wheaton Building Operating Costs	220,493	0.00
Decrease Cost: Reduced Finance Chargeback	(13,636)	0.00
Decrease Cost: FY20 Budgeted Debt Service for a Project That Will Not Move Forward	(1,817,000)	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.	7,737,391	39.16
FY21 Approved	**6,393,420**	**39.16**

Disposal

This program provides for the operation of the Montgomery County Resource Recovery Facility (RRF). The RRF serves as the primary disposal facility for non-recycled waste generated in the County. Renewable energy in the form of electricity is generated and sold into the competitive energy market. This program also includes costs for related operations at the Transfer Station and for the transportation of waste from the Transfer Station to the RRF. Also, it provides for the operation of the receiving, processing, and shipping facility for municipal solid waste generated within the County.

In addition, the program provides for the rail shipment of ash residue from the RRF to Fulton Rail Yard near Richmond, Virginia, where it is unloaded and transported by truck to the Old Dominion Landfill, a contracted landfill where the ash is processed for further metals removal and recycling. Ash is beneficially reused as alternate daily cover and road base within the lined areas of Old Dominion Landfill. This program also provides for the shipment of non-processible waste, such as construction material and, if necessary, bypass waste, from the Transfer Station to either recycling facilities, rubble landfills, or other contracted landfills. It provides for the operation of a satellite drop-off site at the Poolesville Highway Services Depot and funds the proper disposal of household hazardous waste such as flammable products, insecticides, mercury, and reactive and corrosive chemicals. The materials are handled through the County's hazardous waste contractor and permitted hazardous waste management facilities.

The program maintains the closed Oaks Landfill in an environmentally sound and cost-effective manner in accordance with

applicable State and Federal regulations. Mandated duties under this program include managing landfill gas through collection, flaring, and gas-to-energy systems, and maintaining leachate storage and pre-treatment facilities. This program also provides for the acceptance and treatment of waste generated by the cleanout of storm water oil/grit separators. Finally, the program maintains the closed Gude Landfill, including monitoring of air and water quality around the landfill. In addition, planning for remediation mandated by the Maryland Department of the Environment to minimize potentially adverse environmental impacts and the design of post-completion uses for the site that serve the community are part of this program.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of customers dropping off household hazardous waste at the Transfer Station	125,160	113,985	119,684	125,668	131,952
Percent of total municipal solid waste sent to landfill	11.7%	9.7%	10.1%	10.1%	10.8%
Percent of non-residential municipal solid waste recycled	57.9%	58.5%	59.6%	60.6%	61.8%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Increase Cost: Change Order and other Contract Increases	12,372,628	0.00
Increase Cost: Funding for Out of County Haul	1,293,632	0.00
Increase Cost: Offset for Reduced Electricity Sales Revenue	626,528	0.00
Increase Cost: Landfill Maintenance (Gude, Oaks, and Site 2)	174,886	0.00
Increase Cost: Recycling Outreach and Education	12,797	0.00
Increase Cost: Other Miscellaneous Adjustments	1,437	0.00
Shift: Reduced Department of Environmental Protection Chargebacks Following Reorganization	(27,772)	0.00
Decrease Cost: Adjustment to Household Hazard Waste Program	(30,271)	0.00
Decrease Cost: Adjustment to Transfer Station Based on Experience	(731,949)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	53,696,541	21.15
FY21 Approved	**67,388,457**	**21.15**

Materials and Collection

This program provides for collection of refuse from single family residences in the southern parts of the County (Subdistrict A) and the funds to secure, administer, monitor, and enforce contracts with private collectors for collection of residential refuse and recyclables for the entire County. It also responds to the residents' service needs.

In addition, the program enforces the County's recycling regulations as they apply to single-family residences, and other waste generators, and enforcement of requirements of Chapter 48 of the County Code. It also supports solid waste program goals and ensures the success of recycling initiatives and progress to achieve the County's recycling goal. Also, the program provides for mandatory recycling and waste reduction for multi-family properties, for all businesses, and for broadly educating everyone living, visiting, and working in the County. Program efforts include technical support, assistance, education, outreach, and training.

It provides for the separation, processing, and marketing of recyclable materials at the Recycling Center (MRF). The MRF receives recyclable material collected under the County curbside collection program from all single-family residences as well as some materials from municipalities, multi- family properties, and non-residential properties that have established recycling programs. The materials are then sorted, baled, and shipped to markets for recycling. The program also provides for the processing, baling, and shipping of the County's residential and some non-residential mixed paper and corrugated paper (cardboard) as well.

The processing, transporting, composting, and marketing of yard trim received by the County is also included in this program, including leaves received from the County's Leaf Vacuuming Program. Processing includes grinding brush to produce mulch at the Transfer Station and composting of all leaves and grass, sold wholesale as LeafGro in bulk and bagged forms.

The program promotes recycling of food scraps as part of the County's overall effort to increase recycling and to reduce the amount of food waste within the County. The program includes initiatives to recycle food scraps and other acceptable organic materials generated by the single-family residential, multi-family residential, and commercial sectors, through composting and/or other technologies.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of site visits to provide recycling assistance to businesses	5,378	5,365	4,680	4,680	4,680
Average number of refuse collections missed per week, not picked up within 24 hours	11.9	10.5	9.9	9.8	9.7
Average number of recycling collections missed per week, not picked up within 24 hours	20.3	14.2	14.1	14.0	13.9
Percent of single-family municipal solid waste recycled	66.7%	67.8%	68.1%	68.3%	68.6%
Percent of multi-family municipal solid waste recycled [1]	30.3%	30.3%	30.7%	30.9%	31.4%
Percent of total municipal solid waste recycled [2]	61.6%	62%	63%	63.5%	64%
Single-family recycling (tonnages)	268,765	273,359	275,531	276,111	278,996
Multi-family recycling (tonnages)	28,551	29,495	30,741	31,999	32,788
Non-residential recycling (tonnages)	323,195	329,563	339,120	349,102	360,089
Total recycling (tonnage)	620,510	632,417	645,392	657,213	671,874

[1] *1. This reporting is performed on a calendar year basis. 2. CY18 data has been submitted on the MRA Tonnage Report to the State of Maryland, Maryland Department of the Environment (MDE) for their review.*

[2] *CY18 data has been submitted on the MRA Tonnage Report to the State of Maryland, Maryland Department of the Environment (MDE) for their review.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Increase Cost: Collection Contracts for Refuse	832,478	0.00
Increase Cost: Miscellaneous Recycling Program Adjustment (Residential, Multi-family, Commercial)	684,316	0.00
Increase Cost: Recycling Center Operations Contracts	422,999	0.00
Add: Implementation of the Commercial Food Waste Program	417,599	0.00
Add: Pilot of Single Family Food Waste Program	408,000	0.00
Add: Provide Three Field Inspectors to Reduce Recycling Contamination in the Field	341,439	3.00
Decrease Cost: Adjustment in Cost for Mixed Paper Recycling	94,837	0.00
Enhance: Recycling Bins for Wheaton	78,000	0.00
Add: Provide Bins to Single Family Homes for At-Home Food Waste Composting	40,000	0.00
Increase Cost: Volunteer Program Adjustment	2,120	0.00
Increase Cost: Yard Trim Reduction Program	1,910	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	54,318,700	48.25
FY21 Approved	**57,642,398**	**51.25**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Administration and Support

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,780,732**	**20.02**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(3,780,732)	(20.02)
FY21 Approved	**0**	**0.00**

Commercial Recycling

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,008,483**	**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.	(2,008,483)	(10.00)
FY21 Approved	**0**	**0.00**

Dickerson Compost Facility

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**5,329,030**	**1.15**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(5,329,030)	(1.15)
FY21 Approved	**0**	**0.00**

Dickerson Master Plan Implementation

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**84,301**	**0.51**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(84,301)	(0.51)
FY21 Approved	**0**	**0.00**

Enforcement

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,355,947**	**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.	(1,355,947)	(9.93)
FY21 Approved	**0**	**0.00**

Food Waste Organics Recycling

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,002,280**	**1.00**

FY21 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,002,280)	(1.00)
FY21 Approved	**0**	**0.00**

Gude Landfill

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**755,541**	**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.	(755,541)	(1.00)
FY21 Approved	**0**	**0.00**

Household & Small Quantity Hazardous Waste Management

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,179,946**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,179,946)	0.00
FY21 Approved	**0**	**0.00**

Multi-Family Recycling

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**991,876**	**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.	(991,876)	(5.00)
FY21 Approved	**0**	**0.00**

Oaks Landfill

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,141,939**	**1.23**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,141,939)	(1.23)
FY21 Approved	**0**	**0.00**

Out Of County Refuse Disposal

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**13,903,133**	**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.	(13,903,133)	(1.00)
FY21 Approved	**0**	**0.00**

Recycling Center

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**10,152,280**	**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.	(10,152,280)	(4.50)
FY21 Approved	**0**	**0.00**

Recycling Outreach And Education

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**589,863**	**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.	(589,863)	(2.00)
FY21 Approved	**0**	**0.00**

Residential Collection

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**36,028,007**	**29.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(36,028,007)	(29.00)
FY21 Approved	**0**	**0.00**

Resource Recovery Facility & Related Waste Transfer

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**26,985,832**	**1.20**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(26,985,832)	(1.20)
FY21 Approved	**0**	**0.00**

Satellite Sites

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**248,667**	**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.	(248,667)	(1.70)
FY21 Approved	**0**	**0.00**

Site 2

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**159,366**	**0.40**

FY21 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(159,366)	(0.40)
FY21 Approved	**0**	**0.00**

Support for Recycling Volunteers

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**146,681**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(146,681)	0.00
FY21 Approved	**0**	**0.00**

Transfer Station

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**8,416,270**	**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.	(8,416,270)	(14.00)
FY21 Approved	**0**	**0.00**

Waste System Planning

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**398,147**	**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.	(398,147)	(2.60)
FY21 Approved	**0**	**0.00**

Yard Trim Reduction

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**75,504**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(75,504)	0.00
FY21 Approved	**0**	**0.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
SOLID WASTE DISPOSAL					
EXPENDITURES					
Salaries and Wages	7,689,139	8,004,639	7,437,905	8,453,434	5.6 %

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Employee Benefits	2,391,149	2,791,967	2,597,816	2,685,191	-3.8 %
Solid Waste Disposal Personnel Costs	**10,080,288**	**10,796,606**	**10,035,721**	**11,138,625**	**3.2 %**
Operating Expenses	83,330,740	90,374,283	90,099,283	106,224,338	17.5 %
Capital Outlay	3,577,111	4,979,216	4,979,216	3,610,610	-27.5 %
Solid Waste Disposal Expenditures	**96,988,139**	**106,150,105**	**105,114,220**	**120,973,573**	**14.0 %**
PERSONNEL					
Full-Time	76	76	76	79	4.0 %
Part-Time	2	2	2	2	—
FTEs	94.78	94.78	94.78	99.78	5.3 %
REVENUES					
Investment Income	2,015,311	1,719,840	1,684,500	1,274,760	-25.9 %
Miscellaneous Revenues	1,007,288	45,000	45,000	320,000	611.1 %
Other Charges/Fees	272,013	190,000	190,000	295,000	55.3 %
Other Fines/Forfeitures	33,669	35,000	35,000	36,000	2.9 %
Other Licenses/Permits	10,440	10,000	10,000	12,000	20.0 %
Property Rentals	0	38,500	38,500	5,000	-87.0 %
Sale of Recycled Materials	3,984,055	6,149,327	6,149,327	3,977,791	-35.3 %
Solid Waste Disposal Fees/Operating Revenues	29,359,385	29,119,333	27,893,752	29,019,752	-0.3 %
Systems Benefit Charge	66,376,952	68,439,293	68,427,348	70,896,342	3.6 %
Solid Waste Disposal Revenues	**103,059,113**	**105,746,293**	**104,473,427**	**105,836,645**	**0.1 %**

SOLID WASTE COLLECTION

EXPENDITURES					
Salaries and Wages	1,266,256	1,187,740	1,189,768	1,241,098	4.5 %
Employee Benefits	330,244	404,544	404,544	390,201	-3.6 %
Solid Waste Collection Personnel Costs	**1,596,500**	**1,592,284**	**1,594,312**	**1,631,299**	**2.5 %**
Operating Expenses	7,193,005	7,991,436	7,991,436	8,819,403	10.4 %
Solid Waste Collection Expenditures	**8,789,505**	**9,583,720**	**9,585,748**	**10,450,702**	**9.0 %**
PERSONNEL					
Full-Time	4	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	11.46	11.46	11.46	11.78	2.8 %
REVENUES					
Investment Income	115,756	65,540	96,760	73,220	11.7 %
Miscellaneous Revenues	20,794	0	12,000	0	—
Other Charges/Fees	13,841	0	0	0	—
Systems Benefit Charge	7,089,239	8,818,850	8,736,845	9,885,837	12.1 %
Solid Waste Collection Revenues	**7,239,630**	**8,884,390**	**8,845,605**	**9,959,057**	**12.1 %**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
DEPARTMENT TOTALS					
Total Expenditures	**105,777,644**	**115,733,825**	**114,699,968**	**131,424,275**	**13.6 %**
Total Full-Time Positions	**80**	**80**	**80**	**83**	**3.8 %**
Total Part-Time Positions	**2**	**2**	**2**	**2**	**—**
Total FTEs	**106.24**	**106.24**	**106.24**	**111.56**	**5.0 %**
Total Revenues	**110,298,743**	**114,630,683**	**113,319,032**	**115,795,702**	**1.0 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
SOLID WASTE DISPOSAL		
FY20 ORIGINAL APPROPRIATION	**106,150,105**	**94.78**
Changes (with service impacts)		
Add: Implementation of the Commercial Food Waste Program [Materials and Collection]	417,599	0.00
Add: Pilot of Single Family Food Waste Program [Materials and Collection]	408,000	0.00
Add: Provide Three Field Inspectors to Reduce Recycling Contamination in the Field [Materials and Collection]	341,439	3.00
Enhance: Recycling Bins for Wheaton [Materials and Collection]	78,000	0.00
Add: Provide Bins to Single Family Homes for At-Home Food Waste Composting [Materials and Collection]	40,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Change Order and other Contract Increases [Disposal]	12,372,628	0.00
Increase Cost: Funding for Out of County Haul [Disposal]	1,293,632	0.00
Increase Cost: Miscellaneous Recycling Program Adjustment (Residential, Multi-family, Commercial) [Materials and Collection]	684,316	0.00
Increase Cost: Offset for Reduced Electricity Sales Revenue [Disposal]	626,528	0.00
Increase Cost: Recycling Center Operations Contracts [Materials and Collection]	422,999	0.00
Increase Cost: Revenue Analysis and System Evaluation [Administration and Support]	266,172	0.00
Increase Cost: Annualization of FY20 Personnel Costs	236,982	2.00
Increase Cost: Wheaton Building Operating Costs [Administration and Support]	220,493	0.00
Increase Cost: FY21 Compensation Adjustment	189,341	0.00
Increase Cost: Landfill Maintenance (Gude, Oaks, and Site 2) [Disposal]	174,886	0.00
Increase Cost: Annualization of FY20 Compensation Increases	95,177	0.00
Decrease Cost: Adjustment in Cost for Mixed Paper Recycling [Materials and Collection]	94,837	0.00
Increase Cost: Risk Management Adjustment	77,251	0.00
Increase Cost: Recycling Outreach and Education [Disposal]	12,797	0.00
Increase Cost: Volunteer Program Adjustment [Materials and Collection]	2,120	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	2,099	0.00
Increase Cost: Yard Trim Reduction Program [Materials and Collection]	1,910	0.00
Increase Cost: Other Miscellaneous Adjustments [Disposal]	1,437	0.00
Increase Cost: Print and Mail Adjustment	1,262	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Decrease Cost: Reduced Finance Chargeback [Administration and Support]	(13,636)	0.00
Shift: Reduced Department of Environmental Protection Chargebacks Following Reorganization [Disposal]	(27,772)	0.00
Decrease Cost: Motor Pool Adjustment	(29,910)	0.00
Decrease Cost: Adjustment to Household Hazard Waste Program [Disposal]	(30,271)	0.00
Decrease Cost: Retirement Adjustment	(177,192)	0.00
Decrease Cost: OPEB Adjustment	(201,380)	0.00
Decrease Cost: Council Compensation Adjustment	(209,327)	0.00
Decrease Cost: Adjustment to Transfer Station Based on Experience [Disposal]	(731,949)	0.00
Decrease Cost: FY20 Budgeted Debt Service for a Project That Will Not Move Forward [Administration and Support]	(1,817,000)	0.00
FY21 APPROVED	**120,973,573**	**99.78**

SOLID WASTE COLLECTION		
FY20 ORIGINAL APPROPRIATION	**9,583,720**	**11.46**
Other Adjustments (with no service impacts)		
Increase Cost: Collection Contracts for Refuse [Materials and Collection]	832,478	0.00
Increase Cost: Annualization of FY20 Personnel Costs	55,696	0.32
Increase Cost: FY21 Compensation Adjustment	25,171	0.00
Increase Cost: Risk Management Adjustment	24,506	0.00
Increase Cost: Annualization of FY20 Compensation Increases	14,314	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	1,108	0.00
Increase Cost: Print and Mail Adjustment	32	0.00
Decrease Cost: OPEB Adjustment	(10,330)	0.00
Decrease Cost: Motor Pool Adjustment	(18,719)	0.00
Decrease Cost: Council Compensation Adjustment	(27,626)	0.00
Decrease Cost: Retirement Adjustment	(29,648)	0.00
FY21 APPROVED	**10,450,702**	**11.78**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Administration and Support	0	0.00	6,393,420	39.16
Administration and Support	3,780,732	20.02	0	0.00
Commercial Recycling	2,008,483	10.00	0	0.00
Dickerson Compost Facility	5,329,030	1.15	0	0.00
Dickerson Master Plan Implementation	84,301	0.51	0	0.00
Disposal	0	0.00	67,388,457	21.15
Enforcement	1,355,947	9.93	0	0.00

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Food Waste Organics Recycling	1,002,280	1.00	0	0.00
Gude Landfill	755,541	1.00	0	0.00
Household & Small Quantity Hazardous Waste Management	1,179,946	0.00	0	0.00
Materials and Collection	0	0.00	57,642,398	51.25
Multi-Family Recycling	991,876	5.00	0	0.00
Oaks Landfill	2,141,939	1.23	0	0.00
Out Of County Refuse Disposal	13,903,133	1.00	0	0.00
Recycling Center	10,152,280	4.50	0	0.00
Recycling Outreach And Education	589,863	2.00	0	0.00
Residential Collection	36,028,007	29.00	0	0.00
Resource Recovery Facility & Related Waste Transfer	26,985,832	1.20	0	0.00
Satellite Sites	248,667	1.70	0	0.00
Site 2	159,366	0.40	0	0.00
Support for Recycling Volunteers	146,681	0.00	0	0.00
Transfer Station	8,416,270	14.00	0	0.00
Waste System Planning	398,147	2.60	0	0.00
Yard Trim Reduction	75,504	0.00	0	0.00
Total	**115,733,825**	**106.24**	**131,424,275**	**111.56**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total$	FY20 FTEs	FY21 Total$	FY21 FTEs
SOLID WASTE DISPOSAL					
General Services	General Fund	254,618	0.00	287,570	0.00
Parking District Services	Bethesda Parking	68,959	0.00	64,324	0.00
Parking District Services	Silver Spring Parking	129,559	0.00	124,627	0.00
Parking District Services	Montgomery Hills Parking	0	0.00	0	0.00
Parking District Services	Wheaton Parking	12,538	0.00	12,061	0.00
Alcohol Beverage Services	Liquor	20,069	0.00	16,603	0.00
	Total	**485,743**	**0.00**	**505,185**	**0.00**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
SOLID WASTE DISPOSAL						
EXPENDITURES						

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
FY21 Approved	**120,974**	**120,974**	**120,974**	**120,974**	**120,974**	**120,974**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY21	**0**	**68**	**68**	**68**	**68**	**68**
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Approved in FY21	**0**	**(192)**	**(192)**	**(192)**	**(192)**	**(192)**
Items recommended for one-time funding in FY21, including vehicles for Field Inspector positions and recycling bins for downtown Wheaton, will be eliminated from the base in the outyears.						
Retiree Health Insurance Pre-funding	**0**	**(13)**	**(29)**	**(29)**	**(31)**	**(6)**
Subtotal Expenditures	**120,974**	**120,837**	**120,821**	**120,821**	**120,819**	**120,844**
SOLID WASTE COLLECTION						
EXPENDITURES						
FY21 Approved	**10,451**	**10,451**	**10,451**	**10,451**	**10,451**	**10,451**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**(1)**	**(2)**	**(1)**	**(2)**	**0**
Subtotal Expenditures	**10,451**	**10,450**	**10,449**	**10,450**	**10,449**	**10,451**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Approved		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Provide Three Field Inspectors to Reduce Recycling Contamination in the Field	204,939	3.00	273,252	3.00
Total	**204,939**	**3.00**	**273,252**	**3.00**

Alcohol Beverage Services

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$63,556,354	442.50

ROBERT DORFMAN, DIRECTOR

MISSION STATEMENT

The mission of Alcohol Beverage Services (ABS) is to provide licensing, wholesale and retail sales of beverage alcohol products, enforcement and effective education and training programs, while promoting moderation and responsible behavior in all phases of distribution and consumption. The Department diligently promotes, enforces, and obeys all laws and regulations governing beverage alcohol while generating revenue for the benefit of Montgomery County's General Fund. The Department strives to provide its customers with the added benefits inherent with the oversight provided by the Montgomery County Government.

BUDGET OVERVIEW

The total approved FY21 Operating Budget for the Alcohol Beverage Services is $63,556,354, a decrease of $486,427 or 0.76 percent from the FY20 Approved Budget of $64,042,781. Personnel Costs comprise 57.63 percent of the budget for 312 full-time position(s) and 144 part-time position(s), and a total of 442.50 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 42.37 percent of the FY21 budget.

In FY21,Alcohol Beverage Services will transfer $31.7 million to the General Fund and make $9.3 million in debt service payments on Liquor Control Revenue Bonds for a total contribution of $41 million.
The above projections and proposed expenditures form the basis for working capital decisions concerning the ABS Enterprise Fund.

The following information is provided to facilitate County Council and public input for final County Executive decisions on the determination of adequate working capital within, and use of resources in, the Liquor Enterprise Fund and net proceeds to be deposited to the General Fund. Consistent with Article 2B, Section 15-207, the County Executive must make resource allocation decisions for the Fund.

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**

INITIATIVES

- Enhance store operations by renovating select stores, piloting new store concepts, and implementing a retail training program.
- Implement technology such as proof of delivery and electronic eyes in our Warehouse to improve delivery accuracy and efficiency.
- Addition of a Loss Prevention Specialist to reduce inventory shrinkage and improve overall security.
- Implementation of new point of sale system across all retail stores to improve customer experience.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Full implementation of voice picking technology that has significantly expedited the loading of products and reduced errors in the process.
- Implemented the Top 1,800 program to ensure all retail stores are stocked with our customers' most demanded products.
- Expanded marketing and outreach efforts to promote many of the existing features of Alcohol Beverage Services.
- Implemented a customer service tracking system that allows for real time tracking of the customer satisfaction in the stores.

PROGRAM CONTACTS

Contact Courtney Orsini of the Alcohol Beverage Services at 240.777.1921 or Estela Boronat de Gomes of the Office of Management and Budget at 240.777.2785 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Administration

The Administration Program provides comprehensive leadership for the Department including strategic planning, policy development and implementation, accountability, maintenance of partnerships with non-governmental service providers and human resource management. This program also provides all accounting, financial, procurement, and information technology services for the department. Finance and accounting staff perform special analyses, reporting, and preparation and monitoring of

the department's budget, as well as oversight of procurement and contract management. Information and technology staff provide the design, operation, maintenance, and protection of all information technology initiatives for the department.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Total sales overall	$294,864,912	$293,663,852	$300,993,163	$305,138,498	$309,506,226
Transfer to General Fund	$21,163,320	$22,975,809	$26,474,980	$27,926,172	$26,000,000
Gross Profit	$88,700,748	$88,573,116	$91,180,293	$96,812,959	$98,749,218
Average Licensee Satisfaction Score from Annual Survey (scale of 1-5) [1]	3.5	3.2	3.8	3.9	4.0

[1] *The Annual Licensee Customer Satisfaction Survey (FY17-FY19) has had a response rate of 8.4-10.6%. The Department has committed to increasing the response rate through active outreach to Licensees in FY20-FY21.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**13,641,311**	**21.20**
Shift: New Positions Approved in FY20 Budget from Retail sales operations and Licensure, Regulation and Education	158,388	2.00
Decrease Cost: Debt Service	(17,150)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(467)	2.00
FY21 Approved	**13,782,082**	**25.20**

Delivery Operations

This program includes the distribution of distilled spirits, wine, and beer to licensed establishments and County retail stores.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of unique licensees affected by a delivery discrepancy (monthly average)- licensees only	494	502	498	498	498
Number of unique licensees affected by a delivery discrepancy of stock Items (monthly average)- licensees only	395	408	403	400	395
Number of unique licensees affected by a delivery discrepancy of special order Items (monthly average)- licensees only	299	294	281	271	260
Percent of items shipped on time and intact- licensees only	98.1%	97.9%	98.0%	98.1%	98.2%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**7,182,371**	**83.00**
Enhance: Upgrade Delivery Fleet (New Truck)	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.	(304,343)	0.00
FY21 Approved	**7,028,028**	**83.00**

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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of annual alcohol compliance checks to minors (under 21)	400	400	400	400	400
Number of licensed business inspections	4,567	3,884	4,000	4,000	4,000
Number of valid licensed businesses registered with ABS	1,048	1,046	1,050	1,050	1,050
Percent of licensees that fail compliance checks (Number of establishments that fail/Number of total compliance checks)	28.0%	30.0%	28.0%	27.0%	25.0%
Rating of licensed businesses satisfied with ALERT training (scale of 1-5)	4.6	4.8	4.8	4.9	4.9
Rating of licensees satisfied with Licensing Application Process (scale of 1-5)	4.5	4.8	4.8	4.9	4.9

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,938,327**	**11.39**
Shift: New Positions Approved in FY20 Budget - Reallocation to Administration Program	(79,194)	(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.	33,496	0.00
FY21 Approved	**1,892,629**	**10.39**

Marketing

This program leads the marketing efforts for the Department, including design and branding, advertising, internal and external communications, merchandising, retail pricing, events, promotions, and highly allocated product selection.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Shift: Transfer from Warehouse Personnel to New Marketing Program	200,638	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.	701,018	2.00
FY21 Approved	**901,656**	**4.00**

Retail Sales Operations

This program oversees sales of distilled spirits, wine, and beer to retail customers and licensees through the operation of retail stores that are located throughout Montgomery County.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Total retail stores sales	$145,175,253	$140,865,450	$149,719,157	$154,286,348	$159,286,348
Same Store Sales Year over Year	$144,735,894	$149,039,371	$156,450,000	$160,987,000	$165,655,000
Average Licensee Satisfaction Score from Annual Survey- Retail Operations (scale of 1-5) [1]	3.63	3.65	3.70	3.75	3.80

[1] *The Annual Licensee Customer Satisfaction Survey (FY17-FY19) has had a response rate of 8.4-10.6%. The Department has committed to increasing the response rate through active outreach to Licensees in FY20-FY21.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**30,139,807**	**210.88**
Enhance: Two New Retail Stores - Spirit Only	1,433,681	12.80
Enhance: Retail Point of Sale System	551,520	0.00

FY21 Approved Changes	Expenditures	FTEs
Increase Cost: Retail Store Leases	807	0.00
Add: Retail Staffing Plan	0	2.00
Shift: Approved with FY20 Budget - Reallocation to Administration Program	(79,194)	(1.00)
Shift: Transfer Building Improvements to CIP - ABS Retail Stores Refresh	(1,335,881)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(301,741)	0.00
FY21 Approved	**30,408,999**	**224.68**

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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of shipped items returned - licensees only	1.0%	0.8%	0.8%	0.8%	0.7%
Percent of items shipped on time and intact- stock products- licensees only	98.7%	98.5%	98.7%	98.8%	98.9%
Percent of items shipped on time and intact- special order products- licensees only	90.2%	90.8%	91.0%	92.0%	93.0%
Average licensee satisfaction score from annual survey- Wholesale Operations (scale of 1-5) [1]	3.59	3.56	3.70	3.75	3.80

[1] *The Annual Licensee Customer Satisfaction Survey (FY17-FY19) has had a response rate of 8.4-10.6%. The Department has committed to increasing the response rate through active outreach to Licensees in FY20-FY21.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**9,741,825**	**97.23**
Shift: Transfer Warehouse Existing Personnel to New Marketing Program	(200,638)	(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.	1,773	0.00
FY21 Approved	**9,542,960**	**95.23**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Office of the Director

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,399,140**	**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.	(1,399,140)	(4.00)
FY21 Approved	**0**	**0.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
LIQUOR CONTROL					
EXPENDITURES					
Salaries and Wages	26,836,360	26,110,171	26,345,475	26,745,635	2.4 %
Employee Benefits	9,273,096	9,995,920	9,560,885	9,882,979	-1.1 %
Liquor Control Personnel Costs	**36,109,456**	**36,106,091**	**35,906,360**	**36,628,614**	**1.4 %**
Operating Expenses	18,096,007	17,235,209	18,400,652	16,754,290	-2.8 %
Capital Outlay	174,439	1,436,681	1,427,272	925,800	-35.6 %
Debt Service Other	9,836,714	9,264,800	8,850,750	9,247,650	-0.2 %
Liquor Control Expenditures	**64,216,616**	**64,042,781**	**64,585,034**	**63,556,354**	**-0.8 %**
PERSONNEL					
Full-Time	307	302	302	312	3.3 %
Part-Time	148	138	138	144	4.4 %
FTEs	442.20	427.70	427.70	442.50	3.5 %
REVENUES					
Bag Tax	7,019	0	0	0	—
Investment Income	145,294	41,410	166,665	91,900	121.9 %
Liquor Licenses	1,744,540	1,732,993	200,000	1,724,222	-0.5 %
Liquor Sales	88,573,116	90,446,885	92,000,000	96,812,959	7.0 %
Miscellaneous Revenues	102,145	0	12,856	0	—
Other Charges/Fees	19,519	23,418	23,418	23,887	2.0 %
Other Fines/Forfeitures	255,830	316,916	300,000	316,916	—
Other Licenses/Permits	73,200	159,229	150,000	168,000	5.5 %
Liquor Control Revenues	**90,920,663**	**92,720,851**	**92,852,939**	**99,137,884**	**6.9 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	18,708	0	0	0	—
Grant Fund - MCG Expenditures	**18,708**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
Grant Fund - MCG Revenues	**0**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**64,235,324**	**64,042,781**	**64,585,034**	**63,556,354**	**-0.8 %**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
Total Full-Time Positions	**307**	**302**	**302**	**312**	**3.3 %**
Total Part-Time Positions	**148**	**138**	**138**	**144**	**4.3 %**
Total FTEs	**442.20**	**427.70**	**427.70**	**442.50**	**3.5 %**
Total Revenues	**90,920,663**	**92,720,851**	**92,852,939**	**99,137,884**	**6.9 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
LIQUOR CONTROL		
FY20 ORIGINAL APPROPRIATION	**64,042,781**	**427.70**
Changes (with service impacts)		
Enhance: Two New Retail Stores - Spirit Only [Retail Sales Operations]	1,433,681	12.80
Enhance: Retail Point of Sale System [Retail Sales Operations]	551,520	0.00
Enhance: Upgrade Delivery Fleet (New Truck) [Delivery Operations]	150,000	0.00
Add: Retail Staffing Plan [Retail Sales Operations]	0	2.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	740,705	0.00
Increase Cost: Annualization of FY20 Compensation Increases	519,226	0.00
Shift: Transfer from Warehouse Personnel to New Marketing Program [Marketing]	200,638	2.00
Shift: New Positions Approved in FY20 Budget from Retail sales operations and Licensure, Regulation and Education [Administration]	158,388	2.00
Increase Cost: Risk Management Adjustment	92,530	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	69,537	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	14,630	0.00
Increase Cost: Retail Store Leases [Retail Sales Operations]	807	0.00
Increase Cost: Print and Mail Adjustment	419	0.00
Decrease Cost: Annualization of FY20 Operating Expenses	(7,390)	0.00
Decrease Cost: Debt Service [Administration]	(17,150)	0.00
Decrease Cost: Motor Pool Adjustment	(38,275)	0.00
Shift: Approved with FY20 Budget - Reallocation to Administration Program [Retail Sales Operations]	(79,194)	(1.00)
Shift: New Positions Approved in FY20 Budget - Reallocation to Administration Program [Licensure, Regulation and Education]	(79,194)	(1.00)
Shift: Transfer Warehouse Existing Personnel to New Marketing Program [Warehouse Operations]	(200,638)	(2.00)
Decrease Cost: Retirement Adjustment	(260,566)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(353,498)	0.00
Decrease Cost: Council Compensation Adjustment	(851,192)	0.00
Decrease Cost: OPEB Adjustment	(1,195,530)	0.00
Shift: Transfer Building Improvements to CIP - ABS Retail Stores Refresh [Retail Sales Operations]	(1,335,881)	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
FY21 APPROVED	**63,556,354**	**442.50**

GRANT FUND - MCG

FY20 ORIGINAL APPROPRIATION	**0**	**0.00**
FY21 APPROVED	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Administration	13,641,311	21.20	13,782,082	25.20
Delivery Operations	7,182,371	83.00	7,028,028	83.00
Licensure, Regulation and Education	1,938,327	11.39	1,892,629	10.39
Marketing	0	0.00	901,656	4.00
Office of the Director	1,399,140	4.00	0	0.00
Retail Sales Operations	30,139,807	210.88	30,408,999	224.68
Warehouse Operations	9,741,825	97.23	9,542,960	95.23
Total	**64,042,781**	**427.70**	**63,556,354**	**442.50**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
LIQUOR CONTROL						
EXPENDITURES						
FY21 Approved	**63,556**	**63,556**	**63,556**	**63,556**	**63,556**	**63,556**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY21	**0**	**215**	**215**	**215**	**215**	**215**
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Approved in FY21	**0**	**(1,377)**	**(1,377)**	**(1,377)**	**(1,377)**	**(1,377)**
Items recommended for one-time funding in FY21, including one new delivery truck, new retail store build outs, and retail Point of Sale software, will be eliminated from the base in the outyears.						
Debt Service	**0**	**1,603**	**1,229**	**1,018**	**959**	**583**
Debt service estimates include Liquor Control Revenue Bonds, Master Lease Agreements for Forklifts, Delivery Trucks, and ERP system.						
Retiree Health Insurance Pre-funding	**0**	**(71)**	**(166)**	**(163)**	**(174)**	**(36)**
Subtotal Expenditures	**63,556**	**63,926**	**63,457**	**63,249**	**63,179**	**62,941**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Approved		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Two New Retail Stores - Spirit Only	643,681	12.80	858,241	12.80
Total	**643,681**	**12.80**	**858,241**	**12.80**

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Cable Television Communications Plan

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$16,518,580	30.75

GAIL M. ROPER, CHIEF INFORMATION OFFICER/DIRECTOR

MISSION STATEMENT

The Cable Television Communication Plan is a special revenue fund. Revenue is provided by cable franchise agreements and fees from the Transmission Facility Coordinating Group, and funding is passed through for: operation of the Office of Broadband Program's (OBP), Community Engagement, Community Technology, and FiberNet programs; Public Educational Government (PEG) programming by the Office of Public Information (PIO), the County Council, the Maryland-National Capital Park and Planning Commission (M-NCPPC), Montgomery College, Montgomery County Public Schools (MCPS), and Montgomery Community Media; PEG equipment; and municipal franchises administered by the County. The mission of the Cable Television Communications Plan is to provide effective management of the Fund and the County's cable franchise agreements; quality PEG programming; broadband governance, planning, execution, and operation of FiberNet, the County's communications network; and effective management of deployment of wireless facilities throughout Montgomery County. Additional funding for OBP is provided and described in the Department of Technology Services budget.

BUDGET OVERVIEW

The total approved FY21 Operating Budget for the Office of Broadband Programs is $16,518,580, an increase of $146,575 or 0.90 percent from the FY20 Approved Budget of $16,372,005. Personnel Costs comprise 26.14 percent of the budget for 18 full-time position(s) and no part-time position(s), and a total of 30.75 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 73.86 percent of the FY21 budget.

The FY21 Approved Cable Television Communications Plan includes four elements:

- The Office of Broadband Programs, Media, PEG operating and equipment, MCM, and Municipal transfers ($16,518,580)
- Transfers to the General Fund for indirect costs ($843,000)
- Transfers for PEG programming including Montgomery County Public Schools ($1,799,775) and Montgomery College ($1,769,800)
- Transfers to County Capital Improvements Programs (CIP) including FiberNet ($3,081,000) and ultraMontgomery ($680,000)

The Office of Broadband Programs (OBP) and the Office of Management and Budget (OMB) are developing and evaluating strategies

to address projected declines in the cable franchise fees.

This Funds CIP requires Current Revenue funding, using restricted funds from the Cable Television Communications Plan.

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**

INITIATIVES

- Complete preparation and launch Comcast and Verizon cable franchise renewal negotiations.
- Implement FiberNet3, third generation network design, to enable a ten-fold expansion of bandwidth capacity and support expansion of service capabilities.
- Expand community engagement and content creation, social media outreach including podcasting, cablecasting of fresh content in evening hours on CCM, and live social media coverage of County and State meetings and events in Montgomery County.
- Apply for Federal funding and continue to support public/private partnerships to bring broadband to underserved areas of the County's Agricultural Reserve.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Improved speed, public input and transparency for small-cell deployments in commercial areas to reasonably manage deployments, facilitate community input, and comply with requirements of Federal and State law to enable provisions of new wireless communications services.
- Eliminated bandwidth chokepoint between Montgomery County Government (MCG) and Montgomery County Public Schools (MCPS) to exponentially increase Internet bandwidth capacity and resiliency of broadband networking services provided to education use by MCPS students and administration.
- Added critical timing equipment to improve the reliability of public safety radio communications.
- Launched fixed wireless service connections to dramatically improve broadband capacity and reduce broadband costs at remote County facilities.

PROGRAM CONTACTS

Contact Helen Ni of the Department of Technology Services at 240.777.2807 or Alison Dollar of the Office of Management and Budget at 240.777.2769 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Media - MCPS-TV

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 produced in multiple languages to reach the district's growing multicultural community. MCPS-TV regular programming includes live Board of Education meetings, live webstreaming events from schools, new curriculum training and staff development, live call-in and interactive programs on topical issues, student-produced in class programs, technology training, and televised instruction in a variety of academic content areas.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Hours of first run locally produced, block, and acquired Montgomery County Public Schools (MCPS) ITV programming	421	419	427	436	445

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
FY21 Approved	**0**	**0.00**

Note(s): *Funding for MCPS-TV and Montgomery College Television is provided as a fund transfer to the MCPS and Montgomery College budgets.*

Media - Montgomery College

Montgomery College Television creates videos for Montgomery College educational cable channels, website, and social media. Funds are used for staff, equipment, operating expenses, and training student interns using hands on, real life production techniques and facilities. Videos educate, inform, and support student success (i.e. closing the achievement gap, dual enrollment, retention, completion, transfer and academic excellence.) MCTV produces videos in Spanish, Amharic, Vietnamese, French, and Korean, and provides outreach to targeted underserved populations, engaging first generation college students, non-native English speakers, immigrants, veterans, single parents, and those who are food insecure. Videos explore careers, economic development, and workforce preparedness. Additional funds are provided through the Montgomery College operating budget.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Hours of first run locally produced and acquired Montgomery College MC-ITV programming	290	315	200	200	200
Hours of Montgomery College student-assisted original programming	175	140	145	145	145

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
FY21 Approved	**0**	**0.00**

Note(s): *Funding for MCPS-TV and Montgomery College Television is provided as a fund transfer to the MCPS and Montgomery College budgets.*

Media - Montgomery Community Media

Montgomery County supports community media and digital equity training through a contract with Montgomery Community Television, doing business as Montgomery Community Media (MCM). MCM operates two community media cable television channels, provides media technology training to County residents and community organizations, and produces independent, diverse and informative cable programming for County residents. MCM's mission is to provide media, television production and technology training that empowers residents and organizations and provides them with the opportunity to interact, engage and influence the County government and the community by using the powerful media of television and the Internet.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Hours of first run locally produced, block, and acquired Montgomery Community Media (MCM) programming	2,231	2,163	2,240	2,245	2,245
Hours of Montgomery Community Media (MCM) volunteer effort in creating public access programming	13,720	20,035	23,000	13,000	13,000

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,735,930**	**0.00**
Increase Cost: Increased Personnel Costs and Operational Expenses	93,131	0.00
FY21 Approved	**2,829,061**	**0.00**

Media - PEG Network

The Montgomery County Public, Education, and Government (PEG) Governance Board facilitates collaboration among the local PEG stations to promote meaningful and relevant PEG programming and media services to the Montgomery County community using current and emerging technologies. The PEG Governance Board (PGB) collaboratively works to expand community engagement, Spanish language programming, and access to digital media content featuring County residents, organizations, and institutions. The budget for PEG includes funds for the purchase of equipment, promotion and outreach support to increase channel awareness and viewership, and strategic planning.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,303,149**	**0.00**
Shift: Public Educational and Government (PEG) Operating Costs to Office of Broadband Programs Community Engagement	(91,000)	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.	(272,165)	0.00
FY21 Approved	**939,984**	**0.00**

Media - PIO, Council, M-NCPPC

This program provides funding for the Office of Public Information, the County Council, and the Maryland-National Capital Park and Planning Commission to create content for the County's cable channel CCM, social media, and live Internet streaming, including County Council and Planning Board meetings, press conferences, town hall meetings, special events, feature programs, and video on demand. Each entity has separate production staff and controls content produced, and all are supported by the Office of Broadband Programs Community Engagement program. This program was formerly part of County Cable

Montgomery.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Hours of first run locally produced, block, and acquired County Cable Montgomery (CCM) programming	2,731	3,164	3,259	2,257	3,457
Video communications produced for social media and cable	370	812	850	850	850
Percent of productions completed within agreed-upon timeline	100%	100%	100%	100%	100%
Engagements with video communications	61,111	125,243	130,000	131,000	132,000

FY21 Approved Changes	Expenditures	FTEs
FY20 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.	1,893,091	11.50
FY21 Approved	**1,893,091**	**11.50**

Municipal Support

Cable operator franchise fees and PEG support obligations to participating municipalities within Montgomery County are paid by cable operators to the County for administrative efficiency and auditing effectiveness and then redistributed by the County to the City of Rockville, the City of Takoma Park, and the Montgomery County Chapter of the Maryland Municipal League (MML). The County has a contractual obligation to pass through fees owed to municipalities 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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,563,900**	**0.00**
FY21 Approved	**3,563,900**	**0.00**

Office of Broadband Programs Digital Equity

Digital Equity is necessary for civic and cultural participation, employment, lifelong learning, and access to essential services. OBP Digital Equity works to ensure individuals and communities have the information technology knowledge and confidence needed for full participation in our society, democracy and economy. It supports providing technology training for older adults, and youth media programs to empower young people to engage with the community though digital media. See the DTS budget for additional funding provided by DTS to support digital equity as part of the ultraMontgomery program. This program was formerly part of the County Cable Montgomery program.

FY21 Approved Changes	Expenditures	FTEs
FY20 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.	300,287	1.00
FY21 Approved	**300,287**	**1.00**

Office of Broadband Programs Community Engagement

OBP Community Engagement provides channel management for the County's cable television station (CCM) and its three cable

channels, and a Technical Operations Center to support transmission of 13 local PEG channels over three cable systems. CCM program content is created by the County Council, PIO, Maryland-National Capital Park and Planning Commission (M-NCPPC). Community Engagement provides production services to record and transmit programming from the Council Office Building, production support for offsite Council Town Halls and County Executive Forums, closed captioning of programs, dynamic promotion of channel and video programming across multiple media platforms, engineering staff for the Technical Operations Center to monitors the audio and video signals provided to the Comcast, RCN and Verizon cable systems, contract administration, and liaison and support services for other municipal and community media channels PEG Channels in the County. This program was formerly part of the County Cable Montgomery and Public Educational Government (PEG) Operations programs.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Hours of first run locally produced, block, and acquired County Cable Montgomery (CCM) programming	2,731	3,164	3,259	3,357	3,457
Percent of fresh County Cable Montgomery content (less than one month old) during peak viewing hours	1.20%	0.94%	1.70%	20%	25%
Percent of English language first-run programs closed captioned in Spanish	0%	0%	0%	75%	95%
Percent of English and Spanish language first-run programs closed captioned in English	100%	100%	100%	100%	100%

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,928,172**	**17.60**
Shift: Public Educational Government (PEG) Operating Costs from PEG Network	91,000	0.00
Decrease Cost: Technical Adjustment to FTEs due to Lapsed PIO II Officer Position in PIO	0	(0.10)
Decrease Cost: Lapse PIO Officer II Position in Public Information Office - Eliminate Chargeback	(13,347)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,019,816)	(13.50)
FY21 Approved	**986,009**	**4.00**

Office of Broadband Programs Community Technology

OBP Community Technology manages use of public rights-of-ways in Montgomery County by cable television providers, negotiates and enforces obligations in cable franchise agreements, provides consumer assistance with cable issues and complaints, and supports County policies addressing compensation for use of public rights-of-way by communications providers. Community Technology manages the Transmission Facility Coordinating Group to provide engineering review of applications to deploy towers and antennas for wireless services in Montgomery County, and coordination for deployment of wireless facilities among department and agencies.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Transmission facility applications processed	242	306	350	350	350
Cable infrastructure inspections [1]	3,042	3,412	70,000	70,000	70,000
Average number of days to process applications for siting wireless towers	34	36	35	35	35
Percent of customers satisfied with Community Technology complaint handling	94.3%	94.0%	94.0%	94.0%	94.0%

[1] *In FY20, Community Technology revised its inspection calculation methodology. Previously, a site was counted as an inspection only if a violation was found. Beginning in FY20, all site visits to inspect cable infrastructure are counted as inspections. In addition, if there are two or more cable provider facilities on the same utility pole, and the inspector reviews both providers' facilities, it is counted as two inspections.*

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,062,185**	**8.50**

FY21 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(349,968)	(2.00)
FY21 Approved	**1,712,217**	**6.50**

Office of Broadband Programs FiberNet (Cable Fund)

FiberNet is the County's critical infrastructure communications network that enables all email, video, Internet access, and Cloud services, and supports County voice telephony, access to County business systems, County e-payments and forms, transport of public safety communications, and broadband and networking for MCPS, Montgomery College, Housing Opportunities Commission, M-NCPPC, and the Washington Suburban Sanitary Commission. This program operates and maintains FiberNet, provides new applications over FiberNet, expands FiberNet infrastructure to new locations, operates a 24 hour/365 days a year Network Operations Center, and is upgrading the third generation of FiberNet (FiberNet3). Investments in FiberNet staffing and operations will help prevent and shorten network outages, avoid degradation in public safety communications, speed ability to add new services (including applications relying on Cloud services, deployment of robust public WiFi, and broadband capacity for education) and provide an operational foundation to earn revenue through FiberNet services provisioning and infrastructure leasing.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
New sites added to FiberNet	11	20	15	5	5

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Increase Cost: Passive Optical Network Equipment Maintenance Support Contract	17,000	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.	4,277,031	7.75
FY21 Approved	**4,294,031**	**7.75**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

FiberNet

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,778,669**	**4.75**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(3,778,669)	(4.75)
FY21 Approved	**0**	**0.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
CABLE TELEVISION					

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
EXPENDITURES					
Salaries and Wages	3,004,493	3,265,049	3,230,423	3,337,776	2.2 %
Employee Benefits	936,342	1,016,089	1,000,737	980,362	-3.5 %
Cable Television Personnel Costs	**3,940,835**	**4,281,138**	**4,231,160**	**4,318,138**	**0.9 %**
Operating Expenses	11,404,535	12,090,867	11,984,338	12,200,442	0.9 %
Cable Television Expenditures	**15,345,370**	**16,372,005**	**16,215,498**	**16,518,580**	**0.9 %**
PERSONNEL					
Full-Time	14	13	13	18	38.5 %
Part-Time	0	0	0	0	—
FTEs	31.85	30.85	30.85	30.75	-0.3 %
REVENUES					
Franchise Fees	16,661,388	16,235,000	15,981,000	15,186,000	-6.5 %
Gaithersburg PEG Contribution	77,794	144,000	0	0	-100.0 %
Investment Income	251,098	263,000	210,000	159,000	-39.5 %
PEG Capital Revenue	6,182,025	5,932,000	5,882,000	5,622,000	-5.2 %
PEG Operating Revenue	3,854,409	3,848,000	3,705,000	3,489,000	-9.3 %
Tower Application Fees	159,500	150,000	125,000	250,000	66.7 %
Cable Television Revenues	**27,186,214**	**26,572,000**	**25,903,000**	**24,706,000**	**-7.0 %**

FY21 APPROVED CHANGES

	Expenditures	FTEs
CABLE TELEVISION		
FY20 ORIGINAL APPROPRIATION	**16,372,005**	**30.85**
Other Adjustments (with no service impacts)		
Increase Cost: Increased Personnel Costs and Operational Expenses [Media - Montgomery Community Media]	93,131	0.00
Shift: Public Educational Government (PEG) Operating Costs from PEG Network [Office of Broadband Programs Community Engagement]	91,000	0.00
Increase Cost: FY21 Compensation Adjustment	68,798	0.00
Increase Cost: Annualization of FY20 Personnel Costs	63,395	0.00
Increase Cost: Annualization of FY20 Compensation Increases	50,050	0.00
Increase Cost: Passive Optical Network Equipment Maintenance Support Contract [Office of Broadband Programs FiberNet (Cable Fund)]	17,000	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	875	0.00
Decrease Cost: Technical Adjustment to FTEs due to Lapsed PIO II Officer Position in PIO [Office of Broadband Programs Community Engagement]	0	(0.10)
Decrease Cost: Print and Mail Adjustment	(556)	0.00
Decrease Cost: Lapse PIO Officer II Position in Public Information Office - Eliminate Chargeback [Office of Broadband Programs Community Engagement]	(13,347)	0.00
Decrease Cost: Retirement Adjustment	(58,945)	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
Decrease Cost: Council Compensation Adjustment	(73,826)	0.00
Shift: Public Educational and Government (PEG) Operating Costs to Office of Broadband Programs Community Engagement [Media - PEG Network]	(91,000)	0.00
FY21 APPROVED	**16,518,580**	**30.75**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
FiberNet	3,778,669	4.75	0	0.00
Media - MCPS-TV	0	0.00	0	0.00
Media - Montgomery College	0	0.00	0	0.00
Media - Montgomery Community Media	2,735,930	0.00	2,829,061	0.00
Media - PEG Network	1,303,149	0.00	939,984	0.00
Media - PIO, Council, M-NCPPC	0	0.00	1,893,091	11.50
Municipal Support	3,563,900	0.00	3,563,900	0.00
Office of Broadband Programs Digital Equity	0	0.00	300,287	1.00
Office of Broadband Programs Community Engagement	2,928,172	17.60	986,009	4.00
Office of Broadband Programs Community Technology	2,062,185	8.50	1,712,217	6.50
Office of Broadband Programs FiberNet (Cable Fund)	0	0.00	4,294,031	7.75
Total	**16,372,005**	**30.85**	**16,518,580**	**30.75**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
CABLE TELEVISION						
EXPENDITURES						
FY21 Approved	**16,519**	**16,519**	**16,519**	**16,519**	**16,519**	**16,519**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**16,519**	**16,519**	**16,519**	**16,519**	**16,519**	**16,519**

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Non-Departmental Accounts

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$298,826,212	12.51

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 FY21, 47 NDAs are funded. Two NDAs receive no new funding: Inauguration and Transition Fund and Innovation Fund and one new NDA is established: Labor Management Relations Committee. For FY21 the Community Grants: County Executive and Community Grants: County Council NDAs have been merged into a single Community Grants NDA.

BUDGET OVERVIEW

The total approved FY21 Operating Budget for the Non-Departmental Accounts is $298,826,212, a decrease of $31,928,099 or 9.65 percent from the FY20 Approved Budget of $330,754,311. Personnel Costs comprise 0.58 percent of the budget for 21 full-time position(s) and one part-time position(s), and a total of 12.51 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 99.42 percent of the FY21 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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**5,623,159**	**0.00**
FY21 Approved	**5,623,159**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**22,950**	**0.00**
FY21 Approved	**22,950**	**0.00**

Charter Review Commission

Section 509 of the County Charter requires that a Charter Review Commission be appointed by the County Council every four years, within six months 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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,150**	**0.00**
FY21 Approved	**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 Policy Leadership Group made up of the County Executive, the Montgomery County Public School (MCPS) Superintendent, a member of the Board of Education, and a member of the County Council. This Policy Leadership Group is staffed by the Executive Director of COF and will advise the Fund's Steering Committee on 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 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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**375,000**	**0.00**
FY21 Approved	**375,000**	**0.00**

Climate Change Planning

This NDA provides funding for the prioritization of greenhouse gas reduction strategies and the development of an implementation plan to meet the County's goal of an 80 percent reduction in greenhouse gas emissions by 2027 and a 100 percent reduction by 2035. Funding in this NDA can also be used to develop climate change adaptation strategies. Any excess appropriation available after the above work is completed may be used to fund other climate change-related initiatives

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**400,000**	**0.00**
FY21 Approved	**400,000**	**0.00**

Climate Response

This program supports the County's mission to provide an effective and efficient transportation system to ensure the safe and convenient movement of persons, bicycles and vehicles throughout the County in response to winter snow storms and severe wind/rain events.

Budgeted funds for this program support the costs for the Department of Transportation and Department of General Services when actual expenditures exceed their individual snow removal and storm cleanup budgeted amounts, which is a circumstance that occurs every year.

The snow removal and storm cleanup program is an integral part of coordinating the response to emergencies and severe weather events through the preparation, active response, and post storm/emergency cleanup. Tasks performed during these operations include snow pretreatment, roadway snow removal, sidewalk snow removal, salt application, post snow storm street sweeping, wind and rain storm debris removal, and immediate emergency repairs to damaged and unsafe infrastructure. Emergency operations often require rapid deployment of resources to clear debris/snow to ensure all transportation systems are passable for emergency first responders and the travelling public. During emergency events, this program operates the Storm Operations Center which monitors and coordinates real-time activities County-wide with Fire and Rescue, Police, Emergency Management and Homeland Security, local utility companies, and other County agencies and local jurisdictions as needed. The primary goal for the emergency response component of this program is to keep the County residents and traveling public safe, while providing

reliable access to the extensive transportation network. Emergency operations under this program are funded by approximately 50 percent of the programs proposed budget. Actual annual costs associated to the emergency response activities regularly exceed the approved budget by over 900 percent, therefore expenditures over the budgeted program amount are covered by the Climate Response Non-Departmental Account.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,884,990**	**0.00**
FY21 Approved	**2,884,990**	**0.00**

Community Grants

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.

Prior to FY21, County Executive and County Council community grants were listed in separate non-departmental accounts (NDAs). Beginning with FY21, these separate programs are merged into a single Community Grants NDA. The community grants listed below, represent renewed funding for specified community grants funded in FY18, FY19, or FY20, including some enhancements.

In addition to this list, 67 community grants funded as part of the FY20 budget (totaling $3.8 million) have moved into the base budgets of departments. The funding for those grants can be now found within those departments' budgets.

- Renewed Community Grants: funding to organizations that leverage Federal, State, and/or private funding or improve the quality of life for County residents - the FY21 Community Grants total $10,356,387.
- Community Services Grants: one-time grants for capital purchases that support health and human service activities- FY21 Community Services Grants total $60,987.

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 $1,583,362.

A Wider Circle, Inc.: $100,000; Audubon Naturalist Society of the Central Atlantic States, Inc.: $200,000; CASA de Maryland, Inc.: $150,000; Charles E. Smith Jewish Day School of Greater Washington, Inc.: $100,000; Easter Seals Serving DC|MD|VA, Inc.: $50,000; Family Services, Inc.: $100,000; Friends House Retirement Community, Inc.: $100,000; Great and Small: $18,000; Hebrew Home of Greater Washington, Inc.: $86,500; Islamic Center of Maryland: $200,000; Jewish Foundation for Group Homes: $100,000; National Capital Bnai Brith Assisted Housing Corporation: $75,000; Organization For Advancement Of And Service For Individuals With Special Needs (OASIS), Inc.: $13,862; Rebuilding Together Montgomery County Inc.: $30,000; Sugarland Ethno-History Project, Inc.: $25,000; The First Baptist Church of KenGar, Kensington: $10,000; The Ivymount School, Inc.: $125,000; Warren Historic Site Committee, Inc.: $50,000; and Warrior Canine Connection, Inc.: $50,000.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**12,876,982**	**0.00**

FY21 Approved Changes	Expenditures	FTEs
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: Adventist Community Services of Greater Washington, Inc. (Provide November and December holiday meals to economically vulnerable community members as part of the ACSGW Thrive Initiative.)	10,000	0.00
Add: Community Grant: African Communities Together, Inc. (Provide for a comprehensive citizenship program for African immigrants.)	25,000	0.00
Add: Community Grant: American Diversity Group, Inc. (Provide oral health treatment and education for elementary school students and the parents.)	25,375	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.)	17,000	0.00
Add: Community Grant: Asian American LEAD Leadership, Empowerment and Development for Youth and Family, Inc. (Provide social programs and academic development for low-income/underserved Asian Pacific American youth.)	85,000	0.00
Add: Community Grant: Asian Indians for Community Service, Inc. (Address the vital needs and well-being of Asian seniors.)	15,000	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 Corporation (Provide a social service program to ensure asylum-seeking Montgomery County residents are able to meet their basic needs.)	35,000	0.00
Add: Community Grant: Audubon Naturalist Society of the Central Atlantic States, Inc. (Provide after-school nature education programs for Title 1 schools.)	18,000	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.)	50,000	0.00
Add: Community Grant: Bender JCC of Greater Washington, Inc. (Bender JCC's Parkinson's Wellness Initiative improves the quality of life for individuals living with Parkinson's disease, their families and caregivers.)	12,500	0.00
Add: Community Grant: Bender JCC of Greater Washington, Inc. (Provide kosher nutrition, health and wellness services, and socialization to at-risk seniors.)	40,000	0.00
Add: Community Grant: Bethesda Cares, Inc. (Provide emergency assistance for rent and utilities.)	45,000	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 assistance for rent, utilities and prescriptions to eligible residents of Southern Montgomery County.)	6,000	0.00
Add: Community Grant: Bethesda Help, Inc. (Provide emergency food assistance.)	8,000	0.00
Add: Community Grant: Big Brothers Big Sisters of the National Capital Area, Inc. (Provide a one-to-one mentoring program.)	35,000	0.00
Add: Community Grant: Black Chamber of Commerce of Maryland (Provide technical assistance and training for minority business owners in Montgomery County.)	2,500	0.00
Add: Community Grant: Boys & Girls Clubs of Greater Washington, Inc (Provide support for the Watkins Mill Boys & Girls Branch.)	80,000	0.00

FY21 Approved Changes	Expenditures	FTEs
Add: Community Grant: Boys & Girls Clubs of Greater Washington, Inc. (Provide Triple Play after-school program that focuses on fitness, nutrition, healthy lifestyle and positive relationship education for Germantown youth.)	25,000	0.00
Add: Community Grant: Boys & Girls Clubs of Greater Washington, Inc. (Provide Germantown youth with comprehensive after-school academic enrichment program, Power Hour, including homework assistance, tutoring, and literacy support.)	45,000	0.00
Add: Community Grant: C&O Canal Trust, Inc. (Provide disadvantaged youth with opportunities for skills training, empowerment, and employment opportunities at the C&O Canal National Historical Park.)	19,000	0.00
Add: Community Grant: C&O Canal Trust, Inc. (Provide educational, recreational, and volunteer opportunities for county residents at the C&O Canal National Historical Park.)	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.)	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 low-income primarily immigrant workers with vocational and workplace safety and health training that increases their employability and earning potential.)	45,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provide outreach and education on the naturalization process, application assistance, and wraparound financial services to promote civic and economic integration.)	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
Add: Community Grant: CASA de Maryland, Inc. (Provides comprehensive immigration relief screenings, direct representation to DACA and other relief eligible beneficiaries, and direct referrals for complex cases.)	165,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (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 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, Inc. (Provide a range of culturally competent social services for immigrant residents in crisis.)	48,926	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide administrative support for the successful operations of transitional housing services and a robust network of program volunteers.)	48,651	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide an Employment Case Manager to support employment and educational services in Montgomery County.)	56,096	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide employment referrals and job readiness workshops to Latino and new-immigrant residents.)	54,539	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide medical and dental services, health education and social services to low-income immigrant residents of Montgomery County.)	40,248	0.00
Add: Community Grant: Cedar Ridge Community Church, Inc. (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.)	55,000	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

FY21 Approved Changes	Expenditures	FTEs
Add: Community Grant: Charles Koiner Center for Urban Farming (Provide hands-on learning opportunities for students at the Koiner Farm.)	20,000	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.)	65,000	0.00
Add: Community Grant: Chinese Culture and Community Service Center, Inc. (Provide preventive health services, such as labs and cancer screenings, to the uninsured and under insured county residents.)	23,000	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: Chinese Culture and Community Service Center, Inc. (Provide culturally competent mental health education and direct services to the Asian immigrants community.)	65,000	0.00
Add: Community Grant: Circle of Rights, Inc. (Provide stroke prevention information to low-income County residents.)	18,000	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.)	330,000	0.00
Add: Community Grant: Collegiate Directions, Inc. (Provide comprehensive support for low-income, first generation students in Montgomery County to access and complete college.)	75,000	0.00
Add: Community Grant: Columbia Lighthouse for the Blind, Inc. (Provide comprehensive rehabilitation services and Support Service Provider to Montgomery County residents who are deaf/blind.)	25,000	0.00
Add: Community Grant: Columbia Lighthouse for the Blind, Inc. (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.)	25,000	0.00
Add: Community Grant: Community Bridges, Inc. (Provide mentoring, college and career planning, and mentoring support for low income girls and families.)	80,000	0.00
Add: Community Grant: Community Clinic, Inc. (Provide funding for electronic diagnostic equipment.)	43,703	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.)	45,000	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.)	50,000	0.00
Add: Community Grant: Community Reach of Montgomery County, Inc. (Enhance the Mansfield Kaseman Health Clinic's medical team with an in-house Medical Director.)	60,000	0.00
Add: Community Grant: Community Reach of Montgomery County, Inc. (Enhancing access to healthcare through patient navigation, specialty care referrals, and health education.)	65,000	0.00
Add: Community Grant: Community Reach of Montgomery County, Inc. (Provide permanent supportive housing for formerly homeless individuals at the Jefferson House Personal Living Quarters (men) and Rockland House (women).)	22,000	0.00
Add: Community Grant: Community Reach of Montgomery County, Inc. (Provide weekly in-home care services, home repairs/maintenance, and case management to enable lower income seniors to age in place.)	47,000	0.00
Add: Community Grant: Community Reach of Montgomery County, Inc. (Support Immigrant Education through the Naturalization Program and childcare/tutoring for the children of the English Language education adult students.)	28,000	0.00
Add: Community Grant: Conflict Resolution Center of Montgomery County (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 (Provide conflict resolution/restorative practice services for Montgomery County schools, serving youth, families and school staff.)	36,800	0.00

FY21 Approved Changes	Expenditures	FTEs
Add: Community Grant: Conflict Resolution Center of Montgomery County (Provides for an increase in conflict resolution services to inmates and their families.)	15,000	0.00
Add: Community Grant: Conflict Resolution Center of Montgomery County (Provides for conflict resolution services to assist seniors and their families in Montgomery County.)	16,700	0.00
Add: Community Grant: Conservation Montgomery, Inc. (Provide Home Tree Care 101 workshops to teach homeowners how to maintain trees on their private property.)	10,000	0.00
Add: Community Grant: Court Watch Montgomery, Inc. (Provide court protections and services that reduce intimate partner violence.)	30,000	0.00
Add: Community Grant: Create Calm, Inc. (Provide enhanced education and leadership skills for socially disconnected young people through yoga and mindfulness classes and training.)	10,000	0.00
Add: Community Grant: Crossroads Community Food Network, Inc. (Expand an economic development program to support low-resource residents of the Takoma/Langley Crossroads in building successful local food businesses.)	30,000	0.00
Add: Community Grant: Crossroads Community Food Network, Inc. (Provide for the farmers market nutrition incentive program and complementary healthy eating education program.)	58,000	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.)	44,000	0.00
Add: Community Grant: DC & MD Justice for our Neighbors, Inc. (To provide high-quality immigration legal services to low-income immigrants.)	20,000	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.)	27,000	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: Diaspora Resources of Ethiopians in the America's Metropolises, DREAM North American Corp. (D.R.E.A.M.) (Provide for the senior DREAM program.)	30,000	0.00
Add: Community Grant: Easter Seals Serving DC|MD|VA, Inc. (Provide medical adult day services to Montgomery County low-income residents with special needs.)	55,000	0.00
Add: Community Grant: Easterseals Serving DC|MD|VA, Inc. (Provide inclusive early childhood education for children ages 6 weeks to 5 years in a unique intergenerational setting.)	70,000	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: Elite Soccer Youth Development Academy, Inc. (Provide support to youth participating in a Soccer Academy, Health Programs, and a Educational/Leadership Youth Development Program.)	100,000	0.00
Add: Community Grant: Equipment Connections for Children, Inc. (Provide support for the Equipment Donation Program for children with disabilities.)	16,500	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.)	30,000	0.00
Add: Community Grant: Ethiopian Community Center, Inc. (Provide workforce and youth development programs to improve employment, academic, and socio-emotional outcomes for Ethiopian residents in the County.)	45,000	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.)	40,000	0.00

FY21 Approved Changes	Expenditures	FTEs
Add: Community Grant: FAIR Fund, Inc. (dba FAIR Girls) (Provide trafficking victims client-centered, trauma-informed case management, including safe housing, training community partners to create referral pathways.)	30,000	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.)	55,000	0.00
Add: Community Grant: Family Learning Solutions, Inc. (Provide partnerships of College enrolled/College graduates meeting with highschool students to inform on post-highschool life expectations and goals.)	10,000	0.00
Add: Community Grant: Family Services, Inc. (Provide academic, social, and emotional support during and after school for at-risk minority males at Gaithersburg Middle School.)	40,000	0.00
Add: Community Grant: Family Services, Inc. (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.)	80,000	0.00
Add: Community Grant: Fenton Village, Inc. (Provide enhanced public awareness of the business community in Fenton Village.)	20,000	0.00
Add: Community Grant: Finding Your FootPrint Foundation, Inc. (Provide yoga, meditation, and self-care practices for youth dealing with day to day social and behavioral issues.)	5,000	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 for a positive youth development program to empower vulnerable teen girls to overcome obstacles to academic and personal success.)	55,000	0.00
Add: Community Grant: Florence Crittenton Services of Greater Washington (Provide for 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: Freshfarm Markets, Inc. (Serve as access point connecting urban residents to healthy food options, with a focus on supporting low-income and minority families.)	15,000	0.00
Add: Community Grant: Future Link, Inc. (Provide an extensive outreach program with individualized academic and career supports for at-risk youth.)	39,100	0.00
Add: Community Grant: Future Link, Inc. (Provide authentic internship work experiences for at-risk County youth keeping them motivated, persisting with their education, and on-track towards self-sufficiency.)	27,300	0.00
Add: Community Grant: 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 Gaithersburg/Montgomery Village area.)	45,000	0.00
Add: Community Grant: GapBuster, Inc. (Provide workforce development and job training for Disconnected Youth targeting ages 14 to 24 through STEM/computer training.)	100,000	0.00
Add: Community Grant: Generation Hope, LLC (Provide teen parents with tuition support, mentoring, academic/life/professional skills, tutoring, and case management to make college a reality.)	20,000	0.00
Add: Community Grant: Girls on the Run of Montgomery County, MD, Inc. (Provide financial aid and shoes to under served girls in order for them participate in a positive youth development program.)	15,000	0.00
Add: Community Grant: Great and Small, Inc. (Provide operating support for equine-assisted activities serving individuals with special needs.)	19,000	0.00
Add: Community Grant: Greater Washington Jewish Coalition Against Domestic Abuse (Provide dating violence prevention programming to teens and young adults in Montgomery County.)	30,000	0.00
Add: Community Grant: Have A Dream, Inc. (Provide a six-week breakfast-and-lunch no-fee academic camp that bridges the gap from one school year to the next in Takoma Park.)	45,000	0.00

FY21 Approved Changes	Expenditures	FTEs
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, Inc. (Provide operating support for Heritage Montgomery.)	100,000	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: Hispanic Business Foundation of Maryland, Inc. (Provides for operating support for BEST Business Empowerment Center.)	22,000	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 of Washington, Inc. (Provide out-of-school time academic enrichment for low-income K-8th grade students, with an emphasis on literacy and STEAM.)	25,000	0.00
Add: Community Grant: House of Divine Guidance, Inc. (Provide operating support for the Winter Haven Emergency Shelter for women and children.)	10,000	0.00
Add: Community Grant: House of Ruth Maryland, Inc. (Sustain full-time family/child therapist presence at the Montgomery County Family Justice Center serving victims of intimate partner violence.)	20,000	0.00
Add: Community Grant: Housing Opportunities Community Partners, Inc. (Provide environmental science/STEM activities to low-income middle-school youth at summer day camps.)	37,000	0.00
Add: Community Grant: Imagination Library of Montgomery County, Maryland, Inc. (Provides for mailing free, age-appropriate books to children from birth to age five.)	13,000	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.)	30,000	0.00
Add: Community Grant: Impact Silver Spring, Inc. (Provide high quality and accessible recreational sports programs in Long Branch, Wheaton and Aspen Hill)	97,500	0.00
Add: Community Grant: Impact Silver Spring, Inc. (Provide support for the Neighborhood Opportunity Network Initiative.)	222,640	0.00
Add: Community Grant: InterFaith Conference of Metropolitan Washington (Provides for Montgomery County faith communities to engage in climate change education, mitigation, and adaptation work through grassroots organizing.)	10,000	0.00
Add: Community Grant: Interfaith Works, Inc. (Provide support for the Interfaith Clothing Center.)	60,000	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.)	66,000	0.00
Add: Community Grant: Interfaith Works, Inc. (Provide support to assist faith communities in meeting community needs.)	80,000	0.00
Add: Community Grant: International Rescue Committee (IRC) Inc. (Provides for culturally proficient job placement and upgrade services with interpretation to ensure refugees residing in Montgomery County are economically self-sufficient.)	30,000	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.)	16,800	0.00
Add: Community Grant: Japanese Americans' Care Fund, Inc. (Provide support for the library of Japanese language media and activities for Japanese Americans' of all age groups, especially the elderly.)	30,000	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provide in-school and after-school intergenerational mentoring and tutoring for at-risk children and youth.)	50,000	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provide support for JCA's early memory loss program, Kensington Club.)	40,000	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

FY21 Approved Changes	Expenditures	FTEs
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provide support for VillageRides to expand and enhance volunteer driving in Montgomery County.)	40,000	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provides 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 a specialist serving adolescents and adults with disabilities, providing job coaching, training, and support to help them secure employment.)	42,500	0.00
Add: Community Grant: Jewish Social Service Agency (JSSA) (Provide support for a Child and Adolescent therapist, co-located at community provider sites, who provides assessment, referral, and connection to services.)	36,050	0.00
Add: Community Grant: Jewish Social Service Agency (JSSA) (Provide support for a Senior Services Care Manager to support expanded caseload of frail low-income seniors, allowing them to successfully age in place.)	41,200	0.00
Add: Community Grant: Jewish Social Service Agency (JSSA) (Provide support fore a clinical social worker, specializing in early childhood and evidence-based interventions, serves children (ages 2 to 7) with behavioral issues.)	56,560	0.00
Add: Community Grant: Junior Achievement of Greater Washington, Inc. A/K/A Junior Achievement of Greater Washington (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 free, non-competitive one-to-one programs of exercise, fitness and fun to youth with significant disabilities.)	10,000	0.00
Add: Community Grant: KIND, Inc. d/b/a Kids in Need of Defense (Provide pro-bono legal services for unaccompanied immigrant and refugee minors.)	50,000	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, Inc. (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, Inc. (Provide for KCSCâ€™s Senior Empowerment Program to assist low-income senior Asians residing in Eastern Montgomery County.)	20,000	0.00
Add: Community Grant: Korean Community Service Center Of Greater Washington, Inc. (Provides support for the Keystone Project to assist victims of domestic violence in the Korean community.)	55,000	0.00
Add: Community Grant: Latin American Youth Center, Inc. (Improve workforce readiness of youth ages 16-24 through internships, job readiness activities, industry-specific training and job placement services.)	45,000	0.00
Add: Community Grant: Latin American Youth Center, Inc. (Provide a mentoring program for middle school boys of color.)	55,000	0.00
Add: Community Grant: Latin American Youth Center, Inc. (Provide individual and family counseling, psychoeducational group sessions, and referrals to other mental health providers.)	65,000	0.00
Add: Community Grant: Latino Child Care Association of Maryland, Inc. (Provides for operating support.)	50,000	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: LEAD4LIFE, Inc. (Provide services to disconnected youth with a concentration on the African American population through a Positive Youth Development approach.)	10,000	0.00
Add: Community Grant: Leadership Montgomery Education Foundation, Inc. (Provide programs to build capacity to address racial disparities and to advance racial equity in Montgomery County.)	40,000	0.00
Add: Community Grant: League of Women Voters of Montgomery County, MD, Inc. (Publish a Spanish edition of the general election Votersâ€™ Guide.)	10,000	0.00
Add: Community Grant: Legal Aid Bureau, Inc. (Provide enhanced access to legal services for low-income families through a medical-legal partnership providing advocacy, outreach, and education.)	40,000	0.00

FY21 Approved Changes	Expenditures	FTEs
Add: Community Grant: Leveling The Playing Field, Inc. (Provide for operating support.)	20,000	0.00
Add: Community Grant: Leveling The Playing Field, Inc. (Provide resources to allow low-income kids 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.)	140,500	0.00
Add: Community Grant: Life Asset, Inc. (Provide a microloan and training program that helps low-income entrepreneurs start or expand microbusinesses, promoting job creation and financial self-sufficiency.)	10,000	0.00
Add: Community Grant: Literacy Council of Montgomery County, MD, Inc. (Provide under-skilled and under-credentialed adults with educational and workplace skills necessary to obtain family-sustaining jobs.)	35,000	0.00
Add: Community Grant: Lt. Joseph P. Kennedy Institute, Inc. (Provide nursing services and interest-based, community integration activities for adults with multiple and severe disabilities.)	45,000	0.00
Add: Community Grant: Lt. Joseph P. Kennedy Institute, Inc. (Provide therapeutic, community-integrated services to children and youth with disabilities.)	60,000	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.)	42,000	0.00
Add: Community Grant: Madison House Autism Foundation, Inc. (Provide job readiness and life skills training for highly impacted county adults with Autism and other Intellectual/Developmental Disabilities)	50,000	0.00
Add: Community Grant: Madison House Autism Foundation, Inc. (Provide off-campus educational experiences for neuro-typical and neuro-diverse Montgomery County youth at Madison Fields, Madison House Autism Foundation.)	25,000	0.00
Add: Community Grant: Mary's Center for Maternal and Child Care, Inc. (Provide support for four non-billable patient care positions at our new, expanded community health center at 344 University Boulevard W.)	45,000	0.00
Add: Community Grant: Maryland Senior Olympics Commission, LTD (Provide for operating support.)	25,000	0.00
Add: Community Grant: Maryland Vietnamese Mutual Association, Inc. (Provide assistance to immigrants to prepare and apply for naturalization in order to become US Citizens.)	15,000	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: Meals On Wheels of Central Maryland, Inc. (Provide for expansion of HDMP program, including personnel expenses for a site coordinator and a driver and food and delivery costs.)	26,000	0.00
Add: Community Grant: MentorPrize, Incorporated (Recruit adult mentors to form quality relationships with underserved individuals.)	15,000	0.00
Add: Community Grant: Mercy Health Clinic, Inc. (Provide primary and specialty care for low-income, uninsured patients, and patients with Medicaid.)	85,000	0.00
Add: Community Grant: Mercy Health Clinic, Inc. (Provide support for the on-site pharmacy program serving low-income, uninsured residents of Montgomery County.)	35,000	0.00
Add: Community Grant: Mid-County United Ministries, Inc. (Provide emergency assistance for vital utility services for neediest neighbors in the highest poverty area.)	25,000	0.00
Add: Community Grant: Ministries United Silver Spring Takoma Park, Inc. (Provide housing, utilities, prescriptions, food and other types of assistance.)	30,000	0.00
Add: Community Grant: Mobile Medical Care, Inc. (Partially fund MobileMedâ€™s Specialty Care Coordinator to help low-income, uninsured patients access and navigate essential specialty health resources.)	30,000	0.00
Add: Community Grant: Mobile Medical Care, Inc. (Provide for development of a Quality Improvement program.)	60,000	0.00
Add: Community Grant: MOCO KIDSCO, Inc. dba KID Museum (Provide operating support for the KID Museum.)	195,000	0.00

FY21 Approved Changes	Expenditures	FTEs
Add: Community Grant: Montgomery Countryside Alliance, Inc. (Provide for operating support.)	25,000	0.00
Add: Community Grant: Montgomery County Language Minority Health Project, Inc. (Provide patient navigation services to facilitate access to age and gender appropriate cancer screenings to Proyecto's patient population.)	50,000	0.00
Add: Community Grant: Montgomery County Maryland Bar Foundation, Inc. (Provide legal services for pro bono case referrals and brief legal advice clinics to low income residents.)	50,000	0.00
Add: Community Grant: Montgomery County Muslim Foundation, Inc. (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, Inc. (Provide support for Youth Empowerment Program.)	12,000	0.00
Add: Community Grant: Montgomery County Muslim Foundation, Inc. (Provide Food assistance to needy and low income residents of Montgomery County.)	110,000	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.)	35,000	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, Inc. (Provide on-site after-school educational activities for children living in MHPâ€™s affordable rental units.)	183,718	0.00
Add: Community Grant: Montgomery Sister Cities, Inc. (Provide for operating support.)	20,000	0.00
Add: Community Grant: Most Valuable Kids, Inc. (Provide for upgraded IT systems.)	2,500	0.00
Add: Community Grant: Muslim Community Center, Inc. (Provide clinical case management for Medicare, Medicaid and uninsured Montgomery County residents.)	40,000	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.)	34,000	0.00
Add: Community Grant: Muslim Community Center, Inc. (Provide for increased access to quality eye care services for uninsured and underinsured Montgomery County residents.)	24,940	0.00
Add: Community Grant: Muslim Community Center, Inc. (Provide handicap access shuttle van transportation services for patients from major public transportation hub stands to and from the Clinic.)	60,288	0.00
Add: Community Grant: Muslim Community Center, Inc. (Provide increased access to gynecological services for better cancer screening for uninsured and underinsured Montgomery County residents.)	88,324	0.00
Add: Community Grant: National Capital Bnai Brith Assisted Housing Corporation (Provide funding to pay for extremely low income residents who cannot afford the Medication Administration fee and/or overnight security fee.)	33,000	0.00
Add: Community Grant: Nonprofit Montgomery, Inc. (Provide collaborative education and promotion of early care for children.)	50,000	0.00
Add: Community Grant: Nourish Now, Inc. (Provide food donations for at-risk youth.)	5,000	0.00
Add: Community Grant: Nourish Now, Inc. (Provide support for the Family Food Distribution Program, which provides food assistance to low to moderate income residents in the County.)	35,000	0.00
Add: Community Grant: Nourish Now, Inc. (Provide support for the Food Rescue Program.)	40,000	0.00
Add: Community Grant: Nueva Vida, Inc. (Deliver physical and behavioral health education workshops and events for disadvantaged Latino families.)	41,000	0.00
Add: Community Grant: Olney Help, Inc. (Provide emergency assistance for rent, utilities, and prescriptions.)	10,000	0.00
Add: Community Grant: Olney Help, Inc. (Provide emergency food assistance delivered to households.)	15,000	0.00
Add: Community Grant: One Montgomery Green, Inc. (Provide for operating support.)	55,000	0.00
Add: Community Grant: Opening New Doors Foundation, Inc. (Provide comprehensive, intensive case management and therapeutic services to victims and survivors of domestic violence and their children.)	35,000	0.00

FY21 Approved Changes	Expenditures	FTEs
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.)	50,000	0.00
Add: Community Grant: Per Scholas, Inc. (Provide technology training, career development and job placement services for Montgomery County residents who are un/underemployed.)	50,000	0.00
Add: Community Grant: Poolesville Area Senior Center, Inc. (Provide for operating support.)	25,000	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 support for PCR's programs, which ensure "vital living" for Montgomery County residents with intellectual and developmental disabilities.)	30,000	0.00
Add: Community Grant: Pride Youth Services, Inc. (Provide youth development programming specifically for African American male teens ages 14-18 years old.)	20,000	0.00
Add: Community Grant: Queens Royal Priest Hood, Inc. (Provide utoring, homework assistance, intro to robotics, games, and group activities to help students improve social skills while encouraging team work.)	10,000	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.)	70,000	0.00
Add: Community Grant: Reginald S. Lourie Center for Infants and Young Children, Inc. (Provide for operating support.)	115,000	0.00
Add: Community Grant: Retouch International Ministries, Inc. (Provide an enrichment After School Program for girls in Montgomery County who are at risk of underachievement.)	10,000	0.00
Add: Community Grant: Rockville Economic Development, Inc. (Provide business counseling, training, and technical assistance to start-up and existing women-owned businesses and entrepreneurs.)	60,000	0.00
Add: Community Grant: Rockville Help, Inc. (Provide emergency assistance with food, rent, security deposits, utilities, and prescriptions to families in need in Rockville, Maryland.)	10,000	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 academic and athletic after-school and summer programs for underserved youth from the historic Scotland Community in Potomac, Maryland.)	45,000	0.00
Add: Community Grant: Silver Spring Town Center Inc. (Provide for operating support.)	45,000	0.00
Add: Community Grant: So What Else, Inc. (Provide educational and recreational after-school programs each semester for underserved East County youth.)	35,000	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, Inc. (Provide operating funds to develop and implement supportive exercise and fitness programs for people with disabilities.)	25,000	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.)	44,540	0.00
Add: Community Grant: The First Tee of Greater Washington, DC Corporation A/K/A First Tee of Washington, DC (Provide social, fun, healthy, and life enhancing opportunities for girls to keep them engaged and enjoying golf in Montgomery County.)	10,000	0.00
Add: Community Grant: The George B. Thomas, Sr. Learning Academy, Inc. (Provide support for the Rising Stars pre-K program.)	25,000	0.00

FY21 Approved Changes	Expenditures	FTEs
Add: Community Grant: The Ivymount School, Inc. (Provide vocational training and support for independent living for young adults with developmental disabilities.)	40,000	0.00
Add: Community Grant: The Latino Student Fund (Provide academic support for PreK-12th grade Hispanic youth and their adult family members.)	30,000	0.00
Add: Community Grant: The Oasis Institute Corp. (Provide intergenerational literacy-based tutoring program serving older adults, students in grades K-5 and staff at twenty-one Montgomery County Public Schools.)	19,800	0.00
Add: Community Grant: The Shepherd's Table, Inc. (Provide daily meals for individuals experiencing homelessness, food insecurity, or in need of nourishment.)	35,000	0.00
Add: Community Grant: TLC-The Treatment and Learning Centers, Inc. (Provide employment readiness skills for youth with disabilities.)	7,774	0.00
Add: Community Grant: Torture Abolition and Survivors Support Coalition International (Provide culturally-sensitive, trauma-informed legal representation and career development services to advance equity for asylum seekers who are survivors of torture)	75,000	0.00
Add: Community Grant: Unity Christian Fellowship, Inc. (Provide support for the Educational and Life Skills Program activities to help Montgomery County youth excel academically and socially.)	35,000	0.00
Add: Community Grant: Unity Christian Fellowship, Inc. (Provide support for the Game Changer Conference for Young Males.)	17,000	0.00
Add: Community Grant: UNITY Youth Development Corporation (Provide academic and athletic financial assistance opportunities to low income, high risk families to include athletics, STEM, life skills and leadership.)	75,000	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: Upper Montgomery Assistance Network, Inc. (Provide emergency financial assistance to families facing homelessness or utility loss.)	50,000	0.00
Add: Community Grant: Us Helping Us, People Into Living, Inc. (Provide support for complimentary, comprehensive health screening to assess health risks among Montgomery County residents.)	40,000	0.00
Add: Community Grant: Vietnamese Americans Services, Inc. (Provide improvemed health care access to the Vietnamese community in Montgomery County.)	50,400	0.00
Add: Community Grant: Vietnamese Americans Services, Inc. (Provide services to Vietnamese seniors and sustain the first Vietnamese adult day care center in Montgomery County.)	50,000	0.00
Add: Community Grant: Village Youth & Family Center, Inc. (Provide afterschool programming for young women to build a healthy sense of self, community and belonging through yoga and art.)	5,000	0.00
Add: Community Grant: Washington Area Bicyclist Association, Inc. (Provide a youth bicycle safety program to Montgomery County's public school youth through the Excel Beyond the Bell after-school program.)	30,000	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: WUMCO Help, Inc. (Provide emergency assistance for rent/mortgage and utilities.)	10,000	0.00
Add: Community Grant: YMCA of Metropolitan Washington, Inc. (Provide case management and training for volunteers in intensive one-on-one mentoring program for court-involved male and female youth of color.)	40,000	0.00
Add: Community Grant: YMCA of Metropolitan Washington, Inc. (Provides at-risk youth with trauma-informed, academic-focused, out-of-school-time enrichment services, intensive homework help and mentoring, and other services for adults.)	70,000	0.00
Add: Community Grant: YMCA of Metropolitan Washington, Inc. (To establish Long Branch Collective Action for Youth initiative, a collaborative effort to improve agency coordination and outcomes for youth.)	85,000	0.00

FY21 Approved Changes	Expenditures	FTEs
Add: Community Services Grant: CollegeTracks, Inc. (Provide IT resources to new staff members to better support for 2,100 minority and low income students.)	7,489	0.00
Add: Community Services Grant: Cornerstone Montgomery, Inc. (Provide IT resources for mobile access to new Electronic Health Record system and enhanced staff coordination.)	9,500	0.00
Add: Community Services Grant: Identity, Inc. (Purchase workstations with Windows 10 operating suite.)	10,000	0.00
Add: Community Services Grant: Interfaith Works, Inc. (Provide IT resources to improve program performance.)	9,495	0.00
Add: Community Services Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provide age appropriate furniture for program participants.)	2,750	0.00
Add: Community Services Grant: Mary's Center for Maternal and Child Care, Inc. (Provide handicap accessible medical exam chair to give persons with disabilities better medical treatment.)	8,452	0.00
Add: Community Services Grant: Shri Mangal Mandir religious Educ & Charitable Trust (Provide medical equipment.)	2,400	0.00
Add: Community Services Grant: Silver Spring Village, Inc. (Provide IT resources, phones, and office furniture for to improve program performance.)	8,901	0.00
Add: Community Services Grant: Vietnamese Literary and Artistic Club (Provide IT resources to improve program performance.)	2,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(12,876,982)	0.00
FY21 Approved	**10,417,374**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**2,752,385**	**1.05**
Add: Performance Based Pay	848,840	0.00
Increase Cost: Retirement Savings Plan Administrative Fee	340,000	0.00
Increase Cost: Collective Bargaining Compensation Changes	335,000	0.00
Re-align: Staffing and Resource Adjustment Between Deferred Compensation Management Funds	76,933	0.13
Increase Cost: FY21 Compensation Adjustment	3,058	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(3,741)	0.00
Decrease Cost: Sick Leave Payout Program - Council rejection	(335,000)	0.00
Decrease Cost: MLS/PLS Pay for Performance - Council rejection	(515,390)	0.00
Decrease Cost: MLS/PLS Pay for Performance - Council rejection	(619,888)	0.00
Decrease Cost: MLS/PLS Pay for Performance Adjustment	(848,840)	0.00
Decrease Cost: Performance Based Pay - Council rejection	(848,840)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,471)	0.00
FY21 Approved	**1,182,046**	**1.18**

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,584,260**	**0.00**
Increase Cost: Revenue from the Updated Hotel/Motel Taxes	48,574	0.00
FY21 Approved	**1,632,834**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**661,531**	**1.00**
Shift: Partial Funding from Business Advancement Team to Support Conversion of a Term-to-Merit Position for Managing the Conference Center NDA	76,908	1.00
Re-align: Partial Funding for Conversion of a Term-to-Merit Position	42,649	0.00
Increase Cost: FY21 Compensation Adjustment	4,130	0.00
Re-align: Operating Expenses to Offset Personnel Cost Increase	(42,649)	0.00
Decrease Cost: Conference Center - Management Audit	(50,000)	0.00
Shift: Staff Reassigned from Finance to the County Executive Office to Manage Incubator Programs	(159,085)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,921	0.00
FY21 Approved	**535,405**	**1.00**

Consolidated Retiree Health Benefit Trust - College

This NDA provides consolidated funding for Montgomery College's contribution to the Retiree Health Benefits Trust.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**5,391,000**	**0.00**
Increase Cost: County Contribution Based on Actuarial Valuation	132,000	0.00
FY21 Approved	**5,523,000**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**78,533,000**	**0.00**
Decrease Cost: County Contribution Based on Actuarial Valuation	(9,174,121)	0.00
FY21 Approved	**69,358,879**	**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).

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**74,728**	**0.00**
FY21 Approved	**74,728**	**0.00**

Device Client Management

The Device Client Management (DCM) program oversees the annual replacement of personal computers (PCs); manages software patching, distribution and enterprise anti-malware systems which collectively help to secure the County's technology infrastructure; and, includes funding for Enterprise office productivity software. The program provides general IT support directly to departments and employees through the County's IT Help Desk, which receives over 30,000 requests for service annually. DCM is based on a best-practices approach to maintaining a modern and cost-effective computing environment.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**8,006,200**	**0.00**
Increase Cost: Public Safety Mobile Data Computers	1,140,000	0.00
Increase Cost: Software Maintenance	138,150	0.00
FY21 Approved	**9,284,350**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**5,992,589**	**0.00**
FY21 Approved	**5,992,589**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**20,000,000**	**0.00**
FY21 Approved	**20,000,000**	**0.00**

Grants To Municipalities in Lieu Of Shares Tax

This NDA funds payments required in accordance with State law. The 1968 Session of the General Assembly revised the tax

structure to include a County income tax. As part of this restructuring, the shared tax on banks and financial institutions was eliminated, and a provision was adopted which requires counties to pay annually to municipalities the amount ($28,020) that had been received by the municipalities in FY68.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**28,020**	**0.00**
FY21 Approved	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**46,113,000**	**0.00**
Increase Cost: Group Insurance Claims Costs Based on Actual Annual Claims	993,273	0.00
FY21 Approved	**47,106,273**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**150,000**	**0.00**
FY21 Approved	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**62,089**	**0.00**
FY21 Approved	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**6,788,049**	**0.00**
Increase Cost: Reimbursement of Rental License Fees	36,644	0.00
FY21 Approved	**6,824,693**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
FY21 Approved	**0**	**0.00**

Incubator Programs - Economic Development Partnership

This NDA provides for facility lease payments, 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 the 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 in 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' operations, equipment, and training.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,025,173**	**1.00**
Shift: Staff Reassigned from Finance to the County Executive Office to Manage Incubator Programs	159,085	1.00
Increase Cost: FY21 Compensation Adjustment	587	0.00
Decrease Cost: Elimination of One-Time Item	(1,690)	0.00
Decrease Cost: County Grants for Supporting the National Institute for Innovation in Manufacturing Biophamaceuticals (NIMBL) due to State Actions	(50,000)	0.00
Decrease Cost: One-time Expenses for Incubator Network Studies	(182,740)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	5,498	0.00
FY21 Approved	**2,955,913**	**2.00**

Independent Audit

Section 315 of the County Charter requires the County Council to contract with a Certified Public Accountant for an independent post audit of all financial records and actions of the County government, its officials, and employees. By County Resolution, the Office of Legislative Oversight is the designated administrator for this contract, which also includes an independent audit of the basic financial statement of the Employee Retirement Plans; an independent audit of the Consolidated Retiree Health Benefits Trust; an independent audit of the basic financial statements of the Montgomery County Union Employees Deferred Compensation Plan; and additional services related to reviews, tests, and certifications.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**425,464**	**0.33**
Increase Cost: FY21 Compensation Adjustment	27	0.00
FY21 Approved	**425,491**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**750,000**	**0.00**

FY21 Approved Changes	Expenditures	FTEs
Decrease Cost: Reduction of Operating Expenses	(750,000)	0.00
FY21 Approved	**0**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,000**	**0.00**
FY21 Approved	**3,000**	**0.00**

Labor Management Relations Committee

The Labor Management Relations Committee (LMRC) was established to foster cooperative labor relations between the County and employees in the Municipal and County Government Employees Organization (MCGEO) union. The committee attempts to resolve matters that affect bargaining unit employees, both County-wide and department-specific. This NDA provides funds to implement the recommendations of the LMRC.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
Shift: Labor Management Relations Committee Funding	100,000	0.00
FY21 Approved	**100,000**	**0.00**

Leases

This NDA provides the funds necessary to lease privately owned real estate to accommodate County programs. Real property leased by the County includes office, warehouse, and retail space; 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. For FY21, approximately 68 leased facilities are budgeted. The inventory of leases is constantly shifting as new leases are added and existing leases are terminated.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**21,146,823**	**0.00**
Increase Cost: Existing Rent Increases	1,048,606	0.00
Add: New Lease and Operating Costs for Wheaton Office Building	230,371	0.00
Increase Cost: New Leases Added in FY21	201,400	0.00
Increase Cost: Maintenance Cost Increases	79,695	0.00
FY21 Approved	**22,706,895**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**888,007**	**3.00**
Enhance: Charge Three New Council Staff Positions to NDA	230,853	3.00
Increase Cost: Charge One Existing Councilmember Staff Position to Legislative Branch Communications NDA	94,591	1.00
Increase Cost: FY21 Compensation Adjustment	9,041	0.00
Decrease Cost: Reduce Operating Expenses	(219,845)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	57,603	0.00
FY21 Approved	**1,060,250**	**7.00**

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,684,519**	**0.00**
FY21 Approved	**1,684,519**	**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 approximately 20 community organizations for 27 programs that provide adult English literacy classes. Additionally, MCAEL receives operating funding to provide technical assistance, coordination of new program initiatives, 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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,857,058**	**0.00**
FY21 Approved	**1,857,058**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**5,007,750**	**0.00**
FY21 Approved	**5,007,750**	**0.00**

Montgomery County Employee Retirement Plans

The mission of this NDA is to manage prudent investment programs for the members of the Employee Retirement Plans and their beneficiaries. Expenditures associated with this program are funded from the Employees' Retirement System (ERS), Retirement Savings Plan (RSP), and the General Fund on behalf of the Montgomery County Deferred Compensation Plan (DCP) trust funds and are, therefore, not appropriated here. This NDA manages the assets of the ERS through its investment managers in accordance with the Board's asset allocation strategy and investment guidelines. The Board also administers the investment programs for the RSP and DCP. The Board consists of 13 trustees including the Directors of Human Resources, Finance, and Management and Budget; the 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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
FY21 Approved	**0**	**0.00**

Motor Pool Fund Contribution

This NDA funds the acquisition of new, additional Motor Pool fleet vehicles, as opposed to replacement vehicles, which are financed through an established chargeback mechanism.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**283,861**	**0.00**
Add: Two Police Vehicles for New Positions in FY20	62,082	0.00
Add: Sheriff's Prisoner Van with ADA Capabilities	45,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(283,861)	0.00
FY21 Approved	**107,082**	**0.00**

Payments to Municipalities

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 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, park 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 - FY21 Approved

Municipality	FY21 Property Tax Duplication	Additional County Grant	FY21 Total*
Brookeville	$6,992	$1,075	$8,067
Chevy Chase, Sec. III	$27,828	$3,685	$31,513
Chevy Chase View	$35,695	$5,580	$41,275
Chevy Chase Village	$85,248	$15,276	$100,524
Town of Chevy Chase	$116,369	$15,300	$131,669
Drummond	$3,989	$624	$4,613
Friendship Heights	$91,901	$3,344	$95,245
Gaithersburg	$1,061,945	$144,622	$1,206,567
Garrett Park	$41,921	$6,447	$48,367
Glen Echo	$17,952	$2,810	$20,762
Kensington	$131,643	$25,166	$156,809
Laytonsville	$13,176	$1,118	$14,293
Martin's Additions	$23,202	$3,631	$26,832
North Chevy Chase	$21,837	$3,358	$25,195
Oakmont	$2,835	$443	$3,278
Poolesville	$212,574	$16,362	$228,936
Rockville	$2,142,057	$267,692	$2,409,750
Somerset	$45,960	$10,213	$56,173
Takoma Park	$995,194	$2,518,450	$3,513,643
Washington Grove	$38,845	$6,078	$44,922
TOTAL	**$5,117,161**	**$3,051,274**	**$8,168,435**

*This does not include the estimated Municipalities' Speed Camera Allocation of $129,344

FY21 Approved Changes	Expenditures	FTEs

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**8,314,330**	**0.00**
Decrease Cost: Reduction Projected Speed Camera Payments	(16,551)	0.00
FY21 Approved	**8,297,779**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**20,000**	**0.00**
FY21 Approved	**20,000**	**0.00**

Public Technology, Inc.

The Public Technology Institute (PTI) actively supports local government executives and elected officials through research, education, executive-level consulting services, and national recognition programs. As the only technology organization created by and for cities and counties, PTI works with a core network of leading local officials - the PTI membership - to identify research opportunities, provide thought leadership and professional development opportunities, share solutions, provide technology support services, recognize member achievements and address the many technology issues that impact local government.

Funds are budgeted each year to continue membership in PTI.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**20,000**	**0.00**
FY21 Approved	**20,000**	**0.00**

Retiree Health Benefits Trust

Consolidated Retiree Health Benefits Trust: Beginning in FY08, the County implemented a plan to set aside funds for retiree health benefits, similar to the County's 50 year-old practice of prefunding for retiree pension benefits. 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 FY20, these contributions were budgeted at $34.7 million (County General Fund), $78.5 million (MCPS Consolidated Trust), and $5.4 million (Montgomery College Consolidated Trust).

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**34,680,830**	**0.00**
Decrease Cost: County Contribution Based on Actuarial Valuation	(22,425,170)	0.00
FY21 Approved	**12,255,660**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**19,791,523**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,439,501	0.00
FY21 Approved	**22,231,024**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**420,000**	**0.00**
Decrease Cost: Rockville Parking District	(1,300)	0.00
FY21 Approved	**418,700**	**0.00**

Skills for the Future

The Skills for the Future Non-Departmental Account was established in May 2019 to provide funding for high-quality Science, Technology, Engineering, Arts, and Mathematics (STEAM) programming in both academic and recreational settings to low-income youth. The intent of this funding is to build a pipeline of technical talent that will ensure equitable access to high-paying jobs and allow Montgomery County to continue to offer one of the best educated work forces in the world. The Department of Recreation will administer these funds that will provide grants and pilot projects that give low-income youth access to STEAM programming.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**250,000**	**0.00**
FY21 Approved	**250,000**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**60,756**	**0.00**
FY21 Approved	**60,756**	**0.00**

State Property Tax Services

This NDA funds the reimbursement to the State for three programs that support the property tax billing administration conducted by the Department of Finance: the Montgomery County'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. This NDA also funds the County Renters' Property Tax Relief Supplement (Bill 21-15) enacted in 2016 and administered by the Department of Finance.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**3,565,615**	**0.00**
FY21 Approved	**3,565,615**	**0.00**

State Retirement Contribution

This NDA provides for the County's payment of two items to the State Retirement System:

- Maryland State Retirement System: Unfunded accrued liability, as established by the Maryland State Retirement System (MSRS), for employees hired prior to July 1, 1984, who are members of the MSRS (including former Department of Social Services employees hired prior to July 1, 1984), and for those who have retired (all County employees participated in the State Retirement System until 1965.) The County's contribution for this account is determined by State actuaries. Beginning in FY81, the amount due was placed on a 40-year amortization schedule. The funding of the 40-year amortization schedule was completed in FY20.
- 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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,596,360**	**0.00**
Eliminate: Ending of Amortization for Employer Contributions	(1,592,606)	0.00
FY21 Approved	**3,754**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**188,329**	**0.00**
Decrease Cost: Formula Projection Adjustment	(2,356)	0.00
FY21 Approved	**185,973**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,126,765**	**0.00**
Increase Cost: Formula Projection Adjustment	100,807	0.00
FY21 Approved	**1,227,572**	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**5,356,382**	**0.00**
FY21 Approved	**5,356,382**	**0.00**

Vision Zero

This NDA provides for the planning and implementation of educational, enforcement, and engineering efforts to reduce the number of traffic related fatalities to zero. This could include activities such as targeted enforcement of distracted and aggressive driving; educational campaigns to increase driver awareness of pedestrians and bicyclists; or designing roadways to reduce conflicts and enhance safety.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**175,000**	**0.00**
Increase Cost: FY21 Compensation Adjustment	665	0.00
Technical Adj: Character Reallocation for New Vision Zero Coordinator	0	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(839)	0.00
FY21 Approved	**174,826**	**1.00**

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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**20,105,090**	**0.00**
FY21 Approved	**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.

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**1,690,594**	**0.00**
Eliminate: Pepco/Excelon Merger Funds	(425,000)	0.00
FY21 Approved	**1,265,594**	**0.00**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Public Elections Fund

FY21 Approved Changes	Expenditures	FTEs
FY20 Approved	**0**	**0.00**
FY21 Approved	**0**	**0.00**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	601,676	2,226,225	1,709,973	1,436,752	-35.5 %
Employee Benefits	(284,186)	131,836	199,382	289,974	120.0 %
County General Fund Personnel Costs	**317,490**	**2,358,061**	**1,909,355**	**1,726,726**	**-26.8 %**
Operating Expenses	202,506,273	307,556,501	282,804,109	277,099,486	-9.9 %
Capital Outlay	0	219,861	219,861	0	-100.0 %
County General Fund Expenditures	**202,823,763**	**310,134,423**	**284,933,325**	**278,826,212**	**-10.1 %**
PERSONNEL					
Full-Time	18	20	20	21	5.0 %
Part-Time	0	0	0	1	—
FTEs	4.64	6.38	6.38	12.51	96.1 %
REVENUES					
Conference Center - Net Proceeds	2,441,577	2,000,000	2,400,000	2,400,000	20.0 %
Conference Center - Rental Income	319,100	319,100	319,100	319,100	—
Miscellaneous Revenues	0	431,171	431,171	431,171	—
Property Rentals	4,412,489	3,850,000	4,400,000	4,400,000	14.3 %
County General Fund Revenues	**7,173,166**	**6,600,271**	**7,550,271**	**7,550,271**	**14.4 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	619,888	619,888	0	-100.0 %
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**619,888**	**619,888**	**0**	**-100.0 %**
Operating Expenses	0	20,000,000	20,000,000	20,000,000	—
Grant Fund - MCG Expenditures	**0**	**20,619,888**	**20,619,888**	**20,000,000**	**-3.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
State Grants	0	20,000,000	20,000,000	20,000,000	—
Grant Fund - MCG Revenues	**0**	**20,000,000**	**20,000,000**	**20,000,000**	**—**

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
DEPARTMENT TOTALS					
Total Expenditures	**202,823,763**	**330,754,311**	**305,553,213**	**298,826,212**	**-9.7 %**
Total Full-Time Positions	**18**	**20**	**20**	**21**	**5.0 %**
Total Part-Time Positions	**0**	**0**	**0**	**1**	**—**
Total FTEs	**4.64**	**6.38**	**6.38**	**12.51**	**96.1 %**
Total Revenues	**9,603,166**	**26,600,271**	**27,550,271**	**27,550,271**	**3.6 %**

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Arts and Humanities Council	5,623,159	0.00	5,623,159	0.00
Boards, Committees and Commissions	22,950	0.00	22,950	0.00
Charter Review Commission	1,150	0.00	1,150	0.00
Children's Opportunity Fund	375,000	0.00	375,000	0.00
Climate Change Planning	400,000	0.00	400,000	0.00
Community Grants	12,876,982	0.00	10,417,374	0.00
Compensation and Employee Benefit Adjustments	2,752,385	1.05	1,182,046	1.18
Conference and Visitors Bureau	1,584,260	0.00	1,632,834	0.00
Conference Center	661,531	1.00	535,405	1.00
Consolidated Retiree Health Benefit Trust - College	5,391,000	0.00	5,523,000	0.00
Consolidated Retiree Health Benefit Trust - MCPS	78,533,000	0.00	69,358,879	0.00
County Associations	74,728	0.00	74,728	0.00
Device Client Management	8,006,200	0.00	9,284,350	0.00
Early Care and Education	5,992,589	0.00	5,992,589	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	46,113,000	0.00	47,106,273	0.00
Historical Activities	150,000	0.00	150,000	0.00
Homeowners' Association Road Maintenance Reimburse	62,089	0.00	62,089	0.00
Housing Opportunities Commission	6,788,049	0.00	6,824,693	0.00
Inauguration and Transition	0	0.00	0	0.00
Incubator Programs - Economic Development Partnership	3,025,173	1.00	2,955,913	2.00
Independent Audit	425,464	0.33	425,491	0.33
Innovation Fund	750,000	0.00	0	0.00
Interagency Technology, Policy, and Coordination Commission	3,000	0.00	3,000	0.00
Labor Management Relations Committee	0	0.00	100,000	0.00
Leases	21,146,823	0.00	22,706,895	0.00
Legislative Branch Communications Outreach	888,007	3.00	1,060,250	7.00

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Metro Washington Council of Governments	1,684,519	0.00	1,684,519	0.00
Montgomery Coalition for Adult English Literacy	1,857,058	0.00	1,857,058	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	283,861	0.00	107,082	0.00
Payments to Municipalities	8,314,330	0.00	8,297,779	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	34,680,830	0.00	12,255,660	0.00
Risk Management (General Fund)	19,791,523	0.00	22,231,024	0.00
Rockville Parking District	420,000	0.00	418,700	0.00
Skills for the Future	250,000	0.00	250,000	0.00
Climate Response	2,884,990	0.00	2,884,990	0.00
State Positions Supplement	60,756	0.00	60,756	0.00
State Property Tax Services	3,565,615	0.00	3,565,615	0.00
State Retirement Contribution	1,596,360	0.00	3,754	0.00
Takoma Park Library Annual Payments	188,329	0.00	185,973	0.00
Takoma Park Police Rebate	1,126,765	0.00	1,227,572	0.00
Telecommunications	5,356,382	0.00	5,356,382	0.00
Vision Zero	175,000	0.00	174,826	1.00
Working Families Income Supplement	20,105,090	0.00	20,105,090	0.00
WorkSource Montgomery, Inc	1,690,594	0.00	1,265,594	0.00
Total	**330,754,311**	**6.38**	**298,826,212**	**12.51**

Utilities

APPROVED FY21 BUDGET	FULL TIME EQUIVALENTS
$25,245,719	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.

BUDGET OVERVIEW

The FY21 Approved Budget for the tax supported Utilities non-departmental account (NDA) is $25,245,719 a decrease of $731,532 or 2.8 percent from the FY20 Approved Budget of $25,977,301. Allocation of these utilities expenditures is approximately: electricity, 77.7 percent; natural gas, 9.9 percent; water and sewer, 9.7 percent; fuel oil, 0.1 percent; propane, 0.1 percent; and renewable energy, 0.9 percent. Contract expenses comprise the remaining 1.6 percent.

The FY21 Approved Budget includes County government utilities expenditures for both tax and non-tax supported operations. Tax supported utilities expenditures related to the General Fund departments are budgeted in the Utilities NDA, while utilities expenditures related to special fund departments are budgeted in those funds. Some of these special funds, such as Recreation and portions of the Department of Transportation, are tax supported. Other special funds, such as Solid Waste, are not supported by taxes, but through user fees or charges for services.

Utilities expenditures are also found in the budgets of other County agencies: Montgomery County Public Schools (MCPS), Montgomery College, the Washington Suburban Sanitary Commission (WSSC), and the Maryland-National Capital Park and Planning Commission (M-NCPPC). The total utilities budget request for these "outside" agencies is $72,793,448 which includes the entire bi-county area of WSSC.

The FY21 Approved tax supported budget for Utilities Management, including both the General Fund NDA ($25,245,719) and the other tax supported funds ($3,955,772), is $29,201,491, an decrease of $719,085 or approximately 2.4 percent from the FY20

Approved utilities budget. The FY21 Approved Budget for non-tax supported utilities expenditures is $4,895,567, a decrease of $11,209 or approximately 0.2 percent from the FY20 Approved Budget.

In both the tax and non-tax supported funds, utilities expenditures result primarily from commodity unit costs due to market price fluctuations; consumption changes due to new facilities, systems, or services; and in some cases, a more precise alignment of budgeted costs with actual prior-year expenditures by utility type. Energy conservation and cost-saving measures (e.g., new building design, lighting technology, and energy and HVAC management systems) are assumed to offset increased utility consumption for new facilities and higher unit costs.

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 Naeem Mia of the Office of Management and Budget at 240.777.2786 for more information regarding this department's operating budget.

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
County General Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	25,638,023	25,977,301	24,378,866	25,245,719	-2.8 %
County General Fund Expenditures	**25,638,023**	**25,977,301**	**24,378,866**	**25,245,719**	**-2.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

FY21 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY20 ORIGINAL APPROPRIATION	**25,977,301**	**0.00**
Changes (with service impacts)		

FY21 APPROVED CHANGES

	Expenditures	FTEs
Reduce: Streetlight Efficiency Savings [Utilities]	(300,000)	0.00
Reduce: Savings for Phased Re-opening of County Facilities due to COVID-19 [Utilities]	(300,000)	0.00
Other Adjustments (with no service impacts)		
Decrease Cost: Reduction in Utilities Costs [Utilities]	(131,582)	0.00
FY21 APPROVED	**25,245,719**	**0.00**

FUNDING PARAMETER ITEMS

CC APPROVED ($000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
COUNTY GENERAL FUND						
EXPENDITURES						
FY21 Approved	**25,246**	**25,246**	**25,246**	**25,246**	**25,246**	**25,246**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**25,246**	**25,246**	**25,246**	**25,246**	**25,246**	**25,246**

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Climate Change

LINKAGE TO COUNTY RESULTS AREAS

- A Greener County
- A Growing Economy
- Thriving Youth and Families
- Effective, Sustainable Government

PROGRAM CONTACTS

Contact Adriana Hochberg, Climate Change Coordinator, at 240.777.2548, or Patrice Bubar, Deputy Director of the Department of Environmental Protection at 240.777.2786 for more information.

PROGRAM OVERVIEW

Montgomery County is undertaking a climate planning process to combat the climate emergency and meet our goal of 100 percent reduction of greenhouse gas (GHG) emissions by 2035 and 80 percent reduction by 2027. The Administration is actively seeking public input on strategies through which the government, the business sector, and County residents can help reduce GHG emissions and adapt to a changing climate. Everybody can be good stewards of the energy we consume, the products we use, and the waste we produce.

In FY21, Montgomery County will continue to transition the County fleet to electric vehicles (EVs), with plans to procure more electric buses and electric administrative and motor pool vehicles. The County will continue to install solar panels on County facilities through public-private partnerships, including 6 megawatts on the closed Oaks Landfill, which will be used to power County facilities and provide community solar benefits to low-and-moderate income residents. Energy efficiency projects will continue to be implemented at County facilities as well.

The County plans to expand public transportation options to encourage the use of non-auto travel modes. For example, the E-bikes and E-scooters Pilot Program will continue, with residents and visitors encouraged to use them for short trips and to connect to mass transit. FY21 will also be the first year of operations for FLASH, Montgomery County's new express bus service along US 29 (Colesville Road). The successful Kids Ride Free Program will continue as well, allowing all youth ages 18 and under to ride for free on our local buses, and the Seniors Ride Free Program, offering free rides on local buses during off-peak periods. Employer incentives will be enhanced so they can buy down the cost of transit and vanpooling for their employees through the FareShare Program, and use of the Transportation Demand Management will be expanded beyond the current Transportation Management Districts by implementing the recently passed NextGen Transportation Demand Management legislation. The County is also building an extensive network of bikeway facilities, including protected bike lanes. These include facilities related to the Purple Line and Bethesda Metro Station transit projects and those in Bicycle and Pedestrian Priority Areas (BiPPA) and master plan areas.

To support the transition to EVs, the County will increase availability of EV charging stations in our public parking facilities and at other County facilities. In addition, guidelines will be implemented for offering on-street EV charging in residential neighborhoods that don't have off-street alternatives for siting EV charging stations.

The County will develop energy-performance requirements for both new and existing buildings with a goal to get new commercial and multi-family buildings to achieve net-zero energy use by 2030. And support is increased for the Tree Montgomery Program, a tree-planting program which installs trees on private properties free of charge.

FY 21 INITIATIVES

- Complete the County's Climate Action and Resilience Plan to guide the County's actions to address climate change.
- Use of the Climate Change Non-Departmental Account to fund technical analysis and begin implementation of the County's Climate Change Workgroup recommendations.
- Plant more trees by increasing funding to address the backlog of tree requests in the Tree Montgomery Program.
- Install solar panels on the closed Oaks Landfill, generating 6 megawatts of electricity.
- Develop energy performance standards for both new and existing buildings.
- Procure electric buses and electric administrative and motor pool vehicles.
- Complete Phase I of the Brookeville Bus Depot electric bus charging station installation.
- Increase the availability of electric vehicle charging stations at public parking facilities and other County locations.
- Extend the E-bike and E-scooter Pilot Program and promote their use for short trips and to connect to transit in more areas of the County.
- Begin the first year of operations for FLASH, Montgomery County's new express bus service along US 29 (Colesville Road).
- Enhance incentives for employers to buy-down the cost of transit and vanpooling for their employees through the FareShare Program
- Expand the use of Transportation Demand Management (TDM) beyond the current Transportation Management Districts by implementing the recently passed NextGen TDM legislation.
- Continue to build an extensive network of bikeway facilities including protected bike lanes, including those associated with the Purple Pine and Bethesda Metro Station projects and those in BiPPA and master plan areas.

ONGOING EFFORTS

Department of Environmental Protection (DEP)

- Green Business Certification Program: A voluntary program that recognizes and encourages businesses to take steps to reduce their ecological footprint.
- The County's Benchmarking Law: Building owners are to use a standard metric to measure energy usage, identifying energy savings opportunities. DEP offers assistance to building owners with compliance.
- Energy Connection: A program whose goal is to be a trusted source of information about home energy efficiency and renewable energy options.
- Tree Montgomery Program: A program that plants shade trees for property owners, free of charge, and implemented in partnership with the Department of Transportation.
- County Recycling Programs: DEP collects recycling from single family properties and processes recyclables from the entire County (single family homes, multi-family properties, businesses, etc.).

Department of Transportation

- Ride On: The County's public bus system provides an affordable alternative to driving.
- Capital Bikeshare, e-scooters, and e-bikes: Capital Bikeshare offers stations throughout the County, providing a low-carbon

alternative for short trips. The E-bike and E-scooter Pilot Program are another option for residents and visitors.

- Commuter Services: Facilitate and encourage the use of public transportation with programs like FareShare, the Commuter Choice Tax Credit, and Get In.
- Express Bus Programs: FLASH (starting in 2020) and Ride On Route 101 provide fast, reliable bus service along major County corridors.

Department of General Services (DGS)

- Office of Energy and Sustainability: Ensures County operations are environmentally sensitive and integrates sustainability into County decision making.
- Solar Installations: Over 7.6 megawatts (MW) of electricity is generated from solar panels on County facilities. An additional 6 MW are planned for the decommissioned Oaks Landfill.
- Green Fleet: DGS is pursuing an all-electric fleet of County vehicles and buses.

Office of Emergency Management and Homeland Security (OEMHS)

- Grant Funding: OEMHS assists DEP and other County agencies pursue State and Federal grants to prepare for the effects of climate change.

Department of Permitting Services

- Green Building Program Review: Enforces the County's requirement for new construction, additions, and alterations to conform to the International Energy Construction Code. New commercial construction and additions of 5,000 square feet or greater must conform to the International Green Construction Code.

Department of Housing and Community Affairs

- Weatherization Assistance Program: Assists homeowners low-income residents in reducing home energy use by providing energy inspections, air leak identification, insulation, and energy efficient lighting.

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Services for Seniors

LINKAGE TO COUNTY RESULTS AREAS

- Thriving Youth and Families
- A More Affordable and Welcoming County for a Lifetime

PROGRAM CONTACTS

Contact Raymond L. Crowel, PSY.D. of the Department of Health and Human Services at 240.777.1266 or Lindsay Lucas of the Office of Management and Budget at 240.777.2766 for more information.

FY21 APPROVED ENHANCEMENTS

The FY21 Approved Budget includes approximately $26 million in tax supported resources identified for seniors, including funds for community organizations that augment County services for seniors. In addition, the approved budget includes $21 million in non-tax supported resources for seniors.

Enhancements in the FY21 Approved Budget include:

- Expand Senior Transportation in the Department of Recreation to include Friday service and add service to North Potomac Recreation Center.

Non-Departmental Account Community Grants

- The FY21 Approved Budget provides grants to community partners of $1.3M for services benefiting seniors. These community organizations are critical to an effective network or services and are sometimes able to provide these services in a more cost-effective culturally appropriate, and flexible way. They are also able to leverage community resources that may be unavailable to County Government.

DEPARTMENTAL PROGRAMS

Services benefiting seniors are incorporated in the general department program offerings, as well as targeted services. Below are some of the major County government programs currently supporting County seniors.

Department of Recreation

- Operate seven Senior Centers.
- Operate a Senior Transportation Service providing limited range age-friendly access to six Senior Centers.
- Operate Active Adult Centers for those 55 and older, where seniors gather for educational programs, friendship, entertainment, sports, and other activities.
- Operate a Senior Nutrition Program at eight facilities in cooperation with HHS.
- Operate the Senior Sneaker Exercise Program that provides for adults over 55 years of age access to quality exercise and fitness rooms at Recreation Department Community Centers with a reduced annual membership fee.

- Offer Senior Outdoor Adventures in Recreation day trip programs for active adults over 55 years of age.
- Continue the popular senior mini-trip program. Each senior center and Active Adult Program now receives three trips per year to take seniors to local destinations of interest.
- Works with other agencies, departments, hospitals, and non-profits to provide a variety of programs, classes, and services identified as community needs to the residents age 55+ of Montgomery County. This includes such programs as World Elder Abuse Awareness Day, Tech Fairs, Health and Wellness Expos, Bone Builders, Senior Fit classes, and a huge variety of ongoing classes and programs.

Department of Health and Human Services

- Prevent or reverse nursing home placement for Medicaid eligible persons of all ages by providing supports planning, nurse monitoring, and community based services.
- Transport seniors using Transit Services Ride On buses during off-peak hours to provide transportation to County community recreation centers at least once per week and to grocery stores for a limited number of senior housing complexes one time each week.
- Provide supportive contractual services to seniors including "friendly visitor" services, escorted grocery shopping, legal assistance, and Alzheimer's support services.
- Continue the Escorted Transportation Project with the Jewish Council for the Aging to expand and coordinate new and existing escorted transportation services.
- Promote and expand transportation options available to seniors and people with disabilities through the County Mobility and Transportation Manager who works with advocates and public and private service providers.
- Offer one-stop, hands-on assistance and outreach to County residents regarding services for seniors, persons with disabilities, and their families and caregivers to clarify their needs and identify and access resources.
- Help protect more than 8,900 County residents in 226 assisted living facilities and 34 nursing homes by maintaining a regular presence, investigating complaints, and advocating for seniors' rights.
- Guarantee that seniors over the age of 60 have access to meals, nutrition education, and the opportunity for socialization at community and senior centers and senior apartment buildings.
- Provide home delivered meals to chronically ill clients, age 60 and above, to address the nutritional needs of the County's most frail and vulnerable seniors who are home-bound due to illness or disability and cannot get out or prepare healthful meals on their own. Special consideration is given to low-income individuals, minority individuals, those in rural communities, those with limited English proficiency, and those at risk of institutional care.
- Investigate complaints of maltreatment for abuse and neglect against seniors, secure resources, and provide surrogate decision-making for adults adjudicated through the courts.
- Provide in-home support services to help vulnerable seniors remain safe and cared for in the community and to prevent premature and/or inappropriate institutionalization.
- Offer the Home Care Chore Services Program, which is targeted to low-income, frail, elderly and people with disabilities who need help with light cleaning, vacuuming, laundry, and/or meal preparation in order to remain in their own homes and in the community.
- Maintain funding for respite care services for older adults and persons with disabilities.
- Continue support in the Adult Protective Services/Social Services to Adults Program to address an increase in investigations of financial exploitation resulting from new mandatory reporting requirements for banks.
- Provide Heavy Chore Services to serve seniors with hoarding behaviors to prevent evictions, condemnation, or to correct health and safety conditions. Services include heavy commercial cleaning and pest fumigation.
- Offer short-term respite services to caregivers who provide ongoing care to frail elders.
- Provide Senior Mental Health Services for home-bound seniors and coordinate medication with medical providers.

- Help meet older adult challenges of remaining independent in their homes as they age in their communities through the "Village" model, a grassroots, consumer driven, and volunteer first model. The Village Coordinator assists 28 current and five emerging "Villages" and promotes the creation of new ones.
- Implement a Senior Home Sharing program that matches senior home providers who have a spare room with home seekers interested in a long-term housing option.

Department of Transportation - Transit Services

- Subsidize taxi service for low-income seniors, age 65 and older, to allow for greater mobility and quality of life.
- Provide information and linkage to transportation resources to senior citizens, maintain a database of resources, help callers fill out forms for transportation programs, and link callers with transportation providers.
- Provide free public transit travel training classes for seniors, increasing their travel options and comfort level with public transportation.
- Continue ongoing advertising campaigns and distribution of senior transportation services.
- Conduct on-site outreach events and presentations about senior transportation options and resources at locations where seniors frequent or reside.
- Provide fixed route service (Ride On) to many senior centers and make Senior SmarTrip cards availabile through multiple channels.
- Transport seniors to four senior centers and for grocery shopping trips from 12 residential facilities during Ride On's off-peak period.
- Provide free bus service on Ride On and Metrobus during off-peak periods (Monday-Friday 9:30 AM to 3:00 PM and Saturday 8:30 AM to 4:00 PM) and half price fares at all other times.
- Improve bus stops as part of Ride On's safety, ADA compliance, and accessibility program.
- Improve pedestrian crossings by re-timing all traffic signals to extend pedestrian crossing times to accommodate slower walking speeds, upgrade some traffic signals to include accessible/countdown pedestrian signals.
- Continue to improve pedestrian access by using high visibility ladder bar style at crosswalks, focus on pedestrian access safety in work zones and continue converting street lights to LED.

Department of Public Libraries (MCPL)

- Provide programs specifically designed to engage patrons over 50 years of age that promote creativity, learning, education, healthy living and social interaction. These activities are essential to vital living, and provided via grant funding, staff work, and partnerships with Montgomery College's Lifelong Learning Institute, HHS, and other agencies.
- Provide diverse programs relevant to the County's population over age 50. Topics include book discussions, intergenerational opportunities, financial security, professional development, business, retirement, taxes, health, employment, technology, consumer issues, English language learning, and others.
- Provide online lifelong learning services and materials, including our seniors-focused web page, and training on how to use e-books and computers.
- Offer large print library materials and other accessibility equipment and services for seniors - assistive technology workstations with desktop magnifiers and computers with screen reading and magnifying software (JAWS and Magic software), adjustable tables, audio induction loop system in meeting rooms (selected branches), and Communication Access Real-Time Translation Services (CART).
- Provide Metro Senior SmarTrip cards for purchase at all library branches.
- Provide Books@Home service, delivering library materials to Montgomery County residents who cannot visit the

library because of physical disability, health issue or frailty.

- Provide substantial volunteer opportunities that are frequently utilized by people over 50 at every branch, such as Service Corps for Retired Executives business counseling and Volunteer Center.
- Market library services and resources in newspaper venues focusing on people over 50, such as The Beacon.

Department of Technology Services (DTS)

- Senior Planet Montgomery provides technology training for older adults to enable them to use the Internet for daily living, extend their ability to live independently, and to find employment and be entrepreneurs in digital economy. Ten-week and five-week training courses and single-day technology exploration lectures are offered throughout the County at senior centers, the Gilchrist Immigrant Resource Centers, libraries, and recreation centers. During the public health emergency, these courses are being offered through Zoom and DTS is partnering with other departments to seek grant funding for devices and Internet connections for low income seniors who need them. In FY20, the Department of Environmental Protection began a partnership with Senior Planet Montgomery to offer workshops and information to seniors about energy efficiency and ways to reduce energy expenses. Programs outcomes demonstrate that these training programs enable seniors to feel more connected to their families, friends, and communities, feel more optimistic about their future, and have better access to health information and employment opportunities.

Fire and Rescue Service (MCFRS)

- To address the disproportionate increase in the number of repeat low acuity 911 calls by seniors, MCFRS implemented the Mobile Integrated Healthcare Pilot Program. In its first year, the pilot program reduced non-emergency calls by 55% for the population served by the program. This collaborative initiative of HHS and MCFRS holistically incorporates the skills of fire/rescue personnel, clinical social workers, and community health nurses to better meet the needs of patients who utilize EMS services frequently and reducing the burden on 911, emergency medical personnel and emergency rooms while still providing superior care.
- Identify strategies to reduce fire risk among the elderly.
- Identify homebound seniors and those with disabilities to provide information on fire safety and risk reduction assistance including the installation of approved smoke alarms appropriate for their needs.
- Continue to partner and expand collaborative partnerships between MCFRS, County agencies and departments, and professional organizations providing services to seniors.
- Continue public education and awareness campaign to educate and inform residents regarding legislative changes to Maryland's Smoke Alarm Law and new County requirements for Carbon Monoxide Alarms.
- Continue appointment-based and door-to-door safety campaigns offering department services to seniors including the evaluation of existing residential smoke alarm equipment, replacement of smoke alarms, and general injury prevention information and education.
- Offer free residential safety evaluations and smoke alarm checks for seniors.
- Assist and partner with communities and neighborhood organizations regarding fire safety, the development of home fire evacuation and escape plans and general injury prevention and emergency preparedness information.
- Continue to support the County's "Villages" model designed to assist residents who are "aging in place" with fire safety, injury prevention and in-home safety, and smoke alarm checks.
- Provide education and training to recruit classes and first responders to increase awareness of the needs, health issues and risks faced by senior citizens.

Department of Housing and Community Affairs

- Continue partnering with "Rebuilding Together" by funding some administrative costs for a highly leveraged program that provides home repairs for low-income homeowners, most of whom are seniors and unable to undertake home repairs on their own.
- Continue partnering with the Housing Opportunities Commission of Montgomery County to provide rental assistance to low-income seniors.

Office of the State's Attorney

- Aggressively prosecute crimes against seniors and vulnerable adults through the Crimes Against Seniors and Vulnerable Adults Unit of the Office of the State's Attorney.
- Continue to collaborate closely with Adult Protective Services and the Police Department to address crimes against seniors in an efficient and timely manner that holds offenders accountable for their criminal activity.
- Continue to chair the Montgomery County Elder/Vulnerable Adult Abuse Task Force, which brings together representatives from County Agencies to discuss cases of concern and hosts an annual event on World Elder Abuse Awareness Day to promote education/prevention of senior abuse.
- Collect data on metrics to include the number of investigations opened, inter-agency collaborations, and prosecutions.

Community Engagement Cluster

- Partner with community organizations to provide free tax preparation assistance to low-to-moderate income Montgomery County residents with special attention to seniors age 60+.
- Support opportunities for adults age 60+ to increase access to community activities, socialization, and lifelong learning.
- Provide individual and couples senior counseling services.
- Recognize senior volunteer contributions annually by honoring two seniors with the Neal Potter Path of Achievement Award.
- Continue the Senior Fellows program which taps the experience and skills of retired seniors across a range of issues from affordable housing to transportation options.

Office of Consumer Protection

- Continue to recruit seniors and retired professionals to work at Office of Consumer Protection as volunteers providing administrative and investigative assistance.
- Provide Office of Consumer Protection outreach initiatives to provide consumer education regarding consumer scams that target seniors and vulnerable adults.
- Collaborate with legislators and consumer organizations to enact and enhance laws designed to protect seniors from deceptive trade practices.

Office Human Resources

- Offer the Senior Fellows Program to augment the County's workforce by tapping into the skill sets of highly talented, experienced, and seasoned professionals which includes seniors.

Department of Environmental Protection

- Apply for an exemption for curbside refuse and recycling services available to any individual who because of physical limitations (disability or age) is unable to bring containers to the curb.

Office of Public Information

- Produce "Seniors Today," a monthly cable television show highlighting services and programs of interest to seniors.
- Manage seniors website, a central portal offering timely information to seniors and caregivers about County services and programs: http://www.montgomerycountymd.gov/senior/.

Montgomery County Police Department (MCPD)

- Maintain"Keeping Seniors Safe" crime prevention outreach program, which addresses financial and other frauds and scams; identity theft; shopping safety; and emergency preparedness through presentations from Community Outreach Officers and command staff, and brochures distributed widely.
- Conduct home security surveys in seniors homes.
- Manage Project Lifesaver to help locate seniors with dementia/Alzheimer's Disease.

Services for Seniors
FY21 Approved Operating Budget
Tax-Supported

Department	Project/Program	FY21 Approved
Health and Human Services	Adult Foster Care	844,580
	Adult Protective Services/SSTA/Public Guardianship	4,510,941
	Aging and Disability Services Resource Unit	228,126
	CFC Nurse Monitoring	2,078,619
	CFC Supports Planning	767,903
	Mental Health Services for Seniors and Persons with Disabilities	75,048
	Ombudsman Services	605,914
	Respite Services	505,538
	Senior Community Programs	1,973,491
	Senior Dental Services	218,303
	Senior Food Program	1,052,221
	The Adult Day Care Subsidies Initiative	321,565
	The Home Care Services program	2,453,998
	The Medical Assistance Eligibility Services	311,814
Sub-total, Health and Human Services		**15,948,061**
Recreation	Damascus Senior Center	173,446
	Holiday Park Senior Center	505,795
	JCA Senior Transportation	585,683
	Long Branch Senior Center	154,540
	Senior Services	167,291
	North Potomac Senior Center	183,911
	Schweinhaut Senior Center	245,177
	Senior Mini Trips	53,062
	Senior Neighborhood Programs	150,060
	Senior Outdoor Adventure Recreation	259,061
	Wheaton Senior Center	286,863
	White Oak Community Recreation Center Senior programs	197,270
Sub-total, Recreation		**2,962,159**
Transportation	Call N Ride Program	3,615,442
	Jewish Council on Aging/Connect A Ride	153,860
	Special Transportation	131,196
	Seniors/Disabled Ride Free Program	323,200
Sub-total, Transportation		**4,223,698**
Other Departments	Community Engagement Cluster - Senior Corps RSVP	64,166
	Community Engagement Cluster - Senior Volunteer Network	40,000
	Community Grants NDA - Grants for Senior Services	1,275,200
	Fire and Rescue -Mobile Integrated Health for Seniors	293,867
	Human Resources - Senior Fellows	50,000
	Police - Project Lifesaver Program	12,500
	Public Information - Senior Beacon Advertising	28,000
	State's Attorney - Crimes Against Seniors and Vulnerable Adults Unit	892,035
	Technology Services - Senior Planet Montgomery	180,000
Sub-total, Other Departments		**2,835,768**
Total Tax-Supported		**25,969,686**
Total Non-Tax Supported		**21,300,157**
Grand Total		**47,269,843**

Note: Appropriations reported for programs in the Department of Transportation and Community Grants include funds supporting both seniors and the disabled, except Jewish Council on Aging/Connect-A Ride which serves older adults (50+). All other appropriations reflect only funds attributed to senior services.

Non-Tax Supported

Department	Project/Program	FY21 Approved
Health and Human Services	Adult Foster Care	334,995
	Adult Protective Services/SSTA/ Public Guardianship	1,005,033
	Aging and Disability Services Resource Unit	594,435
	Ombudsman Services	283,170
	Respite Services	87,384
	Senior Community Programs	1,093,578
	Senior Food Program	2,176,478
	Senior Group Homes	513,542
	The Home Care Services program	821,425
	The Medical Assistance Long Term Care program	1,231,624
Sub-total, Health and Human Services		**8,141,664**
Other Departments	Department of Housing and Community Affairs - Knowles Avenue Senior	8,900,000
	Department of Transportation - Call N Ride Program	379,107
	Department of Transportation - Medicaid Special Transportation	3,879,386
Sub-total, Other Departments		**13,158,493**
Total Non-Tax Supported		**21,300,157**

Vision Zero

MISSION STATEMENT

Human life takes priority over mobility and other objectives of the road system. Human error is inevitable and the transportation system should be designed to anticipate error so the consequences are not serious or fatal injuries. Through the use of data-informed and equitable approaches, Montgomery County will systematically update the roadway network and utilize targeted education and enforcement to build a culture of safety to eliminate serious and fatal collisions from Montgomery County roadways by 2030.

LINKAGE TO COUNTY RESULT AREAS

- **Safe Neighborhoods**
- **Easier Commutes**

PROGRAM CONTACTS

Contact Wade Holland, Vision Zero Coordinator at 240.777.2623, Michael Paylor of the Department of Transportation at 240.777.2190, Capt. David McBain of the Department of Police at 240.773.5952, Neil Greenberger of the Public Information Office at 240.777.6532, or Brady Goldsmith of the Office of Management and Budget at 240.777.2793 for more information regarding this initiative's operating budget.

PROGRAM DESCRIPTION

Vision Zero is an international movement that relies on data-informed and equitable approaches to improve the design of roads, conduct targeted education and enforcement, and change policies to end serious and fatal traffic crashes. Montgomery County adopted Vision Zero as the successor to the successful Pedestrian Safety Initiative in 2016. The County's Action Plan recommits the county to improving pedestrian safety and expands the collaborative effort to improving safety for drivers and cyclists. The goal of the 2020 Action Plan is to reduce serious and fatal collisions by 40 percent compared to the prior 2012-2016 average. The target will be achieved by completing 32 action items in the areas of engineering, enforcement, education, traffic incident management, and law/policy/advocacy. To learn more about Vision Zero and to read the 2020 Action Plan, visit https://montgomerycountymd.gov/visionzero/.

RESULTS

Preliminary 2019 data show 265 serious and fatal collisions, a 28 percent reduction from the 2012-2016 average. To continue moving towards our long-term goal of zero serious and fatal crashes, the top ten County-maintained roadway segments along the High Injury Network (HIN) were identified and studied, with short- and long-term improvements to be implemented by the Montgomery County Department of Transportation (MCDOT. During the 2018-19 Action Plan, MCDOT improved pedestrian crossings by installing pedestrian beacons and setting a 3.5 feet per second crossing standard at all traffic signals.

MCDOT continued installing protected bicycle lanes across the county including the first protected intersection in the Mid-Atlantic. Educational efforts have been conducted in HINs, pedestrian collision hot spots, as well as targeted to high-risk groups. These efforts were conducted in coordination with enforcement efforts and have been used to change unsafe pedestrian and driver behaviors. Engineering improvements, along with education and enforcement, have modified perceptions of risk and responsibility on the roads and sidewalks.

The County Council approves $101.5 million in FY21 expenditures in support of Vision Zero. The FY21 Approved Operating Budget includes $54.8 million for Vision Zero initiatives. In addition, the Capital Improvements Program (CIP) includes $46.7 million in expenditures for FY21.

Services dedicated to improving traffic safety include general program offerings, as well as targeted services. These services address current critical needs and the desired outcome of reducing serious and fatal collisions. Below are some of the major County government programs currently supporting Vision Zero:

Department of Transportation

- Continued expansion of pedestrian signals to increase visibility and safety - High-Intensity Activated crossWalK beacons (HAWKs) were installed at Muddy Branch & Harmony Hall, Aspen Hill Road & Northgate Shopping Center, Tuckerman Lane & The Bethesda Trolley Trail, Willard & The Hills Plaza. Four additional beacons are planned for installation in 2020. Pedestal Beacons were installed along the new PEPCO Natural Trail at Schaeffer, Black Rock, MD 118, and MD 28.
- Conducted Bus Stop Audits along corridors throughout the County: Middlebrook Road, MD 355, Randolph Road, and Wheaton Central Business District (MD 97, MD 193, and MD 586) that focus on HIN corridors and seek to improve safety and accessibility for transit users.
- Increase the ability of students to walk or bike to school safely through improved facilities as part of the Safe Routes to Schools program. Also, evaluate and assess traffic and operational safety issues at County schools.
- Participate in the regional Street Smart pedestrian safety education campaign. The campaigns use transit shelters and bus advertising throughout the County to promote safe pedestrian behaviors and to raise awareness of drivers and pedestrians about the importance of bicycle and pedestrian safety. The twice yearly, four-week media campaigns are also coordinated with targeted enforcement actions. Since FY16, this campaign was modified and broadened to a County-wide, year-round effort to also reach the teen and senior populations. Undertook partnerships to conduct Street Smart Virtual Reality Challenge safety campaigns at Westfield Wheaton Mall, Westfield Montgomery Mall, Veterans Plaza, and Blair High School.
- Implemented traffic calming improvements by installing pedestrian refuge islands, curb extensions, speed humps, and improved signage and markings, such as current projects under design or construction on Wickham Road, Old Baltimore Road, Arlington Road, Lockwood Drive, Brunette Avenue, East Franklin Street, Lamberton Drive at Belgrade Road, Ray Drive at Gist Avenue, Spring Street at Fairview Road, and Grubb Road at Lyttonsville Road. Where traffic calming has been employed in areas with collisions, there has been a measurable reduction in speeding and a 44 percent reduction in pedestrian collisions.
- Implement pedestrian signal timing improvements to provide pedestrians with more time to safely cross streets. This program has thus far completed retiming of all County pedestrian signals, ahead of the November 2019 deadline.
- Improve sidewalk connectivity to transportation, commercial, and employment areas, and medical facilities throughout the County.
- Provide curb ramps for sidewalks and other accessibility barriers on County roadways through the ADA compliance program.
- Built the first protected intersection in the Mid-Atlantic region at Second Ave and Spring Street in Downtown Silver Spring. The rebuilt intersection allows pedestrians and bicyclists additional protection from turning vehicles and crossing time. Increasing cycling usage has been correlated with increased safety in other cities. The narrower travel

lanes have also reduced speeds in the corridor, especially at key locations where islands have been installed to benefit pedestrians. Other safety benefits include shorter crossing distances for pedestrians, islands to improve pedestrian safety and visibility, corner islands to reduce turning speed, and floating transit stops which remove the conflict between cyclists and buses making service stops.

- Design and construct an extension linking the end of the existing Metropolitan Branch Trail in Takoma Park to the Silver Spring Transit Center.
- Conduct both countywide and targeted pedestrian safety education campaigns in HIN's and police district hot spots by coordinating with enforcement actions by Montgomery County Police Department, the creation of a 30-member volunteer brigade to conduct bilingual education on the streets, and bilingual education teams to reach at-risk groups within the High Incidence Areas. High school pedestrian safety education was expanded through the Walk Your Way Program and the "YOLO Walk Safe" Campaign with expanded use of social media and school partnering. Additionally held the Don't Be Distracted contest to raise awareness of the dangers of driving distracted. Conducted a Public Service Announcement campaign in Spanish on Univision reaching Hispanic populations by zip code focused on pedestrian and driver safety information. A similar program has been scheduled for Telemundo.
- Conduct evaluations of pedestrian and bicycle facilities in eight of the County's twenty-eight Bicycle and Pedestrian Priority Areas (BiPPAs) and construct improvements to pedestrian and bicycle connectivity and safety in these BiPPAs.
- Updating lighting, signing, marking, and signals standards and investigating complete street guidelines that seek to address crucial Vision Zero core concepts.
- Coordinated with M-NCPPC to review and approve trail crossings and intersections, projects that enhanced safety at many mid-block crossings throughout the County.
- Began coordination with the State Highway Administration (SHA) to implement many safety improvements throughout important High Injury Network corridors in Wheaton and Aspen Hill. The improvements involve many of Vision Zero's core principles of a safe and forgiving infrastructure that accommodates and protects all users.
- Performed corridor lighting studies designed to determine lighting sufficiency and needs to improve safety for drivers, pedestrians and bicyclists. Coordinated with SHA as appropriate on lighting improvements.

Department of Police

- Manage and analyze a database of collision data used to inform policy and program decisions through the Police Traffic Division, such as the identification of high crash locations, locations for traffic calming improvements, and groups and areas at high risk of being involved in serious and fatal collisions.
- Target enforcement of pedestrian safety and traffic safety laws in the High Injury Network and areas around elementary, middle, and high schools in coordination with MCDOT's pedestrian safety education activities.
- Continue to implement countywide speed, red light, and school bus camera enforcement to slow traffic to posted speed limits.
- Engage shoppers in parking lots with the "Shop with a Cop" program, where police distribute high-visibility shopping bags and safety tip brochures to address pedestrian collisions that occur in parking lots.
- Work with property managers and property owners to implement improvements that will improve pedestrian safety in parking lots, where 30 percent of the County's pedestrian collisions occur.
- Overall, enhanced enforcement of pedestrian and traffic safety laws helps modify perceptions of risk and responsibility on the road, can change behavior and contribute to building a culture of safety. From calendar year 2012 to calendar year 2019, MCPD increased the number of citations and warnings given to drivers violating pedestrian safety by 192 percent and pedestrians by 17 percent.
- Montgomery County Police have been instrumental in helping reduce the number of pedestrian collisions by:
  - Administering special pedestrian crosswalks, operating safe streets corridors, holiday and school enforcements; and

o Dedicating regular on-duty police enforcement in HINs to issue warnings to pedestrians and motorists.

Public Information Office

- Coordinated the "Be Safe, Be Seen" campaign with Police, Transportation, Fire and Rescue, and the County Executive's Office in the fall to alert drivers and pedestrians about the dangers that come with reduced daylight. The campaign reached 10,000 residents at high traffic commuter stations and county high schools.
- Continue the bilingual education of the public, in cooperation with Montgomery County Police Department and all departments represented on the Vision Zero Steering Committee regarding the three main causes of fatal and serious-injury crashes:

  o distracted drivers

  o impaired drivers, cyclists and pedestrians;

  o crosswalk issues, i.e., drivers turning right (or left) into pedestrians and pedestrians crossing mid-block on major roadways.

County Executive's Vision Zero Initiative - All Funding Sources
FY21 County Council Approved Capital Improvements Program and Operating Budget

Department	Project/Program	FY21 Approved
	Capital Improvements Program (CIP)	
Maryland-National Capital Park and Planning Commission	Trails: Hard Surface Design and Construction	$ 300,000
	Trails: Natural Surface & Resource-based Recreation	800,000
	Trails: Hard Surface Renovation	700,000
	Vision Zero	700,000
	Total M-NCPPC	**$ 2,500,000**
Department of Transportation	Pedestrian Facilities/Bikeways	31,872,000
	Intersection and Spot Improvements	2,000,000
	Pedestrian Safety Program	2,750,000
	Traffic Signals	5,335,000
	Guardrail Projects	315,000
	Neighborhood Traffic Calming	310,000
	Streetlighting	1,370,000
	Streetlight Enhancements CBD/Town Center	250,000
	Total Department of Transportation	**$ 44,202,000**
	Total FY21 CIP	**$ 46,702,000**
	Operating Budget (PSP)	
Offices of the County Executive	Vision Zero Non-Departmental Account	**$ 174,826**
Department of Transportation	Community/Transportation Safety	4,835,800
	Transportation Infrastructure Construction & Maintenance	16,910,506
	Transportation Policy, Planning, and Project Development	2,109,346
	Transportation Management, Operations and Emergency/Storm Response	6,665,947
	Total Department of Transportation	**$ 30,521,599**
Department of Police	Police Enforcement for HIAs - Overtime	180,000
	Police Enforcement for HIAs - Data Analyst	93,023
	School Safety Program/General Fund	6,537,533
	Automated Traffic Enforcement	17,250,964
	Total Department of Police	**$ 24,061,520**
	Total FY21 PSP	**$ 54,757,945**
	TOTAL FY21 APPROVED EXPENDITURES (CIP & PSP)	**$ 101,459,945**

Source: CC Approved FY21 Operating and Capital Budgets
Note: *Safety is a central element of the mission of these departments and nearly all of their programs contribute to achieving Vision Zero. The programs with a significant emphasis on safety are listed above. It should be noted that these programs are also addressing other needs as well.*

Community Grants to Base Budget

Community Grants to Base Budgets FY21 Approved Operating Budget		
Organization	**Purpose**	**FY21 Approved**
Department of Health and Human Services		
Bender JCC of Greater Washington, Inc.	Provides transportation for the Camp JCC inclusion Program for children and young adults with disabilities.	$30,000
Bethesda Metro Area Village, Inc.	Provide for operating support.	$15,000
Bradley Hills Village, Inc.	Provide for operating support.	$12,500
Capital Area Food Bank, Inc.	Provide low-income seniors with monthly groceries including shelf-stable items, fresh produce, and nutrition and health resources.	$40,000
Capital Area Food Bank, Inc.	Provide healthy food to enrolled families through Family Markets, a school-based, client choice pantry program.	$60,000
Carribean Help Center, Inc.	Provides immigration services, public awareness and elderly assistance program.	$40,000
Carribean Help Center, Inc.	Provide for operating support.	$30,000
CASA de Maryland, Inc.	Provide public program enrollment assistance and case management leading to improved access to community resources that support wellness and self-sufficiency.	$118,830
Lt. Joseph P. Kennedy Institute, Inc.	Provide support for Community Companions after-school, respite, and summer camp program for children and youth with disabilities and their families.	$150,000
EveryMind, Inc.	Provide suicide prevention and crisis intervention services.	$45,000
EveryMind, Inc.	Provide support for the Serving Together program providing coordinated community resources for veterans, active duty service members, and their families.	$150,000
Family Services, Inc.	Provide for the Creating Healthy Bonds program to reduce the impacts of parental incarceration on children and families of inmates at the Montgomery County Correctional Facility.	$35,000
Greater Stonegate Village, Inc.	Provide for operating support.	$10,000
Identity, Inc.	Provide case management services to low-income, primarily Latino youth and families to connect them with resources and safety-net services.	$133,475
Identity, Inc.	Provide support to the Family Reunification and Strengthening Program.	$125,000
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.	$80,000
Interfaith Works, Inc.	Provide operational support for the Interfaith Works Women's Center.	$50,000
Kemp Mill Village, Inc.	Provide for operating support.	$10,000
Kentlands Community Foundation, Inc.	Provide for operating support.	$10,000
Kids In Need Distributors, Inc.	Provide weekend food to grades K-8 students who receive Free And Reduced Meals at MCPS schools.	$20,000
Korean Community Service Center Of Greater Washington, Inc.	Provides support for the Strengthening Asian Families through Empowerment and Services (SAFES) program.	$55,000
Little Falls Village Corp.	Provide for operating support.	$30,000
Manna Food Center, Inc.	Provides locally grown produce to County residents experiencing food insecurity.	$40,000
Manna Food Center, Inc.	Provide food support and nutrition education to underserved areas via a mobile kitchen and pop up pantry.	$45,000
Manna Food Center, Inc.	Provide healthy foods for weekend meals to elementary school students experiencing hunger and food insecurity.	$54,000
Montgomery County Food Council, Inc.	Provide for staff to support and expand Food Council initiatives to foster a healthy and sustainable local food system.	$60,000
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
NAMI Montgomery County (MD), Inc.	Provide mental health education and support for teachers and youth through presentation and an evidence based suicide prevention program.	$20,000
National Center for Children and Families, Inc.	Provide support for the Futurebound Transitional Housing program.	$100,120
National Center for Children and Families, Inc.	Provides emergency shelter and comprehensive services to homeless families to support their transition to stable housing.	$275,000
Nonprofit Montgomery, Inc.	Provide training for County nonprofits in program evaluation so they can better measure and assess program impact.	$50,000
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.	$13,000
Potomac Community Resources, Inc.	Provide respite care programs for teens and adults with profound to moderate intellectual and developmental disabilities and complex medical needs.	$50,000
Rainbow Place Shelter for Homeless Women, Inc.	Provide on site case management for people transitioning out of homelessness.	$45,000

Organization	Purpose	FY21 Approved
Rockville Area Village Exchange, Inc.	Provide resources, information and operational financial support to local Montgomery County community groups to establish and build their local Village.	$10,000
Silver Spring Village, Inc.	Provide for operating support.	$30,000
St. Camillus Catholic Church	Provide nutritionally adequate, culturally appropriate food to be distributed to families in need.	$25,000
St. Joseph's House, Ltd.	Provide for home-based care provider for students with intellectual and developmental disabilities.	$20,000
Stepping Stones Shelter Inc.	Provide emergency shelter to households with minor children in Montgomery County.	$35,923
Stepping Stones Shelter, Inc.	Provide employment counseling to homeless and formerly homeless families.	$55,000
The Arc Montgomery County, Inc.	Provide medical child care tuition waivers for low- to moderate-income families experiencing temporary financial crises.	$30,000
The Dwelling Place, Inc.	Provide housing and case management to homeless families with children.	$25,000
The Montgomery County Coalition for The Homeless, Inc.	Provide permanent supportive housing for formerly homeless adults in CHIP who were frequent users of costly emergency and corrections systems.	$70,000
The Montgomery County Coalition for The Homeless, Inc.	Provide 24/7 emergency shelter and supportive services.	$150,000
The Senior Connection of Montgomery County, Inc.	Provide for the expansion of a transportation network for seniors in Montgomery County.	$50,000
The Tree House Child Advocacy Center of Montgomery County MD, Inc.	Provide forensic medical services for child victims of abuse and neglect.	$50,000
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
Upcounty Community Resources, Inc.	Provide social, respite, therapeutic, fitness and enrichment activities for adults with developmental and intellectual disabilities.	$71,500
Village of Takoma Park, Inc.	Provide for operating support.	$10,000
Villages of Kensington MD, Inc.	Provide for operating support.	$10,000
Women Who Care Ministries, Inc.	Provide operating support for the Kids Weekend Meal Program.	$190,000
Sub-total, Health and Human Services		**$2,874,348**
Department of Housing and Community Affairs		
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
Community Reach of Montgomery County, Inc.	Provide financial assistance to residents facing eviction/utility termination, prescription cost assistance, and referrals for dental/vision services, clothing, and food.	$20,000
Eastern Montgomery Emergency Assistance Network	Provide emergency housing, utility or prescription assistance to referred customers in Eastern Montgomery County.	$25,000
Habitat for Humanity Metro Maryland, Inc.	Provide improvements and critical repairs of residences of low-income, non-senior households.	$40,000
Housing Unlimited, Inc.	Provide funding to expand the organization's permanent affordable housing for persons who are homeless and have psychiatric disabilities.	$80,000
Rebuilding Together Montgomery County, Inc.	Provide critical home repairs and accessibility modifications to low-income qualified homeowners throughout Montgomery County	$65,000
Sub-total, Department of Housing and Community Affairs		**$245,000**
Department of Recreation		
Identity, Inc.	Provide funding for the Saving Lives Through Soccer program.	$160,000
Sub-total, Recreation		**160,000**
Department of Technology Services		
Gandhi Brigade, Inc.	Provide youth leadership and employment potential through media training, community engagement, and community service.	$70,000
Sub-total, Department of Technology Services		**$70,000**
Sheriff's Department		
Catholic Charities of the Archdiocese of Washington, Inc.	Provides pro bono immigration legal services for survivors of violence and abuse through direct services and pro bono training.	$74,000
DVS Legal Services, Inc.	Provide free legal representation to survivors of domestic violence for protective order and family law cases.	$20,000

Organization	Purpose	FY21 Approved
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.	$200,000
Montgomery County Family Justice Foundation, Inc.	Provide for operating support.	$50,000
Montgomery County Family Justice Foundation, Inc.	Promote respect in teen dating relationships and raise community awareness about the prevalence of teen dating violence.	$5,000
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
Asian-Pacific Islander Domestic Violence Resource Project	Provide culturally and linguistically specific services to Asian/Pacific Islander residents of Montgomery County who are survivors of domestic/sexual violence.	$25,000
The CareerCatchers, Inc.	Provide individualized and sustained career counseling to Domestic Violence victims and their families.	$60,000
Sub-total, Sheriff's Department		**$469,464**
Grand Total		**3,818,812**

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Multi-Agency Summary Schedules

The multi-agency summary schedules include data for Montgomery County Government (MCG), Montgomery County Public Schools (MCPS), Montgomery College, Maryland-National Capital Park and Planning Commission (M-NCPPC), and for Debt Service. Not included are: the Washington Suburban Sanitary Commission (WSSC), the Housing Opportunities Commission (HOC), and the Montgomery County Revenue Authority.

SCHEDULE A, FISCAL SUMMARY BY FUND

This schedule presents information organized by tax supported funds, special funds, and enterprise (self-supporting) funds. More detail is shown for Montgomery County Government, which has more special funds, than is shown for the other agencies. Fund balances expected to be available to fund the coming budget are shown, along with the new revenues estimated for that year, the inter-fund transfers that affect the net revenue available, the County Council's approved appropriations, and the fund balances projected to be on hand at the end of the coming year.

SCHEDULE A-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

FY21 APPROVED FISCAL SUMMARY BY FUND ($000)

(A) Agencies By Fund	(B) FY20 Est Fund Bal	(C) FY21 Est Revenue	(D) Net Inter-Fund Transfers	(E) FY21 Total Resources	(F) CIP Current Revenue & PAYGO	(G) FY21 Operating Budget GO & LTL Debt Service	(H) FY21 Operating Budget Agy/Fund Approp.	(I) FY21 Operating Budget Total Approp.	(J) Total Use of Approp.	(K) Designated Fund Balance	(L) FY21 Projected Fund Bal.
GENERAL FUND: TAX SUPPORTED											
County Government	154,145	3,558,479	(336,908)	3,375,716	46,840	229,436	1,239,718	1,469,154	1,515,994	6,800	0
Debt Service: Non-Agency	0	791	414,412	415,203	0	8,575	0	8,575	8,575	0	0
Montgomery County Public Schools	25,000	785,496	0	810,496	9,770	149,682	2,562,358	2,712,040	2,721,810	0	0
Montgomery College	24,342	120,611	500	145,453	13,534	27,510	268,916	296,426	309,960	0	0
SUBTOTAL GENERAL FUND	**203,487**	**4,465,377**	**78,004**	**4,746,868**	**70,144**	**415,203**	**4,070,992**	**4,486,195**	**4,556,339**	**6,800**	**183,729**
OTHER FUNDS: TAX SUPPORTED											
County Government											
Urban Districts	712	2,395	7,618	10,725	0	0	9,635	9,635	9,635	0	1,090
Fire	(22,474)	264,902	(13,331)	229,097	3,933	0	224,869	224,869	228,802	0	295
Mass Transit	(4,719)	219,930	(47,749)	167,462	18,001	0	149,365	149,365	167,366	0	96
Recreation	2,795	52,503	(12,127)	43,171	0	0	43,116	43,116	43,116	0	55
Economic Development	0	231	10,429	10,659	5,500	0	5,159	5,159	10,659	0	0
M-NCPPC	2,946	148,777	(1,926)	149,797	350	7,308	137,184	144,492	144,842	0	4,956
SUBTOTAL OTHER TAX SUPPORTED	**(20,739)**	**688,738**	**(57,086)**	**610,912**	**27,784**	**7,308**	**569,329**	**576,637**	**604,421**	**0**	**6,492**
TOTAL AVAIL. TAX SUPPORTED	**182,748**	**5,154,114**	**20,918**	**5,357,780**	**97,928**	**422,511**	**4,640,321**	**5,062,832**	**5,160,760**	**6,800**	**190,221**
Revenue Stabilization (Designated)	382,171	4,583	4,000	390,754	0	0	0	0	0	390,754	0
TOTAL TAX SUPPORTED (W RSF)	**564,918**	**5,158,698**	**24,918**	**5,748,534**	**97,928**	**422,511**	**4,640,321**	**5,062,832**	**5,160,760**	**397,554**	**190,221**
GRANT FUNDS											
County Government	0	127,998	0	127,998	0	0	127,998	127,998	127,998	0	0
Montgomery County Public Schools	0	110,451	0	110,451	0	0	110,451	110,451	110,451	0	0
Montgomery College	0	18,782	0	18,782	0	0	18,782	18,782	18,782	0	0
M-NCPPC	0	550	0	550	0	0	550	550	550	0	0
FEE SUPPORTED FUNDS											
Cable TV	1,059	24,706	(4,410)	21,356	3,761	0	16,519	16,519	20,280	0	1,076
Montgomery Housing Initiative	9,570	25,024	8,428	43,022	0	0	34,680	34,680	34,680	5,167	3,175
Water Quality Protection Fund	10,389	42,291	(11,046)	41,634	8,260	0	29,398	29,398	37,658	0	3,976
Recreation-NonTax Supported	3,633	8,100	(4,500)	7,233	0	0	3,600	3,600	3,600	0	3,633
ENTERPRISE FUNDS											
County Government											
Community Use of Public Facilities	3,350	12,041	(1,074)	14,316	604	0	11,855	11,855	12,459	32	1,826
Parking Districts	27,536	36,192	(5,886)	57,842	10,162	0	28,030	28,030	38,192	46	19,604
Permitting Services	16,703	36,955	(6,746)	46,913	0	0	40,699	40,699	40,699	252	5,961
Solid Waste Collection	(2,958)	9,959	(314)	6,686	0	0	10,451	10,451	10,451	11	(3,775)
Solid Waste Disposal	0	105,837	112	105,949	456	0	120,974	120,974	121,430	(2,198)	(13,283)
Vacuum Leaf Collection	174	8,627	(1,983)	6,818	0	0	6,368	6,368	6,368	0	450
Liquor Control	82	99,138	(31,674)	67,546	1,785	0	63,556	63,556	65,341	368	1,837
Non-Tax Supported Debt Service	0	257	21,450	21,708	0	21,708	0	21,708	21,708	0	0
Montgomery County Public Schools	12,073	70,728	11,970	94,771	0	0	82,698	82,698	82,698	0	12,073
Montgomery College	22,522	29,138	(203)	51,457	0	0	30,650	30,650	30,650	0	20,807
M-NCPPC	17,559	18,384	1,615	37,557	2,550	0	19,478	19,478	22,028	0	15,529
SUBTOTAL NON-TAX SUPPORTED	**121,692**	**785,158**	**(24,261)**	**882,590**	**27,578**	**21,708**	**756,737**	**778,445**	**806,023**	**3,677**	**72,890**

FY21 APPROVED FISCAL SUMMARY BY FUND ($000)

TOTAL BUDGET (with Revenue Stabilization)	**686,611**	**5,943,856**	**658**	**6,631,124**	**125,506**	**444,219**	**5,397,058**	**5,841,276**	**5,966,782**	**401,232**	**263,111**

Schedule A-a

(Dollars in Millions)

	A CATEGORY	B FY20 CC Approved 5-23-19	C FY20 Estimate	D FY21 CC SAG 2-11-20	E FY21 CC Approved 5-21-20	F FY21 % Chg App / App
1	Property Tax	1,836.8	1,793.3		1,830.8	-0.3%
2	Income Tax	1,640.3	1,720.5		1,695.4	3.4%
3	Transfer/Recordation Tax	182.8	172.6		181.6	-0.6%
4	Other Tax	283.2	273.7		273.6	-3.4%
5	General State/Fed/Other Aid	933.2	926.0		945.3	1.3%
6	All Other Revenue	219.7	219.7		232.1	5.7%
7	**Revenues**	**5,095.9**	**5,105.8**		**5,158.7**	**1.2%**
8	Net Transfers In (Out)	16.1	10.8		24.9	54.9%
9	Set Aside: Potential Supplementals	-	-		-	n/a
10	Set Aside: Other Claims	(1.9)	-		(6.8)	254.5%
11	Beginning Reserve: Total	534.8	497.7		564.9	5.6%
11a	Revenue Stabilization Fund	340.8	341.5		382.2	12.1%
11b	Reserve: Undesignated	194.0	156.1		182.7	-5.8%
12	**TOTAL RESOURCES**	**5,644.9**	**5,614.3**		**5,741.7**	**1.7%**
13	**APPROPRIATIONS**					
14	**Capital Budget:**					
15	CIP Current Revenue	(33.5)	(39.5)	(86.5)	(65.9)	97.0%
16	CIP PAYGO	(32.0)	(32.0)	(32.0)	(32.0)	0.0%
17	**Operating Budget:**					
18	MCPS	(2,514.3)	(2,480.8)	(2,515.6)	(2,562.4)	1.9%
19	College, Total	(265.5)	(256.4)		(268.9)	1.3%
20	Less College Tuition	74.6	74.3		75.3	0.9%
21	College, Net	(190.9)	(182.1)	(186.5)	(193.7)	1.5%
22	County Government	(1,572.2)	(1,588.8)	(1,561.2)	(1,584.7)	0.8%
23	M-NCPPC	(129.6)	(129.9)	(128.6)	(134.2)	3.6%
24	Retiree Health Insurance Prefunding	(121.4)	(100.3)	(127.7)	(90.1)	-25.8%
24	Other: (Unallocated) / GAP	0.0	-		-	n/a
25	**Total Operating Budget:**	**(4,603.0)**	**(4,556.2)**		**(4,640.3)**	**0.8%**
26	**Debt Service:**					
27	All County Debt Service	(397.5)	(392.1)	(449.6)	(383.4)	-3.6%
28	M-NCPPC Debt Service	(6.8)	(6.5)	-	(7.3)	8.0%
29	MCG Long Term Leases (b)	(25.7)	(23.2)	-	(31.8)	23.8%
30	**TOTAL APPROPRIATIONS**	**(5,098.4)**	**(5,049.4)**	**(5,087.8)**	**(5,160.8)**	**1.2%**
31	(incl. Capital, Operating & Debt Service)					
32	**Aggregate Operating Budget**	**(5,023.8)**	**(4,975.1)**	**(5,087.8)**	**(5,085.5)**	**1.2%**
33	(excludes College tuition)					
34	Revenue Stabilization Fund (new $s)	(23.1)	(40.6)		(8.6)	-62.9%
35	**Ending Reserve: Total**	**546.5**	**564.9**		**581.0**	**6.3%**
36a	Revenue Stabilization Fund	363.9	382.2		390.8	7.4%
36b	Ending Reserve: Designated	-	-		-	n/a
36c	Ending Reserve: Undesignated	**182.6**	**182.7**		**190.2**	**4.2%**
37	**Maximum AOB without 6 votes**	**(4,977.6)**			**(5,087.8)**	
38	(Prior Year AOB + inflation as shown)	**2.07%**			**1.27%**	

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

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

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Schedule A-1

BUDGET SUMMARY BY AGENCY

(in millions)

(A) Fiscal Year	(B) Tax Supported	(C) Grant Supported	(D) Self Supported	(E) Grand Total
MONTGOMERY COUNTY GOVERNMENT				
FY20 Approved	1,690.8	119.8	358.5	2,169.1
FY21 Approved	1,671.9	128.0	366.1	2,166.0
Percent Change From FY20	-1.1%	6.8%	2.1%	-0.1%
MONTGOMERY COUNTY PUBLIC SCHOOLS				
FY20 Approved	2,514.3	89.5	76.8	2,680.6
FY21 Approved	2,562.4	110.5	82.7	2,755.5
Percent Change From FY20	1.9%	23.4%	7.7%	2.8%
MONTGOMERY COLLEGE				
FY20 Approved	265.5	21.1	28.1	314.7
FY21 Approved	268.9	18.8	30.7	318.3
Percent Change From FY20	1.3%	-11.2%	9.2%	1.2%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION				
FY20 Approved	132.4	0.6	18.3	151.3
FY21 Approved	137.2	0.6	19.5	157.2
Percent Change From FY20	3.6%	----	6.2%	3.9%
ALL AGENCIES WITHOUT DEBT SERVICE				
FY20 Approved	4,603.0	231.0	481.7	5,315.7
FY21 Approved	4,640.3	257.8	499.0	5,397.1
Percent Change From FY20	0.8%	11.6%	3.6%	1.5%
DEBT SERVICE: GENERAL OBLIGATION & LONG TERM LEASES				
FY20 Approved	430.0		16.0	446.0
FY21 Approved	422.5		21.7	444.2
Percent Change From FY20	-1.7%	----	35.8%	-0.4%
TOTAL BUDGETS				
FY20 Approved	5,033.0	231.0	497.6	5,761.7
FY21 Approved	5,062.8	257.8	520.7	5,841.3
Percent Change From FY20	0.6%	11.6%	4.6%	1.4%

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Schedule A-2

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	103,316,700	47,700	74,659	139,351	0	11,040	(10,099,677)
Revenues	3,593,995,088	926,792	1,153,308	275,927	0	195,625,496	236,664,921
Net Transfers	(359,578,803)	2,408,585	2,533,484	1,637,736	0	(44,798,485)	(10,672,132)
TOTAL RESOURCES	3,337,732,985	3,383,077	3,761,451	2,053,014	0	150,838,051	215,893,112
Contributions	(1,872,606,937)	0	0	0	0	0	0
To CIP: Current Revenue	(56,214,000)	0	0	0	0	(13,889,000)	(1,011,000)
Expenditures	(1,254,766,966)	(3,149,992)	(3,252,767)	(2,082,949)	0	(141,667,996)	(237,355,734)
TOTAL USE OF RESOURCES	(3,183,587,903)	(3,149,992)	(3,252,767)	(2,082,949)	0	(155,556,996)	(238,366,734)
ESTIMATED FY20 ENDING FUND BALANCE	154,145,082	233,085	508,684	(29,935)	0	(4,718,945)	(22,473,622)
Less Designated Fund Balance	0	0	0	0	0	0	0
Less Change in Designated Fund Balance	0	0	0	0	0	0	0
Less Claims on Fund Balance	0	0	0	0	0	0	0
Projected Undesignated Fund Balance To Fund FY21	**154,145,082**	**233,085**	**508,684**	**(29,935)**	**0**	**(4,718,945)**	**(22,473,622)**

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY21

	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	Noise Abatement	Mass Transit	Fire
Beginning Fund Balance	154,145,082	233,085	508,684	(29,935)	0	(4,718,945)	(22,473,622)
Revenues	3,558,478,719	940,927	1,172,638	281,282	0	219,929,833	264,902,389
Net Transfers	(336,907,754)	2,339,612	2,811,630	2,467,153	0	(47,748,803)	(13,331,290)
TOTAL RESOURCES	3,375,716,047	3,513,624	4,492,952	2,718,500	0	167,462,085	229,097,477
Contributions	(1,897,661,816)	0	0	0	0	0	0
To CIP: Current Revenue	(70,144,000)	0	0	0	0	(18,001,000)	(3,933,000)
Expenditures	(1,239,718,284)	(3,369,105)	(3,834,053)	(2,432,088)	0	(149,364,876)	(224,869,427)
TOTAL USE OF RESOURCES	(3,207,524,100)	(3,369,105)	(3,834,053)	(2,432,088)	0	(167,365,876)	(228,802,427)
ESTIMATED FY21 ENDING FUND BALANCE	168,191,947	144,519	658,899	286,412	0	96,209	295,050
Less Designated Fund Balance	0	0	0	0	0	0	0
Less Change in Designated Fund Balance	(6,800,000)	0	0	0	0	0	0
Less Claims on Fund Balance	0	0	0	0	0	0	0
Projected Undesignated Fund Balance To Fund FY22	**161,391,947**	**144,519**	**658,899**	**286,412**	**0**	**96,209**	**295,050**

Schedule A-2

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
2,125,907	4,458,686	341,545,046	441,619,412	0	30,443,689	19,470,777	6,145,907	497,679,785
47,768,833	261,688	6,056,660	4,082,728,713	22,681,686	748,565,070	114,000,444	137,853,631	5,105,829,544
(12,564,488)	4,718,987	34,568,978	(381,746,138)	392,565,523	0	1,500,000	(1,492,235)	10,827,150
37,330,252	9,439,361	382,170,684	4,142,601,987	415,247,209	779,008,759	134,971,221	142,507,303	5,614,336,479
0	0	0	(1,872,606,937)	0	1,726,807,241	145,799,696	0	0
0	0	0	(71,114,000)	0	0	0	(350,000)	(71,464,000)
(34,534,958)	(9,439,361)	0	(1,686,250,723)	(415,247,209)	(2,480,816,000)	(256,429,009)	(139,211,040)	(4,977,953,981)
(34,534,958)	(9,439,361)	0	(3,629,971,660)	(415,247,209)	(754,008,759)	(110,629,313)	(139,561,040)	(5,049,417,981)
2,795,294	0	382,170,684	512,630,327	0	25,000,000	24,341,908	2,946,263	564,918,498
0	0	(382,170,684)	(382,170,684)	0	0	0	0	(382,170,684)
0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
2,795,294	0	0	130,459,643	0	25,000,000	24,341,908	2,946,263	182,747,814

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY21

Recreation	Economic Development	Revenue Stabilization	Total MCG Tax Supported	Debt Service	MCPS	Montgomery College	M-NCPPC	Total All Tax Supported
2,795,294	0	382,170,684	512,630,327	0	25,000,000	24,341,908	2,946,263	564,918,498
52,502,915	230,738	4,583,420	4,103,022,861	791,060	785,495,879	120,611,028	148,776,778	5,158,697,606
(12,127,472)	10,428,680	4,000,000	(388,068,244)	414,412,150	0	500,000	(1,925,581)	24,918,325
43,170,737	10,659,418	390,754,104	4,227,584,944	415,203,210	810,495,879	145,452,936	149,797,460	5,748,534,429
0	0	0	(1,897,661,816)	0	1,751,862,120	145,799,696	0	0
0	(5,500,000)	0	(97,578,000)	0	0	0	(350,000)	(97,928,000)
(43,116,097)	(5,159,418)	0	(1,671,863,348)	(415,203,210)	(2,562,357,999)	(268,915,660)	(144,491,512)	(5,062,831,729)
(43,116,097)	(10,659,418)	0	(3,667,103,164)	(415,203,210)	(810,495,879)	(123,115,964)	(144,841,512)	(5,160,759,729)
54,640	0	390,754,104	560,481,780	0	0	22,336,972	4,955,948	587,774,700
0	0	(390,754,104)	(390,754,104)	0	0	0	0	(390,754,104)
0	0	0	(6,800,000)	0	0	0	0	(6,800,000)
0	0	0	0	0	0	0	0	0
54,640	0	0	162,927,676	0	0	22,336,972	4,955,948	190,220,596

Schedule A-3

CURRENT REVENUE REQUIREMENTS FOR THE CAPITAL IMPROVEMENTS PROGRAM

March 21, 2020

TAX SUPPORTED APPROPRIATIONS ($000s)	ACTUAL FY18 Exp	ACTUAL FY19 Exp	LATEST FY20 APPROVED	APPROVED 6 YR	APPROVED FY21 Approp.	APPROVED FY22	APPROVED FY23	APPROVED FY24	APPROVED FY25	APPROVED FY26
GENERAL REVENUE SUPPORTED										
MCG	10,573	12,068	(1,701)	73,567	9,177	13,313	13,478	13,431	12,351	11,817
M-NCPPC PARKS	2,131	2,258	3,612	25,903	3,913	4,398	4,398	4,398	4,398	4,398
PUBLIC SCHOOLS (MCPS)	25,000	3,347	7,369	123,582	9,770	19,677	27,657	21,602	22,438	22,438
MONTGOMERY COLLEGE	12,709	15,302	13,584	91,004	13,534	14,334	16,434	16,534	15,084	15,084
HOC	-	-	1,350	8,000	1,750	1,250	1,250	1,250	1,250	1,250
CIP PAYGO - REGULAR	34,000	33,000	32,000	177,000	32,000	31,000	30,000	29,000	28,000	27,000
CIP PAYGO - RSF CONTRIBUTION	-	-	-	-	-	-	-	-	-	-
TOTAL CIP PAYGO	34,000	33,000	32,000	177,000	32,000	31,000	30,000	29,000	28,000	27,000
SUBTOTAL	84,413	65,976	56,214	499,056	70,144	83,972	93,217	86,215	83,521	81,987
OTHER TAX SUPPORTED										
MASS TRANSIT	19,691	4,558	13,889	100,490	18,001	11,837	25,678	26,277	8,125	10,572
FIRE CONSOLIDATED	-	1,092	1,011	31,302	3,933	6,685	4,480	5,327	5,634	5,243
M-NCPPC PARKS	350	350	350	2,600	350	450	450	450	450	450
ECONOMIC DEVELOPMENT FUND	-	-	-	11,000	5,500	5,500	-	-	-	-
SUBTOTAL	20,041	6,000	15,250	145,392	27,784	24,472	30,608	32,054	14,209	16,265
SUBTOTAL TAX SUPPORTED CURRENT REVENUE APPROPRIATION:	104,453	71,976	71,464	644,448	97,928	108,444	123,825	118,269	97,730	98,252
INFLATION	-	-	-	12,292	-	-	1,498	2,857	3,355	4,582
SUBTOTAL ALLOCATION:	-	-	-	12,292	-	-	1,498	2,857	3,355	4,582
TOTAL TAX SUPPORTED CURRENT REVENUE REQUIREMENT:	104,453	71,976	71,464	656,740	97,928	108,444	125,323	121,126	101,085	102,834
NON-TAX SUPPORTED EXPENDITURES ($000s)	ACTUAL FY18 Exp	ACTUAL FY19 Exp	LATEST FY20 APPROVED	APPROVED 6 YR	APPROVED FY21 APPROP	APPROVED FY22	APPROVED FY23	APPROVED FY24	APPROVED FY25	APPROVED FY26
NON-TAX SUPPORTED										
PARKING DISTRICTS	6,876	10,739	6,033	40,238	3,794	9,575	8,485	6,360	6,012	6,012
SOLID WASTE DISPOSAL	169	8,287	8,989	26,174	-	18,329	7,845	-	-	-
PERMITTING SERVICES	20,991	-		-	-	-	-	-	-	-
M-NCPPC ENTERPRISE FUND	2,012	3,005	4,000	3,450	2,550	400	-	-	500	-
CABLE TV FUND	3,040	6,602	4,430	27,309	3,761	6,452	4,568	4,176	4,176	4,176
WATER QUALITY PROTECTION CHARGE	13,943	7,137	3,228	27,600	8,140	4,910	3,840	3,200	4,250	3,260
LIQUOR CONTROL	-	-	-	6,832	1,785	1,267	781	957	1,435	607
CUPF		268	863	1,800	300	300	300	300	300	300
SUBTOTAL EXPENDITURES:	47,033	36,038	27,543	133,403	20,330	41,233	25,819	14,993	16,673	14,355
TOTAL CURRENT REVENUE REQUIREMENTS	151,486	108,014	99,007	790,143	118,258	149,677	151,142	136,119	117,758	117,189

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Schedule A-4

Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
County General Fund					
BEGINNING FUND BALANCE	**102,697,741**	**164,154,306**	**103,316,700**	**154,145,082**	**-6.1%**
REVENUES					
Taxes	3,263,120,961	3,399,752,302	3,428,506,611	3,394,695,119	-0.1%
Licenses & Permits	11,747,329	13,109,310	12,953,410	13,465,465	2.7%
Charges for Services	10,541,326	10,327,133	10,612,615	10,971,154	6.2%
Fines & Forfeitures	31,495,317	35,452,650	45,352,650	45,155,800	27.4%
Intergovernmental	63,936,158	72,994,130	77,433,321	75,671,630	3.7%
Investment Income	1,185,177	1,562,720	645,160	488,230	-68.8%
Miscellaneous	22,417,577	13,042,221	18,491,321	18,031,321	38.3%
Total REVENUES	3,404,443,845	3,546,240,466	3,593,995,088	3,558,478,719	0.3%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	46,198,335	47,637,003	49,227,983	49,440,703	3.8%
To Non-Tax Supported Funds	(25,059,464)	(27,039,046)	(27,039,046)	(21,190,315)	-21.6%
From Tax Supported Funds	22,226,214	24,903,321	24,903,321	23,887,826	-4.1%
To Tax Supported Funds	(352,830,510)	(356,971,602)	(352,046,287)	(373,377,585)	4.6%
From Internal Service Funds	11,537,012	0	0	3,713,312	----
To Internal Service Funds	0	0	(4,500,000)	0	----
To Revenue Stabilization Fund	(25,603,214)	(16,644,503)	(34,568,978)	(4,000,000)	-76.0%
To Component Units/Agencies	(16,654,417)	(13,055,796)	(15,555,796)	(15,381,695)	17.8%
Total NET INTER-FUND TRANSFERS	(340,186,044)	(341,170,623)	(359,578,803)	(336,907,754)	-1.2%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
To Tax Supported Funds	(1,851,361,372)	(1,872,606,937)	(1,872,606,937)	(1,897,661,816)	1.3%
County Contribution to CIP Fund	(65,975,706)	(50,214,000)	(56,214,000)	(70,144,000)	39.7%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	(1,917,337,078)	(1,922,820,937)	(1,928,820,937)	(1,967,805,816)	2.3%
Total Resources	***1,249,618,464***	***1,446,403,212***	***1,408,912,048***	***1,407,910,231***	***-2.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,138,896,740)	(1,272,190,434)	(1,254,766,966)	(1,239,718,284)	-2.6%
Adjustment for Prior Year Encumbrances/Reserves	(7,405,024)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,146,301,764)	(1,272,190,434)	(1,254,766,966)	(1,239,718,284)	-2.6%
CLAIMS ON FUND					
Change in Designated Reserves	0	81,545	0	0	-100.0%
Designated Reserves	0	(2,000,000)	0	(6,800,000)	240.0%
Total CLAIMS ON FUND	0	(1,918,455)	0	(6,800,000)	254.5%
Total Use of Resources	***(1,146,301,764)***	***(1,274,108,889)***	***(1,254,766,966)***	***(1,246,518,284)***	***-2.2%***
PROJECTED FUND BALANCE	**103,316,700**	**172,294,323**	**154,145,082**	**161,391,947**	**-6.3%**
Bethesda Urban District					
BEGINNING FUND BALANCE	**199,612**	**100,845**	**47,700**	**233,085**	**131.1%**
REVENUES					
Taxes	693,270	728,825	732,225	746,360	2.4%
Charges for Services	134,157	194,567	194,567	194,567	----

Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Total REVENUES	827,427	923,392	926,792	940,927	1.9%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	1,532,530	1,619,864	1,619,864	1,609,890	-0.6%
From Tax Supported Funds	800,318	750,318	810,318	750,318	----
To Tax Supported Funds	(23,670)	(21,597)	(21,597)	(20,596)	-4.6%
Total NET INTER-FUND TRANSFERS	2,309,178	2,348,585	2,408,585	2,339,612	-0.4%
Total Resources	***3,336,217***	***3,372,822***	***3,383,077***	***3,513,624***	***4.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,288,517)	(3,301,135)	(3,149,992)	(3,369,105)	2.1%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,288,517)	(3,301,135)	(3,149,992)	(3,369,105)	2.1%
Total Use of Resources	***(3,288,517)***	***(3,301,135)***	***(3,149,992)***	***(3,369,105)***	***2.1%***
PROJECTED FUND BALANCE	**47,700**	**71,687**	**233,085**	**144,519**	**101.6%**
Silver Spring Urban District					
BEGINNING FUND BALANCE	**(50,524)**	**130,225**	**74,659**	**508,684**	**290.6%**
REVENUES					
Taxes	882,668	1,003,131	1,003,308	1,022,638	1.9%
Charges for Services	108,674	150,000	150,000	150,000	----
Total REVENUES	991,342	1,153,131	1,153,308	1,172,638	1.7%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	2,780,710	2,529,843	2,529,843	2,813,959	11.2%
From Tax Supported Funds	539,660	539,660	539,660	539,660	----
To Tax Supported Funds	(458,066)	(536,019)	(536,019)	(541,989)	1.1%
Total NET INTER-FUND TRANSFERS	2,862,304	2,533,484	2,533,484	2,811,630	11.0%
Total Resources	***3,803,122***	***3,816,840***	***3,761,451***	***4,492,952***	***17.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,734,474)	(3,727,771)	(3,252,767)	(3,834,053)	2.9%
Adjustment for Prior Year Encumbrances/Reserves	6,011	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,728,463)	(3,727,771)	(3,252,767)	(3,834,053)	2.9%
Total Use of Resources	***(3,728,463)***	***(3,727,771)***	***(3,252,767)***	***(3,834,053)***	***2.9%***
PROJECTED FUND BALANCE	**74,659**	**89,069**	**508,684**	**658,899**	**639.8%**
Wheaton Urban District					
BEGINNING FUND BALANCE	**155,270**	**239,707**	**139,351**	**(29,935)**	**-112.5%**
REVENUES					
Taxes	224,989	261,217	275,927	281,282	7.7%
Total REVENUES	224,989	261,217	275,927	281,282	7.7%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	36,537	36,537	36,537	468,052	1181.0%
From Tax Supported Funds	2,022,240	1,909,741	1,909,741	2,294,667	20.2%
To Tax Supported Funds	(267,976)	(308,542)	(308,542)	(295,566)	-4.2%
Total NET INTER-FUND TRANSFERS	1,790,801	1,637,736	1,637,736	2,467,153	50.6%
Total Resources	***2,171,060***	***2,138,660***	***2,053,014***	***2,718,500***	***27.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,033,570)	(2,081,992)	(2,082,949)	(2,432,088)	16.8%
Adjustment for Prior Year Encumbrances/Reserves	1,861	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,031,709)	(2,081,992)	(2,082,949)	(2,432,088)	16.8%
Total Use of Resources	***(2,031,709)***	***(2,081,992)***	***(2,082,949)***	***(2,432,088)***	***16.8%***
PROJECTED FUND BALANCE	**139,351**	**56,668**	**(29,935)**	**286,412**	**405.4%**
Mass Transit					

Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
BEGINNING FUND BALANCE	**3,340,793**	**(4,851,412)**	**11,040**	**(4,718,945)**	**-2.7%**
REVENUES					
Taxes	97,930,577	139,457,768	136,387,606	152,218,055	9.1%
Licenses & Permits	377,371	400,000	209,300	400,000	----
Charges for Services	26,829,985	24,169,959	16,986,533	25,469,721	5.4%
Fines & Forfeitures	879,551	525,000	725,000	525,000	----
Intergovernmental	41,295,038	41,317,057	41,317,057	41,317,057	----
Miscellaneous	40,019	0	0	0	----
Total REVENUES	167,352,541	205,869,784	195,625,496	219,929,833	6.8%
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	(41,412,146)	(47,458,292)	(45,329,795)	(48,280,113)	1.7%
Total NET INTER-FUND TRANSFERS	(41,220,836)	(46,926,982)	(44,798,485)	(47,748,803)	1.8%
Total Resources	***129,472,498***	***154,091,390***	***150,838,051***	***167,462,085***	***8.7%***
CIP CURRENT REVENUE	***(4,558,052)***	***(13,889,000)***	***(13,889,000)***	***(18,001,000)***	***29.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(133,725,528)	(140,039,971)	(141,667,996)	(149,364,876)	6.7%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	8,822,122	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(124,903,406)	(140,039,971)	(141,667,996)	(149,364,876)	6.7%
Total Use of Resources	***(129,461,458)***	***(153,928,971)***	***(155,556,996)***	***(167,365,876)***	***8.7%***
PROJECTED FUND BALANCE	**11,040**	**162,419**	**(4,718,945)**	**96,209**	**-40.8%**
Fire					
BEGINNING FUND BALANCE	**(14,591,542)**	**(5,446,862)**	**(10,099,677)**	**(22,473,622)**	**312.6%**
REVENUES					
Taxes	209,787,462	221,638,239	216,758,875	244,458,885	10.3%
Charges for Services	21,214,170	19,500,000	17,500,000	20,000,000	2.6%
Intergovernmental	1,952,432	198,622	2,161,164	198,622	----
Investment Income	0	24,490	0	0	-100.0%
Miscellaneous	541,690	244,882	244,882	244,882	----
Total REVENUES	233,495,754	241,606,233	236,664,921	264,902,389	9.6%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	17,890,965	250,000	250,000	250,000	----
To Tax Supported Funds	(11,069,610)	(12,446,350)	(10,922,132)	(13,581,290)	9.1%
Total NET INTER-FUND TRANSFERS	6,821,355	(12,196,350)	(10,672,132)	(13,331,290)	9.3%
Total Resources	***225,725,567***	***223,963,021***	***215,893,112***	***229,097,477***	***2.3%***
CIP CURRENT REVENUE	***(1,091,710)***	***(1,011,000)***	***(1,011,000)***	***(3,933,000)***	***289.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(233,531,949)	(222,831,619)	(237,355,734)	(224,869,427)	0.9%
Adjustment for Prior Year Encumbrances/Reserves	(1,201,585)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(234,733,534)	(222,831,619)	(237,355,734)	(224,869,427)	0.9%
Total Use of Resources	***(235,825,244)***	***(223,842,619)***	***(238,366,734)***	***(228,802,427)***	***2.2%***
PROJECTED FUND BALANCE	**(10,099,677)**	**120,402**	**(22,473,622)**	**295,050**	**145.1%**
Recreation					
BEGINNING FUND BALANCE	**876,465**	**1,591,143**	**2,125,907**	**2,795,294**	**75.7%**
REVENUES					
Taxes	43,687,568	47,136,146	46,142,756	46,839,468	-0.6%
Charges for Services	10,542,961	5,878,792	1,496,480	5,533,850	-5.9%
Miscellaneous	78,518	129,597	129,597	129,597	----

Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Total REVENUES	54,309,047	53,144,535	47,768,833	52,502,915	-1.2%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	0	4,500,000	4,500,000	4,500,000	----
From Tax Supported Funds	1,009,700	1,009,700	1,009,700	1,009,700	----
To Tax Supported Funds	(17,517,206)	(18,753,511)	(18,074,188)	(17,637,172)	-6.0%
Total NET INTER-FUND TRANSFERS	(16,507,506)	(13,243,811)	(12,564,488)	(12,127,472)	-8.4%
Total Resources	***38,678,006***	***41,491,867***	***37,330,252***	***43,170,737***	***4.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(36,694,002)	(41,206,548)	(34,534,958)	(43,116,097)	4.6%
Adjustment for Prior Year Encumbrances/Reserves	141,903	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(36,552,099)	(41,206,548)	(34,534,958)	(43,116,097)	4.6%
Total Use of Resources	***(36,552,099)***	***(41,206,548)***	***(34,534,958)***	***(43,116,097)***	***4.6%***
PROJECTED FUND BALANCE	**2,125,907**	**285,319**	**2,795,294**	**54,640**	**-80.8%**
Economic Development Fund					
BEGINNING FUND BALANCE	**4,075,590**	**0**	**4,458,686**	**0**	**----**
REVENUES					
Investment Income	152,057	159,010	127,250	96,300	-39.4%
Miscellaneous	247,232	134,438	134,438	134,438	----
Total REVENUES	399,289	293,448	261,688	230,738	-21.4%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	4,771,051	5,145,913	4,718,987	10,428,680	102.7%
Total NET INTER-FUND TRANSFERS	4,771,051	5,145,913	4,718,987	10,428,680	102.7%
Total Resources	***9,245,930***	***5,439,361***	***9,439,361***	***10,659,418***	***96.0%***
CIP CURRENT REVENUE	***0***	***0***	***0***	***(5,500,000)***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(4,845,583)	(5,439,361)	(9,439,361)	(5,159,418)	-5.1%
Adjustment for Prior Year Encumbrances/Reserves	58,339	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(4,787,244)	(5,439,361)	(9,439,361)	(5,159,418)	-5.1%
Total Use of Resources	***(4,787,244)***	***(5,439,361)***	***(9,439,361)***	***(10,659,418)***	***96.0%***
PROJECTED FUND BALANCE	**4,458,686**	**0**	**0**	**0**	**----**
Revenue Stabilization Fund					
BEGINNING FUND BALANCE	**308,695,745**	**340,801,006**	**341,545,046**	**382,170,684**	**12.1%**
REVENUES					
Investment Income	7,246,087	6,481,740	6,056,660	4,583,420	-29.3%
Total REVENUES	7,246,087	6,481,740	6,056,660	4,583,420	-29.3%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	25,603,214	16,644,503	34,568,978	4,000,000	-76.0%
Total NET INTER-FUND TRANSFERS	25,603,214	16,644,503	34,568,978	4,000,000	-76.0%
Total Resources	***341,545,046***	***363,927,249***	***382,170,684***	***390,754,104***	***7.4%***
DESIGNATED FUND BALANCE	**341,545,046**	**363,927,249**	**382,170,684**	**390,754,104**	**7.4%**
DEBT SERVICE					
Debt Service					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	25,864,535	18,146,430	18,685,970	341,060	-98.1%
Investment Income	2,715,106	0	0	0	----
Miscellaneous	5,409,797	3,446,260	3,995,716	450,000	-86.9%
Total REVENUES	33,989,438	21,592,690	22,681,686	791,060	-96.3%

Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	373,787,726	401,455,950	392,565,523	414,042,150	3.1%
From Internal Service Funds	0	190,000	0	370,000	94.7%
Total NET INTER-FUND TRANSFERS	373,787,726	401,645,950	392,565,523	414,412,150	3.2%
Total Resources	***407,777,164***	***423,238,640***	***415,247,209***	***415,203,210***	***-1.9%***
APPROPRIATION/EXPENDITURE					
Debt Service - GO Bonds	(383,465,482)	(397,517,180)	(392,079,449)	(383,360,960)	-3.6%
Debt Service - Other	(24,311,682)	(25,721,460)	(23,167,760)	(31,842,250)	23.8%
Total APPROPRIATION/EXPENDITURE	(407,777,164)	(423,238,640)	(415,247,209)	(415,203,210)	-1.9%
Total Use of Resources	***(407,777,164)***	***(423,238,640)***	***(415,247,209)***	***(415,203,210)***	***-1.9%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**

MONTGOMERY COUNTY PUBLIC SCHOOLS

Current Fund MCPS

BEGINNING FUND BALANCE	**31,848,599**	**25,000,000**	**30,443,689**	**25,000,000**	**----**
REVENUES					
Charges for Services	5,357,488	3,370,000	3,370,000	3,830,000	13.6%
Intergovernmental	706,840,514	759,137,296	745,195,070	781,665,879	3.0%
Total REVENUES	712,198,002	762,507,296	748,565,070	785,495,879	3.0%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	1,708,627,645	1,726,807,241	1,726,807,241	1,751,862,120	1.5%
County Contribution to CIP Fund	3,347,298	1,369,000	7,369,000	9,770,000	613.7%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	1,711,974,943	1,728,176,241	1,734,176,241	1,761,632,120	1.9%
Total Resources	***2,456,021,544***	***2,515,683,537***	***2,513,185,000***	***2,572,127,999***	***2.2%***
CIP CURRENT REVENUE	***(3,347,298)***	***(1,369,000)***	***(7,369,000)***	***(9,770,000)***	***613.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,445,797,079)	(2,514,314,537)	(2,480,816,000)	(2,562,357,999)	1.9%
Adjustment for Prior Year Encumbrances/Reserves	23,566,522	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,422,230,557)	(2,514,314,537)	(2,480,816,000)	(2,562,357,999)	1.9%
Total Use of Resources	***(2,425,577,855)***	***(2,515,683,537)***	***(2,488,185,000)***	***(2,572,127,999)***	***2.2%***
PROJECTED FUND BALANCE	**30,443,689**	**0**	**25,000,000**	**0**	**----**

MONTGOMERY COLLEGE

Current Fund MC

BEGINNING FUND BALANCE	**10,940,047**	**7,025,800**	**18,853,011**	**23,764,142**	**238.2%**
REVENUES					
Charges for Services	76,492,119	75,860,647	75,281,344	76,747,199	1.2%
Intergovernmental	36,892,163	37,538,559	37,413,559	42,148,829	12.3%
Investment Income	568,468	155,000	475,000	350,000	125.8%
Miscellaneous	771,846	1,594,000	820,541	1,350,000	-15.3%
Total REVENUES	114,724,596	115,148,206	113,990,444	120,596,028	4.7%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	1,195,581	1,500,000	1,500,000	500,000	-66.7%
Total NET INTER-FUND TRANSFERS	1,195,581	1,500,000	1,500,000	500,000	-66.7%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	142,083,727	145,149,696	145,149,696	145,149,696	----
County Contribution to CIP Fund	15,302,140	13,584,000	13,584,000	13,534,000	-0.4%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	157,385,867	158,733,696	158,733,696	158,683,696	----
Total Resources	***284,246,091***	***282,407,702***	***293,077,151***	***303,543,866***	***7.5%***
CIP CURRENT REVENUE	***(15,302,140)***	***(13,584,000)***	***(13,584,000)***	***(13,534,000)***	***-0.4%***

Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(251,453,170)	(264,768,350)	(255,729,009)	(268,165,660)	1.3%
Adjustment for Prior Year Encumbrances/Reserves	1,362,230	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(250,090,940)	(264,768,350)	(255,729,009)	(268,165,660)	1.3%
Total Use of Resources	***(265,393,080)***	***(278,352,350)***	***(269,313,009)***	***(281,699,660)***	***1.2%***
PROJECTED FUND BALANCE	**18,853,011**	**4,055,352**	**23,764,142**	**21,844,206**	**438.7%**
Emergency Repair Fund					
BEGINNING FUND BALANCE	**569,927**	**491,427**	**617,766**	**577,766**	**17.6%**
REVENUES					
Investment Income	14,498	15,000	10,000	15,000	----
Total REVENUES	14,498	15,000	10,000	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	***834,425***	***756,427***	***877,766***	***842,766***	***11.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(216,659)	(300,000)	(300,000)	(350,000)	16.7%
Total APPROPRIATION/EXPENDITURE	(216,659)	(300,000)	(300,000)	(350,000)	16.7%
Total Use of Resources	***(216,659)***	***(300,000)***	***(300,000)***	***(350,000)***	***16.7%***
PROJECTED FUND BALANCE	**617,766**	**456,427**	**577,766**	**492,766**	**8.0%**
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	**5,688,088**	**2,261,166**	**3,055,121**	**1,282,694**	**-43.3%**
REVENUES					
Taxes	26,630,664	30,516,309	29,870,552	31,512,507	3.3%
Charges for Services	254,537	198,400	198,400	204,700	3.2%
Intergovernmental	415,700	403,500	403,500	415,600	3.0%
Investment Income	405,855	100,000	100,000	100,000	----
Miscellaneous	4,084	0	0	0	----
Total REVENUES	27,710,840	31,218,209	30,572,452	32,232,807	3.3%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	0	0	300,000	0	----
To Tax Supported Funds	0	(125,000)	0	0	-100.0%
Total NET INTER-FUND TRANSFERS	0	(125,000)	300,000	0	-100.0%
Total Resources	***33,398,928***	***33,354,375***	***33,927,573***	***33,515,501***	***0.5%***
APPROPRIATION/EXPENDITURE					

Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Appropriation/Expenditure	(30,343,807)	(32,344,879)	(32,644,879)	(32,484,966)	0.4%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(30,343,807)	(32,344,879)	(32,644,879)	(32,484,966)	0.4%
Total Use of Resources	***(30,343,807)***	***(32,344,879)***	***(32,644,879)***	***(32,484,966)***	***0.4%***
PROJECTED FUND BALANCE	**3,055,121**	**1,009,496**	**1,282,694**	**1,030,535**	**2.1%**
Park Fund					
BEGINNING FUND BALANCE	**7,065,369**	**3,341,100**	**3,082,929**	**1,663,569**	**-50.2%**
REVENUES					
Taxes	90,674,169	100,524,312	98,397,114	107,429,001	6.9%
Charges for Services	2,802,813	3,216,214	3,216,214	3,233,793	0.5%
Intergovernmental	3,344,909	3,422,473	3,422,473	3,585,896	4.8%
Investment Income	572,807	100,000	100,000	125,000	25.0%
Miscellaneous	422,133	115,800	115,800	102,100	-11.8%
Total REVENUES	97,816,831	107,378,799	105,251,601	114,475,790	6.6%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	100,000	225,000	100,000	0	-100.0%
Total NET INTER-FUND TRANSFERS	100,000	225,000	100,000	0	-100.0%
Total Resources	***104,982,200***	***110,944,899***	***108,434,530***	***116,139,359***	***4.7%***
CIP CURRENT REVENUE	***(350,000)***	***(350,000)***	***(350,000)***	***(350,000)***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(95,565,280)	(100,021,551)	(100,021,551)	(104,698,536)	4.7%
Debt Service - Other	(5,983,991)	(6,624,410)	(6,399,410)	(7,165,410)	8.2%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(101,549,271)	(106,645,961)	(106,420,961)	(111,863,946)	4.9%
Total Use of Resources	***(101,899,271)***	***(106,995,961)***	***(106,770,961)***	***(112,213,946)***	***4.9%***
PROJECTED FUND BALANCE	**3,082,929**	**3,948,938**	**1,663,569**	**3,925,413**	**-0.6%**
ALA Debt Service Fund					
BEGINNING FUND BALANCE	**5,169**	**0**	**7,857**	**0**	**----**
REVENUES					
Taxes	1,976,076	2,075,264	2,029,578	2,068,181	-0.3%
Total REVENUES	1,976,076	2,075,264	2,029,578	2,068,181	-0.3%
NET INTER-FUND TRANSFERS					
To Internal Service Funds	(1,822,038)	(1,930,064)	(1,892,235)	(1,925,581)	-0.2%
Total NET INTER-FUND TRANSFERS	(1,822,038)	(1,930,064)	(1,892,235)	(1,925,581)	-0.2%
Total Resources	***159,207***	***145,200***	***145,200***	***142,600***	***-1.8%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(151,350)	(145,200)	(145,200)	(142,600)	-1.8%
Total APPROPRIATION/EXPENDITURE	(151,350)	(145,200)	(145,200)	(142,600)	-1.8%
Total Use of Resources	***(151,350)***	***(145,200)***	***(145,200)***	***(142,600)***	***-1.8%***
PROJECTED FUND BALANCE	**7,857**	**0**	**0**	**0**	**----**
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
Grant Fund MCG					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Charges for Services	1,499,509	0	0	90,325	----
Intergovernmental	106,272,312	116,991,787	116,991,787	125,157,825	7.0%
Investment Income	617,563	0	0	0	----

Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Miscellaneous	5,996,515	2,231,664	2,231,664	2,750,000	23.2%
Total REVENUES	114,385,899	119,223,451	119,223,451	127,998,150	7.4%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	340,000	0	0	0	----
Total NET INTER-FUND TRANSFERS	340,000	0	0	0	----
Total Resources	***114,725,899***	***119,223,451***	***119,223,451***	***127,998,150***	***7.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(114,725,899)	(119,843,339)	(119,843,339)	(127,998,150)	6.8%
Total APPROPRIATION/EXPENDITURE	(114,725,899)	(119,843,339)	(119,843,339)	(127,998,150)	6.8%
Total Use of Resources	***(114,725,899)***	***(119,843,339)***	***(119,843,339)***	***(127,998,150)***	***6.8%***
PROJECTED FUND BALANCE	**0**	**(619,888)**	**(619,888)**	**0**	**-100.0%**
Water Quality Protection Fund					
BEGINNING FUND BALANCE	**13,876,219**	**8,973,028**	**15,833,546**	**10,389,158**	**15.8%**
REVENUES					
Taxes	40,874,402	39,987,111	40,239,737	41,493,180	3.8%
Charges for Services	391,310	50,000	50,000	47,500	-5.0%
Investment Income	808,871	934,070	934,070	750,000	-19.7%
Total REVENUES	42,074,583	40,971,181	41,223,807	42,290,680	3.2%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(6,114,375)	(6,361,900)	(6,149,400)	(9,208,007)	44.7%
To Tax Supported Funds	(1,752,361)	(2,037,980)	(2,037,980)	(1,837,940)	-9.8%
Total NET INTER-FUND TRANSFERS	(7,866,736)	(8,399,880)	(8,187,380)	(11,045,947)	31.5%
Total Resources	***48,084,066***	***41,544,329***	***48,869,973***	***41,633,891***	***0.2%***
CIP CURRENT REVENUE	***(7,137,027)***	***(3,228,000)***	***(4,334,000)***	***(8,260,000)***	***155.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(25,379,412)	(28,826,387)	(27,909,556)	(29,398,229)	2.0%
Adjustment for Prior Year Encumbrances/Reserves	265,919	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(25,113,493)	(28,826,387)	(27,909,556)	(29,398,229)	2.0%
CLAIMS ON FUND					
Designated CIP Current Revenue Projects	0	0	(6,237,259)	0	----
Total CLAIMS ON FUND	0	0	(6,237,259)	0	----
Total Use of Resources	***(32,250,520)***	***(32,054,387)***	***(38,480,815)***	***(37,658,229)***	***17.5%***
PROJECTED FUND BALANCE	**15,833,546**	**9,489,942**	**10,389,158**	**3,975,662**	**-58.1%**
Cable Television					
BEGINNING FUND BALANCE	**443,135**	**88,970**	**345,819**	**1,059,195**	**1090.5%**
REVENUES					
Charges for Services	26,935,116	26,309,000	25,693,000	24,547,000	-6.7%
Investment Income	251,098	263,000	210,000	159,000	-39.5%
Total REVENUES	27,186,214	26,572,000	25,903,000	24,706,000	-7.0%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(6,920,335)	(4,544,126)	(4,544,126)	(4,409,575)	-3.0%
Total NET INTER-FUND TRANSFERS	(6,920,335)	(4,544,126)	(4,544,126)	(4,409,575)	-3.0%
Total Resources	***20,709,014***	***22,116,844***	***21,704,693***	***21,355,620***	***-3.4%***
CIP CURRENT REVENUE	***(6,602,374)***	***(4,430,000)***	***(4,430,000)***	***(3,761,000)***	***-15.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(15,345,370)	(16,372,005)	(16,215,498)	(16,518,580)	0.9%
Adjustment for Prior Year Encumbrances/Reserves	1,584,549	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(13,760,821)	(16,372,005)	(16,215,498)	(16,518,580)	0.9%
Total Use of Resources	***(20,363,195)***	***(20,802,005)***	***(20,645,498)***	***(20,279,580)***	***-2.5%***

Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
PROJECTED FUND BALANCE	**345,819**	**1,314,839**	**1,059,195**	**1,076,040**	**-18.2%**
Recreation Non-Tax Supported					
BEGINNING FUND BALANCE	**0**	**2,000,000**	**3,633,253**	**3,633,253**	**81.7%**
REVENUES					
Charges for Services	0	8,100,000	8,100,000	8,100,000	----
Total REVENUES	0	8,100,000	8,100,000	8,100,000	----
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	0	(4,500,000)	(4,500,000)	(4,500,000)	----
Total NET INTER-FUND TRANSFERS	0	(4,500,000)	(4,500,000)	(4,500,000)	----
Total Resources	***0***	***5,600,000***	***7,233,253***	***7,233,253***	***29.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	0	(3,600,000)	(3,600,000)	(3,600,000)	----
Total APPROPRIATION/EXPENDITURE	0	(3,600,000)	(3,600,000)	(3,600,000)	----
Total Use of Resources	***0***	***(3,600,000)***	***(3,600,000)***	***(3,600,000)***	***----***
PROJECTED FUND BALANCE	**0**	**2,000,000**	**3,633,253**	**3,633,253**	**81.7%**
Montgomery Housing Initiative					
BEGINNING FUND BALANCE	**23,346,965**	**7,160,000**	**17,227,281**	**9,570,240**	**33.7%**
REVENUES					
Taxes	16,091,775	16,467,562	16,465,594	17,817,608	8.2%
Charges for Services	10,680	70,200	70,200	70,200	----
Investment Income	3,677,262	2,765,250	2,562,870	1,939,470	-29.9%
Miscellaneous	7,807,426	4,641,756	4,639,406	5,197,056	12.0%
Total REVENUES	27,587,143	23,944,768	23,738,070	25,024,334	4.5%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(8,803,396)	(9,623,700)	(9,623,700)	(10,921,700)	13.5%
From Tax Supported Funds	22,703,644	25,342,876	25,342,876	19,812,045	-21.8%
To Tax Supported Funds	(371,142)	(476,191)	(476,191)	(462,465)	-2.9%
Total NET INTER-FUND TRANSFERS	13,529,106	15,242,985	15,242,985	8,427,880	-44.7%
Total Resources	***64,463,214***	***46,347,753***	***56,208,336***	***43,022,454***	***-7.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(48,317,572)	(41,226,827)	(38,589,649)	(34,627,827)	-16.0%
Debt Service - Other	(56,750)	(56,750)	(54,400)	(52,050)	-8.3%
Adjustment for Prior Year Encumbrances/Reserves	1,138,389	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(47,235,933)	(41,283,577)	(38,644,049)	(34,679,877)	-16.0%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(1,894,176)	(7,994,047)	(5,167,177)	172.8%
Total CLAIMS ON FUND	0	(1,894,176)	(7,994,047)	(5,167,177)	172.8%
Total Use of Resources	***(47,235,933)***	***(43,177,753)***	***(46,638,096)***	***(39,847,054)***	***-7.7%***
PROJECTED FUND BALANCE	**17,227,281**	**3,170,000**	**9,570,240**	**3,175,400**	**0.2%**
Community Use of Public Facilities					
BEGINNING UNRESTRICTED NET ASSETS	**6,372,109**	**4,796,527**	**6,508,019**	**3,349,639**	**-30.2%**
REVENUES					
Charges for Services	11,829,989	11,926,753	9,426,753	11,975,233	0.4%
Investment Income	290,799	104,195	104,195	65,700	-36.9%
Total REVENUES	12,120,788	12,030,948	9,530,948	12,040,933	0.1%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	160,000	160,000	160,000	160,000	----
To Tax Supported Funds	(849,493)	(928,770)	(928,770)	(1,234,109)	32.9%

Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Total NET INTER-FUND TRANSFERS	(689,493)	(768,770)	(768,770)	(1,074,109)	39.7%
Total Resources	***17,803,404***	***16,058,705***	***15,270,197***	***14,316,463***	***-10.8%***
CIP CURRENT REVENUE	***(267,877)***	***(863,000)***	***(863,000)***	***(604,000)***	***-30.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(11,138,739)	(11,942,523)	(11,025,742)	(11,854,751)	-0.7%
Adjustment for Prior Year Encumbrances/Reserves	111,231	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(11,027,508)	(11,942,523)	(11,025,742)	(11,854,751)	-0.7%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(31,816)	(31,816)	(31,816)	----
Total CLAIMS ON FUND	0	(31,816)	(31,816)	(31,816)	----
Total Use of Resources	***(11,295,385)***	***(12,837,339)***	***(11,920,558)***	***(12,490,567)***	***-2.7%***
PROJECTED UNRESTRICTED NET ASSETS	**6,508,019**	**3,221,366**	**3,349,639**	**1,825,896**	**-43.3%**
Bethesda Parking District					
BEGINNING CASH BALANCE	**17,600,624**	**16,057,513**	**17,675,324**	**12,293,678**	**-23.4%**
REVENUES					
Taxes	(7,225)	0	0	0	----
Charges for Services	15,736,270	15,555,081	13,178,067	15,355,081	-1.3%
Fines & Forfeitures	4,581,761	3,250,000	3,793,798	3,250,000	----
Investment Income	426,118	428,190	221,736	269,530	-37.1%
Miscellaneous	97,605	359,120	698,335	359,120	----
Total REVENUES	20,834,529	19,592,391	17,891,936	19,233,731	-1.8%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	0	(220,000)	(400,000)	(220,000)	----
To Tax Supported Funds	(1,959,658)	(2,111,137)	(2,111,137)	(2,043,375)	-3.2%
Total NET INTER-FUND TRANSFERS	(1,959,658)	(2,331,137)	(2,511,137)	(2,263,375)	-2.9%
Total Resources	***36,475,495***	***33,318,767***	***33,056,123***	***29,264,034***	***-12.2%***
CIP CURRENT REVENUE	***(4,856,423)***	***(3,790,000)***	***(6,108,000)***	***(5,183,000)***	***36.8%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(8,817,865)	(10,362,601)	(9,990,476)	(10,249,566)	-1.1%
Debt Service - Other	(4,653,195)	(4,640,400)	(4,640,400)	(4,634,250)	-0.1%
Adjustment for Prior Year Encumbrances/Reserves	(472,688)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(13,943,748)	(15,003,001)	(14,630,876)	(14,883,816)	-0.8%
CLAIMS ON FUND					
Designated CIP Current Revenue Projects	0	(23,569)	(23,569)	(23,569)	----
Total CLAIMS ON FUND	0	(23,569)	(23,569)	(23,569)	----
Total Use of Resources	***(18,800,171)***	***(18,816,570)***	***(20,762,445)***	***(20,090,385)***	***6.8%***
PROJECTED CASH BALANCE	**17,675,324**	**14,502,197**	**12,293,678**	**9,173,649**	**-36.7%**
Silver Spring Parking District					
BEGINNING CASH BALANCE	**16,891,415**	**8,762,031**	**15,945,593**	**14,697,167**	**67.7%**
REVENUES					
Taxes	(1,657)	0	0	0	----
Charges for Services	11,588,176	10,840,413	9,526,431	12,920,413	19.2%
Fines & Forfeitures	1,920,471	1,897,689	1,947,118	1,897,689	----
Investment Income	406,820	226,457	221,051	257,330	13.6%
Miscellaneous	89,420	0	3,602,920	20,000	----
Total REVENUES	14,003,230	12,964,559	15,297,520	15,095,432	16.4%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(3,340,130)	(3,083,000)	(3,083,000)	(3,303,640)	7.2%
Total NET INTER-FUND TRANSFERS	(3,340,130)	(3,083,000)	(3,083,000)	(3,303,640)	7.2%

Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Total Resources	***27,554,515***	***18,643,590***	***28,160,113***	***26,488,959***	***42.1%***
CIP CURRENT REVENUE	***(5,761,843)***	***(2,086,000)***	***(2,618,000)***	***(4,822,000)***	***131.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(9,674,154)	(11,659,858)	(10,826,091)	(11,568,842)	-0.8%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	3,827,075	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(5,847,079)	(11,659,858)	(10,826,091)	(11,568,842)	-0.8%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(18,855)	(18,855)	(18,855)	----
Total CLAIMS ON FUND	0	(18,855)	(18,855)	(18,855)	----
Total Use of Resources	***(11,608,922)***	***(13,764,713)***	***(13,462,946)***	***(16,409,697)***	***19.2%***
PROJECTED CASH BALANCE	**15,945,593**	**4,878,877**	**14,697,167**	**10,079,262**	**106.6%**
Wheaton Parking District					
BEGINNING CASH BALANCE	**973,824**	**917,944**	**911,855**	**545,098**	**-40.6%**
REVENUES					
Taxes	39	0	0	0	----
Charges for Services	802,391	725,000	706,929	1,375,000	89.7%
Fines & Forfeitures	406,319	476,000	368,663	476,000	----
Investment Income	19,273	21,885	12,822	12,190	-44.3%
Miscellaneous	5,110	0	0	0	----
Total REVENUES	1,233,132	1,222,885	1,088,414	1,863,190	52.4%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	0	220,000	400,000	220,000	----
To Tax Supported Funds	(111,148)	(117,155)	(117,155)	(539,265)	360.3%
Total NET INTER-FUND TRANSFERS	(111,148)	102,845	282,845	(319,265)	-410.4%
Total Resources	***2,095,808***	***2,243,674***	***2,283,114***	***2,089,023***	***-6.9%***
CIP CURRENT REVENUE	***(120,745)***	***(157,000)***	***(356,000)***	***(157,000)***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,180,730)	(1,599,302)	(1,378,480)	(1,577,461)	-1.4%
Adjustment for Prior Year Encumbrances/Reserves	117,522	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,063,208)	(1,599,302)	(1,378,480)	(1,577,461)	-1.4%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(3,536)	(3,536)	(3,536)	----
Total CLAIMS ON FUND	0	(3,536)	(3,536)	(3,536)	----
Total Use of Resources	***(1,183,953)***	***(1,759,838)***	***(1,738,016)***	***(1,737,997)***	***-1.2%***
PROJECTED CASH BALANCE	**911,855**	**483,836**	**545,098**	**351,026**	**-27.4%**
Permitting Services					
BEGINNING UNRESTRICTED NET ASSETS	**16,417,858**	**14,351,293**	**19,053,351**	**16,702,818**	**16.4%**
REVENUES					
Licenses & Permits	42,905,486	43,344,335	41,114,852	35,155,342	-18.9%
Charges for Services	807,966	1,661,907	1,564,221	1,313,700	-21.0%
Fines & Forfeitures	87,008	89,772	41,400	78,300	-12.8%
Investment Income	904,945	880,000	756,400	408,000	-53.6%
Miscellaneous	4,432	0	0	0	----
Total REVENUES	44,709,837	45,976,014	43,476,873	36,955,342	-19.6%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(5,642,377)	(6,588,136)	(6,479,116)	(6,745,648)	2.4%
Total NET INTER-FUND TRANSFERS	(5,642,377)	(6,588,136)	(6,479,116)	(6,745,648)	2.4%
Total Resources	***55,485,318***	***53,739,171***	***56,051,108***	***46,912,512***	***-12.7%***

Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(38,276,688)	(41,888,787)	(39,096,120)	(40,699,250)	-2.8%
Adjustment for Prior Year Encumbrances/Reserves	1,844,721	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(36,431,967)	(41,888,787)	(39,096,120)	(40,699,250)	-2.8%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(252,170)	(252,170)	(252,170)	----
Total CLAIMS ON FUND	0	(252,170)	(252,170)	(252,170)	----
Total Use of Resources	***(36,431,967)***	***(42,140,957)***	***(39,348,290)***	***(40,951,420)***	***-2.8%***
PROJECTED UNRESTRICTED NET ASSETS	**19,053,351**	**11,598,214**	**16,702,818**	**5,961,092**	**-48.6%**
Solid Waste Collection					
BEGINNING RETAINED EARNINGS	**(140,204)**	**(2,453,402)**	**(1,875,686)**	**(2,958,339)**	**20.6%**
REVENUES					
Charges for Services	7,103,080	8,818,850	8,736,845	9,885,837	12.1%
Investment Income	115,756	65,540	96,760	73,220	11.7%
Miscellaneous	20,794	0	12,000	0	----
Total REVENUES	7,239,630	8,884,390	8,845,605	9,959,057	12.1%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(286,394)	(331,905)	(331,905)	(314,224)	-5.3%
Total NET INTER-FUND TRANSFERS	(286,394)	(331,905)	(331,905)	(314,224)	-5.3%
Total Resources	***6,813,032***	***6,099,083***	***6,638,014***	***6,686,494***	***9.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(8,789,505)	(9,583,720)	(9,585,748)	(10,450,702)	9.0%
Budget to GAAP Reconciliation	43,319	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Current Year Encumbrances	57,468	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(8,688,718)	(9,583,720)	(9,585,748)	(10,450,702)	9.0%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(10,605)	(10,605)	(10,605)	----
Total CLAIMS ON FUND	0	(10,605)	(10,605)	(10,605)	----
Total Use of Resources	***(8,688,718)***	***(9,594,325)***	***(9,596,353)***	***(10,461,307)***	***9.0%***
ENDING RETAINED EARNINGS	**(1,875,686)**	**(3,495,242)**	**(2,958,339)**	**(3,774,813)**	**8.0%**
Solid Waste Disposal					
	0	**0**	**0**	**0**	**----**
REVENUES					
Licenses & Permits	10,440	10,000	10,000	12,000	20.0%
Charges for Services	99,992,405	103,897,953	102,660,427	104,188,885	0.3%
Fines & Forfeitures	33,669	35,000	35,000	36,000	2.9%
Investment Income	2,015,311	1,719,840	1,684,500	1,274,760	-25.9%
Miscellaneous	1,007,288	83,500	83,500	325,000	289.2%
Total REVENUES	103,059,113	105,746,293	104,473,427	105,836,645	0.1%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	755,000	930,000	930,000	1,319,501	41.9%
From Tax Supported Funds	2,195,820	1,536,170	1,536,170	1,218,270	-20.7%
To Tax Supported Funds	(2,221,759)	(2,478,115)	(2,478,115)	(2,425,322)	-2.1%
Total NET INTER-FUND TRANSFERS	729,061	(11,945)	(11,945)	112,449	-1041.4%
Total Resources	***103,788,174***	***105,734,348***	***104,461,482***	***105,949,094***	***0.2%***
CIP CURRENT REVENUE	***(8,286,648)***	***(8,989,000)***	***(1,296,000)***	***(456,000)***	***-94.9%***
APPROPRIATION/EXPENDITURE					

Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Appropriation/Expenditure	(96,988,139)	(106,150,105)	(105,114,220)	(120,973,573)	14.0%
Debt Service - Other	0	0	0	0	----
Less CY Accrued Closure Costs	(2,117,338)	(37,937)	668,425	424,388	-1218.7%
Plus Payout of Appropriated Closure Costs	2,780,398	10,215,518	1,815,518	1,858,390	-81.8%
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(96,325,079)	(95,972,524)	(102,630,277)	(118,690,795)	23.7%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(84,842)	(84,842)	(84,842)	----
Total CLAIMS ON FUND	0	(84,842)	(84,842)	(84,842)	----
Total Use of Resources	***(104,611,727)***	***(105,046,366)***	***(104,011,119)***	***(119,231,637)***	***13.5%***
NET CHANGE	**(823,553)**	**687,982**	**450,363**	**(13,282,543)**	**-2030.7%**
Vacuum Leaf Collection					
BEGINNING FUND BALANCE	**356,062**	**635,310**	**528,335**	**174,399**	**-72.5%**
REVENUES					
Charges for Services	7,617,380	7,988,714	7,988,714	8,591,838	7.5%
Investment Income	55,144	26,850	46,090	34,880	29.9%
Total REVENUES	7,672,524	8,015,564	8,034,804	8,626,718	7.6%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(755,000)	(930,000)	(930,000)	(1,319,501)	41.9%
To Tax Supported Funds	(621,852)	(725,833)	(725,833)	(663,574)	-8.6%
Total NET INTER-FUND TRANSFERS	(1,376,852)	(1,655,833)	(1,655,833)	(1,983,075)	19.8%
Total Resources	***6,651,734***	***6,995,041***	***6,907,306***	***6,818,042***	***-2.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(6,207,072)	(6,526,453)	(6,732,907)	(6,367,886)	-2.4%
Adjustment for Prior Year Encumbrances/Reserves	83,673	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(6,123,399)	(6,526,453)	(6,732,907)	(6,367,886)	-2.4%
Total Use of Resources	***(6,123,399)***	***(6,526,453)***	***(6,732,907)***	***(6,367,886)***	***-2.4%***
PROJECTED FUND BALANCE	**528,335**	**468,588**	**174,399**	**450,156**	**-3.9%**
Liquor Control					
BEGINNING CASH BALANCE	**6,356,749**	**622,003**	**2,282,883**	**82,236**	**-86.8%**
REVENUES					
Taxes	7,019	0	0	0	----
Licenses & Permits	1,817,740	1,892,222	350,000	1,892,222	----
Charges for Services	19,519	23,418	23,418	23,887	2.0%
Fines & Forfeitures	255,830	316,916	300,000	316,916	----
Investment Income	145,294	41,410	166,665	91,900	121.9%
Miscellaneous	88,675,261	90,446,885	92,012,856	96,812,959	7.0%
Total REVENUES	90,920,663	92,720,851	92,852,939	99,137,884	6.9%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(26,471,463)	(28,400,899)	(30,100,899)	(31,674,153)	11.5%
Total NET INTER-FUND TRANSFERS	(26,471,463)	(28,400,899)	(30,100,899)	(31,674,153)	11.5%
Total Resources	***70,805,949***	***64,941,955***	***65,034,923***	***67,545,967***	***4.0%***
CIP CURRENT REVENUE	***0***	***0***	***0***	***(1,785,000)***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(54,379,902)	(54,777,981)	(55,734,284)	(54,308,704)	-0.9%
Debt Service - Other	(9,836,714)	(9,264,800)	(8,850,750)	(9,247,650)	-0.2%
Adjustment for Prior Year Encumbrances/Reserves	(4,306,450)	0	0	0	----
Future Expenditure Requirements	0	0	0	0	----
Bond Proceeds Applied to Debt Service	0	0	0	0	----

Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Master Lease Proceeds	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(68,523,066)	(64,042,781)	(64,585,034)	(63,556,354)	-0.8%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(367,653)	(367,653)	(367,653)	----
Total CLAIMS ON FUND	0	(367,653)	(367,653)	(367,653)	----
Total Use of Resources	***(68,523,066)***	***(64,410,434)***	***(64,952,687)***	***(65,709,007)***	***2.0%***
PROJECTED CASH BALANCE	**2,282,883**	**531,521**	**82,236**	**1,836,960**	**245.6%**
DEBT SERVICE					
Debt Service - Non-Tax Supported					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Miscellaneous	0	0	0	257,157	----
Total REVENUES	0	0	0	257,157	----
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	14,836,923	15,985,600	15,773,100	21,450,393	34.2%
Total NET INTER-FUND TRANSFERS	14,836,923	15,985,600	15,773,100	21,450,393	34.2%
Total Resources	***14,836,923***	***15,985,600***	***15,773,100***	***21,707,550***	***35.8%***
APPROPRIATION/EXPENDITURE					
Debt Service - Other	(14,836,923)	(15,985,600)	(15,773,100)	(21,707,550)	35.8%
Total APPROPRIATION/EXPENDITURE	(14,836,923)	(15,985,600)	(15,773,100)	(21,707,550)	35.8%
Total Use of Resources	***(14,836,923)***	***(15,985,600)***	***(15,773,100)***	***(21,707,550)***	***35.8%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Grant Fund MCPS					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	85,160,492	89,498,471	103,440,697	110,451,136	23.4%
Total REVENUES	85,160,492	89,498,471	103,440,697	110,451,136	23.4%
Total Resources	***85,160,492***	***89,498,471***	***103,440,697***	***110,451,136***	***23.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(85,160,492)	(89,498,471)	(103,440,697)	(110,451,136)	23.4%
Total APPROPRIATION/EXPENDITURE	(85,160,492)	(89,498,471)	(103,440,697)	(110,451,136)	23.4%
Total Use of Resources	***(85,160,492)***	***(89,498,471)***	***(103,440,697)***	***(110,451,136)***	***23.4%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Food Service Fund					
BEGINNING CASH BALANCE	**11,817,449**	**11,817,449**	**11,419,045**	**11,419,045**	**-3.4%**
REVENUES					
Charges for Services	17,896,527	17,588,383	17,588,383	17,586,048	----
Intergovernmental	43,620,377	40,519,582	40,519,582	42,813,932	5.7%
Miscellaneous	20,773	0	0	0	----
Total REVENUES	61,537,677	58,107,965	58,107,965	60,399,980	3.9%
Total Resources	***73,355,126***	***69,925,414***	***69,527,010***	***71,819,025***	***2.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(60,564,324)	(58,107,965)	(58,107,965)	(60,399,980)	3.9%
Adjustment for Prior Year Encumbrances/Reserves	(1,371,757)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(61,936,081)	(58,107,965)	(58,107,965)	(60,399,980)	3.9%
Total Use of Resources	***(61,936,081)***	***(58,107,965)***	***(58,107,965)***	***(60,399,980)***	***3.9%***

Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
PROJECTED CASH BALANCE	**11,419,045**	**11,817,449**	**11,419,045**	**11,419,045**	**-3.4%**
Real Estate Fund					
BEGINNING CASH BALANCE	**742,817**	**742,817**	**464,055**	**464,055**	**-37.5%**
REVENUES					
Miscellaneous	3,327,588	3,966,407	3,966,407	4,967,149	25.2%
Total REVENUES	3,327,588	3,966,407	3,966,407	4,967,149	25.2%
Total Resources	***4,070,405***	***4,709,224***	***4,430,462***	***5,431,204***	***15.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,651,111)	(3,966,407)	(3,966,407)	(4,967,149)	25.2%
Adjustment for Prior Year Encumbrances/Reserves	44,761	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,606,350)	(3,966,407)	(3,966,407)	(4,967,149)	25.2%
Total Use of Resources	***(3,606,350)***	***(3,966,407)***	***(3,966,407)***	***(4,967,149)***	***25.2%***
PROJECTED CASH BALANCE	**464,055**	**742,817**	**464,055**	**464,055**	**-37.5%**
Field Trip Fund					
BEGINNING CASH BALANCE	**339,212**	**339,212**	**140,117**	**140,117**	**-58.7%**
REVENUES					
Charges for Services	2,175,575	2,736,949	2,736,949	2,914,182	6.5%
Total REVENUES	2,175,575	2,736,949	2,736,949	2,914,182	6.5%
Total Resources	***2,514,787***	***3,076,161***	***2,877,066***	***3,054,299***	***-0.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,308,586)	(2,736,949)	(2,736,949)	(2,914,182)	6.5%
Adjustment for Prior Year Encumbrances/Reserves	(66,084)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,374,670)	(2,736,949)	(2,736,949)	(2,914,182)	6.5%
Total Use of Resources	***(2,374,670)***	***(2,736,949)***	***(2,736,949)***	***(2,914,182)***	***6.5%***
PROJECTED CASH BALANCE	**140,117**	**339,212**	**140,117**	**140,117**	**-58.7%**
Entrepreneurial Activities Fund					
BEGINNING CASH BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Charges for Services	735,515	2,150,669	2,150,669	2,446,838	13.8%
Total REVENUES	735,515	2,150,669	2,150,669	2,446,838	13.8%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	12,120,909	8,000,000	10,200,000	10,200,000	27.5%
Total NET INTER-FUND TRANSFERS	12,120,909	8,000,000	10,200,000	10,200,000	27.5%
Total Resources	***12,856,424***	***10,150,669***	***12,350,669***	***12,646,838***	***24.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(13,264,774)	(10,150,669)	(12,350,669)	(12,646,838)	24.6%
Adjustment for Prior Year Encumbrances/Reserves	408,350	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(12,856,424)	(10,150,669)	(12,350,669)	(12,646,838)	24.6%
Total Use of Resources	***(12,856,424)***	***(10,150,669)***	***(12,350,669)***	***(12,646,838)***	***24.6%***
PROJECTED CASH BALANCE	**0**	**0**	**0**	**0**	**----**
Instructional Television Fund					
BEGINNING CASH BALANCE	**16,916**	**16,916**	**49,814**	**49,814**	**194.5%**
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,789,941	1,799,775	1,799,775	1,769,775	-1.7%
Total NET INTER-FUND TRANSFERS	1,789,941	1,799,775	1,799,775	1,769,775	-1.7%
Total Resources	***1,806,857***	***1,816,691***	***1,849,589***	***1,819,589***	***0.2%***
APPROPRIATION/EXPENDITURE					

Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Appropriation/Expenditure	(1,740,127)	(1,799,775)	(1,799,775)	(1,769,775)	-1.7%
Adjustment for Prior Year Encumbrances/Reserves	(16,916)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,757,043)	(1,799,775)	(1,799,775)	(1,769,775)	-1.7%
Total Use of Resources	***(1,757,043)***	***(1,799,775)***	***(1,799,775)***	***(1,769,775)***	***-1.7%***
PROJECTED CASH BALANCE	**49,814**	**16,916**	**49,814**	**49,814**	**194.5%**
MONTGOMERY COLLEGE					
Grant Fund MC					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	14,711,509	21,147,000	13,645,794	18,782,000	-11.2%
Total REVENUES	14,711,509	21,147,000	13,645,794	18,782,000	-11.2%
Total Resources	***14,711,509***	***21,147,000***	***13,645,794***	***18,782,000***	***-11.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(14,711,509)	(21,147,000)	(13,645,794)	(18,782,000)	-11.2%
Total APPROPRIATION/EXPENDITURE	(14,711,509)	(21,147,000)	(13,645,794)	(18,782,000)	-11.2%
Total Use of Resources	***(14,711,509)***	***(21,147,000)***	***(13,645,794)***	***(18,782,000)***	***-11.2%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Endowment Fund					
BEGINNING FUND BALANCE	**556,037**	**567,537**	**570,182**	**581,682**	**2.5%**
REVENUES					
Miscellaneous	14,145	11,500	11,500	11,500	----
Total REVENUES	14,145	11,500	11,500	11,500	----
Total Resources	***570,182***	***579,037***	***581,682***	***593,182***	***2.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	0	0	0	0	----
Total Use of Resources	***0***	***0***	***0***	***0***	***----***
PROJECTED FUND BALANCE	**570,182**	**579,037**	**581,682**	**593,182**	**2.4%**
Workforce Development & Continuing Ed					
BEGINNING FUND BALANCE	**2,262,070**	**2,474,279**	**3,359,977**	**3,309,404**	**33.8%**
REVENUES					
Charges for Services	9,615,932	10,900,000	9,213,168	10,372,460	-4.8%
Intergovernmental	7,336,869	8,041,559	8,041,559	9,672,951	20.3%
Miscellaneous	247,397	50,000	50,000	80,000	60.0%
Total REVENUES	17,200,198	18,991,559	17,304,727	20,125,411	6.0%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(459,485)	(1,000,000)	(1,000,000)	0	-100.0%
Total NET INTER-FUND TRANSFERS	(459,485)	(1,000,000)	(1,000,000)	0	-100.0%
Total Resources	***19,002,783***	***20,465,838***	***19,664,704***	***23,434,815***	***14.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(15,815,705)	(18,372,215)	(16,355,300)	(20,712,172)	12.7%
Adjustment for Prior Year Encumbrances/Reserves	172,899	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(15,642,806)	(18,372,215)	(16,355,300)	(20,712,172)	12.7%
Total Use of Resources	***(15,642,806)***	***(18,372,215)***	***(16,355,300)***	***(20,712,172)***	***12.7%***
PROJECTED FUND BALANCE	**3,359,977**	**2,093,623**	**3,309,404**	**2,722,643**	**30.0%**
Auxiliary Fund					
BEGINNING FUND BALANCE	**2,777,372**	**3,207,124**	**3,170,420**	**3,570,995**	**11.3%**

Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
REVENUES					
Charges for Services	1,216,071	1,018,000	950,000	924,220	-9.2%
Miscellaneous	926,764	920,220	885,200	735,050	-20.1%
Total REVENUES	2,142,835	1,938,220	1,835,200	1,659,270	-14.4%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(736,096)	(500,000)	(500,000)	(500,000)	----
Total NET INTER-FUND TRANSFERS	(736,096)	(500,000)	(500,000)	(500,000)	----
Total Resources	***4,184,111***	***4,645,344***	***4,505,620***	***4,730,265***	***1.8%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,054,805)	(1,729,300)	(934,625)	(1,941,300)	12.3%
Adjustment for Prior Year Encumbrances/Reserves	41,114	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,013,691)	(1,729,300)	(934,625)	(1,941,300)	12.3%
Total Use of Resources	***(1,013,691)***	***(1,729,300)***	***(934,625)***	***(1,941,300)***	***12.3%***
PROJECTED FUND BALANCE	**3,170,420**	**2,916,044**	**3,570,995**	**2,788,965**	**-4.4%**
Cable Television Fund					
BEGINNING FUND BALANCE	**123,982**	**150,849**	**139,179**	**143,500**	**-4.9%**
REVENUES					
Miscellaneous	5,997	0	0	0	----
Total REVENUES	5,997	0	0	0	----
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,726,867	1,764,321	1,764,321	1,796,800	1.8%
Total NET INTER-FUND TRANSFERS	1,726,867	1,764,321	1,764,321	1,796,800	1.8%
Total Resources	***1,856,846***	***1,915,170***	***1,903,500***	***1,940,300***	***1.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,726,785)	(1,764,321)	(1,760,000)	(1,796,800)	1.8%
Adjustment for Prior Year Encumbrances/Reserves	9,118	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,717,667)	(1,764,321)	(1,760,000)	(1,796,800)	1.8%
Total Use of Resources	***(1,717,667)***	***(1,764,321)***	***(1,760,000)***	***(1,796,800)***	***1.8%***
PROJECTED FUND BALANCE	**139,179**	**150,849**	**143,500**	**143,500**	**-4.9%**
Major Facilities Reserve Fund					
BEGINNING FUND BALANCE	**9,759,076**	**7,787,070**	**11,008,221**	**7,530,017**	**-3.3%**
REVENUES					
Charges for Services	3,136,908	3,125,000	3,242,416	3,287,000	5.2%
Investment Income	246,081	200,000	200,000	175,000	-12.5%
Total REVENUES	3,382,989	3,325,000	3,442,416	3,462,000	4.1%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(425,838)	(2,000,000)	(5,214,814)	(1,500,000)	-25.0%
Total NET INTER-FUND TRANSFERS	(425,838)	(2,000,000)	(5,214,814)	(1,500,000)	-25.0%
Total Resources	***12,716,227***	***9,112,070***	***9,235,823***	***9,492,017***	***4.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,708,006)	(2,000,000)	(1,705,806)	(2,000,000)	----
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,708,006)	(2,000,000)	(1,705,806)	(2,000,000)	----
Total Use of Resources	***(1,708,006)***	***(2,000,000)***	***(1,705,806)***	***(2,000,000)***	***----***
PROJECTED FUND BALANCE	**11,008,221**	**7,112,070**	**7,530,017**	**7,492,017**	**5.3%**
Transportation Fund					
BEGINNING FUND BALANCE	**8,750,161**	**8,367,664**	**8,458,159**	**7,386,438**	**-11.7%**

Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
REVENUES					
Charges for Services	3,460,519	3,365,000	3,242,416	3,585,000	6.5%
Investment Income	0	0	0	125,000	----
Miscellaneous	360,122	338,000	598,000	170,000	-49.7%
Total REVENUES	3,820,641	3,703,000	3,840,416	3,880,000	4.8%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(11,723)	0	(801,786)	0	----
Total NET INTER-FUND TRANSFERS	(11,723)	0	(801,786)	0	----
Total Resources	***12,559,079***	***12,070,664***	***11,496,789***	***11,266,438***	***-6.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(4,110,935)	(4,200,000)	(4,110,351)	(4,200,000)	----
Adjustment for Prior Year Encumbrances/Reserves	10,015	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(4,100,920)	(4,200,000)	(4,110,351)	(4,200,000)	----
Total Use of Resources	***(4,100,920)***	***(4,200,000)***	***(4,110,351)***	***(4,200,000)***	***----***
PROJECTED FUND BALANCE	**8,458,159**	**7,870,664**	**7,386,438**	**7,066,438**	**-10.2%**

MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

Grant Fund MNCPPC

BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	0	550,000	550,000	550,000	----
Total REVENUES	0	550,000	550,000	550,000	----
Total Resources	***0***	***550,000***	***550,000***	***550,000***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	0	(550,000)	(550,000)	(550,000)	----
Total APPROPRIATION/EXPENDITURE	0	(550,000)	(550,000)	(550,000)	----
Total Use of Resources	***0***	***(550,000)***	***(550,000)***	***(550,000)***	***----***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**

Special Revenue Funds

BEGINNING FUND BALANCE	**6,429,204**	**5,197,876**	**7,470,026**	**5,891,911**	**13.4%**
REVENUES					
Charges for Services	4,598,030	3,198,043	3,146,925	3,285,260	2.7%
Intergovernmental	322,860	296,730	345,560	510,750	72.1%
Investment Income	166,385	55,000	64,350	110,000	100.0%
Miscellaneous	270,893	239,400	363,303	283,000	18.2%
Total REVENUES	5,358,168	3,789,173	3,920,138	4,189,010	10.6%
NET INTER-FUND TRANSFERS					
From Component Units/Agencies	916,700	1,391,700	1,391,700	1,615,120	16.1%
Total NET INTER-FUND TRANSFERS	916,700	1,391,700	1,391,700	1,615,120	16.1%
Total Resources	***12,704,072***	***10,378,749***	***12,781,864***	***11,696,041***	***12.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(5,234,046)	(7,084,740)	(6,889,953)	(7,352,429)	3.8%
Total APPROPRIATION/EXPENDITURE	(5,234,046)	(7,084,740)	(6,889,953)	(7,352,429)	3.8%
Total Use of Resources	***(5,234,046)***	***(7,084,740)***	***(6,889,953)***	***(7,352,429)***	***3.8%***
PROJECTED FUND BALANCE	**7,470,026**	**3,294,009**	**5,891,911**	**4,343,612**	**31.9%**

Enterprise Fund

BEGINNING CASH BALANCE	**9,062,718**	**6,689,470**	**9,494,752**	**10,914,881**	**63.2%**
REVENUES					

Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Charges for Services	11,138,179	10,619,420	11,012,422	11,437,895	7.7%
Miscellaneous	1,411,405	977,622	1,053,152	1,170,241	19.7%
Total REVENUES	12,549,584	11,597,042	12,065,574	12,608,136	8.7%
Total Resources	***21,612,302***	***18,286,512***	***21,560,326***	***23,523,017***	***28.6%***
CIP CURRENT REVENUE	***(3,004,638)***	***(500,000)***	***(500,000)***	***(2,550,000)***	***410.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(9,489,241)	(9,697,934)	(10,145,445)	(10,549,109)	8.8%
Debt Service - Other	0	0	0	0	----
Changes In Working Capital	376,329	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(9,112,912)	(9,697,934)	(10,145,445)	(10,549,109)	8.8%
Total Use of Resources	***(12,117,550)***	***(10,197,934)***	***(10,645,445)***	***(13,099,109)***	***28.4%***
PROJECTED CASH BALANCE	**9,494,752**	**8,088,578**	**10,914,881**	**10,423,908**	**28.9%**
Prop Mgmt MNCPPC					
BEGINNING FUND BALANCE	**984,174**	**888,735**	**848,547**	**751,827**	**-15.4%**
REVENUES					
Charges for Services	1,352,558	1,456,600	1,456,600	1,561,500	7.2%
Investment Income	34,516	10,000	10,000	25,000	150.0%
Miscellaneous	6,750	0	0	0	----
Total REVENUES	1,393,824	1,466,600	1,466,600	1,586,500	8.2%
Total Resources	***2,377,998***	***2,355,335***	***2,315,147***	***2,338,327***	***-0.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,529,451)	(1,563,320)	(1,563,320)	(1,576,671)	0.9%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,529,451)	(1,563,320)	(1,563,320)	(1,576,671)	0.9%
Total Use of Resources	***(1,529,451)***	***(1,563,320)***	***(1,563,320)***	***(1,576,671)***	***0.9%***
PROJECTED FUND BALANCE	**848,547**	**792,015**	**751,827**	**761,656**	**-3.8%**

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Schedule A-5

Inter-Fund Transfers

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
COUNTY GENERAL FUND					
From Non-Tax Supported Funds					
From Bethesda Parking District: Overhead	414,329	491,273	491,273	433,485	-11.8%
From Bethesda Parking District: Telecommunications NDA	12,799	0	0	0	----
From Cable TV	2,542,000	0	0	0	----
From Cable TV: M-NCPPC Park Fund	100,000	100,000	100,000	0	-100.0%
From Cable TV: MC Cable Fund	1,726,867	1,764,321	1,764,321	1,796,800	1.8%
From Cable TV: MCPS Instructional TV Fund	1,789,941	1,799,775	1,799,775	1,769,775	-1.7%
From Cable TV: Overhead	756,568	880,030	880,030	843,000	-4.2%
From Cable TV: Technology Modernization	4,959	0	0	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	609,960	721,440	721,440	667,516	-7.5%
From Community Use of Public Facilities: Telecommunications NDA	32,203	0	0	0	----
From Liquor: Earnings Transfer	22,806,777	24,774,980	26,474,980	27,926,172	12.7%
From Liquor: Overhead	3,495,654	3,625,919	3,625,919	3,747,981	3.4%
From Liquor: Telecommunications NDA	169,032	0	0	0	----
From Montgomery Housing Initiative: Overhead	371,142	476,191	476,191	462,465	-2.9%
From Permitting Services: DCM	109,020	109,020	0	0	-100.0%
From Permitting Services: Overhead	5,481,305	6,479,116	6,479,116	5,784,225	-10.7%
From Permitting Services: Telecommunications NDA	52,052	0	0	0	----
From Silver Spring Parking District: Other	5,000	5,000	5,000	5,000	----
From Silver Spring Parking District: Overhead	472,228	548,157	548,157	484,681	-11.6%
From Silver Spring Parking District: Telecommunications NDA	82,192	0	0	0	----
From Solid Waste Collection: DCM	5,000	5,000	5,000	5,000	----
From Solid Waste Collection: Overhead	281,394	326,905	326,905	309,224	-5.4%
From Solid Waste Disposal: DCM	23,380	23,380	23,380	23,380	----
From Solid Waste Disposal: EOB Rent	232,270	237,080	237,080	0	-100.0%
From Solid Waste Disposal: Overhead	1,897,659	2,217,655	2,217,655	2,151,951	-3.0%
From Solid Waste Disposal: Telecommunications NDA	68,450	0	0	0	----
From Solid Waste Disposal: Wheaton	0	0	0	249,991	----
From Vacuum Leaf Collection: Overhead	621,852	725,833	725,833	663,574	-8.6%
From Water Quality Protection Fund: Overhead	1,739,210	2,037,980	2,037,980	1,837,940	-9.8%
From Water Quality Protection Fund: Telecommunications NDA	13,151	0	0	0	----
From Wheaton Parking Distirct: Telecommunications NDA	4,064	0	0	0	----
From Wheaton Parking District: Overhead	70,547	80,618	80,618	71,213	-11.7%
TOTAL From Non-Tax Supported Funds	**46,198,335**	**47,637,003**	**49,227,983**	**49,440,703**	**3.8%**
From Tax Supported Funds					
From Bethesda Urban District: Overhead	23,670	21,597	21,597	20,596	-4.6%
From Fire District: DCM	120,750	120,750	120,750	120,750	----
From Fire: Telecommunications NDA	430,482	0	0	0	----
From Mass Transit: Overhead	14,113,024	16,693,872	16,693,872	15,819,323	-5.2%
From Mass Transit: Telecommunications NDA	131,019	0	0	0	----
From Recreation: Facility Maintenance Cost	1,151,850	1,151,850	1,151,850	1,151,850	----
From Recreation: Other - DCM	83,200	83,200	83,200	83,200	----
From Recreation: Overhead	4,551,187	5,376,131	5,376,131	5,243,192	-2.5%
From Recreation: Telecommunications NDA	283,630	0	0	0	----
From Recreation:Custodial Cleaning Costs	611,360	611,360	611,360	611,360	----
From Silver Spring Urban District: Overhead	458,066	536,019	536,019	541,989	1.1%
From Wheaton Urban District: Overhead	267,976	308,542	308,542	295,566	-4.2%

Inter-Fund Transfers

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
TOTAL From Tax Supported Funds	**22,226,214**	**24,903,321**	**24,903,321**	**23,887,826**	**-4.1%**
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)	(25,342,876)	(25,342,876)	(19,812,045)	-21.8%
To Solid Waste Disposal Fund	(2,195,820)	(1,536,170)	(1,536,170)	(1,218,270)	-20.7%
TOTAL To Non-Tax Supported Funds	**(25,059,464)**	**(27,039,046)**	**(27,039,046)**	**(21,190,315)**	**-21.6%**
To Tax Supported Funds					
To Bethesda Urban District	0	0	(60,000)	0	----
To Bethesda Urban District: Baseline Services	(800,318)	(750,318)	(750,318)	(750,318)	----
To Debt Service: GO Bonds	(312,125,488)	(335,107,250)	(330,591,927)	(343,682,580)	2.6%
To Debt Service: Short and Long Term Leases	(13,139,778)	(11,727,710)	(11,684,644)	(13,890,670)	18.4%
To Economic Development Fund	(4,771,051)	(5,145,913)	(4,718,987)	(10,428,680)	102.7%
To Fire District: Fund Balance Transfer	(17,640,965)	0	0	0	----
To Fire: EMST Fee Payment for Uninsured Residents	(250,000)	(250,000)	(250,000)	(250,000)	----
To Mass Transit: Parking Tickets	(531,310)	(531,310)	(531,310)	(531,310)	----
To Recreation: ASACs	(120,990)	(120,990)	(120,990)	(120,990)	----
To Recreation: Countywide Services	(888,710)	(888,710)	(888,710)	(888,710)	----
To Silver Spring Urban District: Baseline Services	(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	(1,946,150)	(1,833,651)	(1,833,651)	(2,218,577)	21.0%
TOTAL To Tax Supported Funds	**(352,830,510)**	**(356,971,602)**	**(352,046,287)**	**(373,377,585)**	**4.6%**
To Internal Service Funds					
To Employee Health Self Insurance Fund	0	0	(4,500,000)	0	----
TOTAL To Internal Service Funds	**0**	**0**	**(4,500,000)**	**0**	**----**
From Internal Service Funds					
From ISF: Central Duplicating	32,700	0	0	0	----
From ISF: Motor Pool	1,000,000	0	0	3,713,312	----
From Risk Management: Telecommunications NDA	4,312	0	0	0	----
From: Employee Health Benefit Fund	10,500,000	0	0	0	----
TOTAL From Internal Service Funds	**11,537,012**	**0**	**0**	**3,713,312**	**----**
To Component Units/Agencies					
To M-NCPPC Administration Fund	0	0	(300,000)	0	----
To M-NCPPC Park Fund	(100,000)	(100,000)	(100,000)	0	-100.0%
To MC: Cable TV Fund (Non-Tax)	(1,726,867)	(1,764,321)	(1,764,321)	(1,796,800)	1.8%
To MCPS Entrepreneurial Activities Fund	(12,120,909)	(8,000,000)	(10,200,000)	(10,200,000)	27.5%
To MCPS: Instructional Television Fund (Non-Tax)	(1,789,941)	(1,799,775)	(1,799,775)	(1,769,775)	-1.7%
To MNCPPC: Special Revenue Fund	(916,700)	(1,391,700)	(1,391,700)	(1,615,120)	16.1%
TOTAL To Component Units/Agencies	**(16,654,417)**	**(13,055,796)**	**(15,555,796)**	**(15,381,695)**	**17.8%**
To Revenue Stabilization Fund					
To Revenue Stabilization Fund	(25,603,214)	(16,644,503)	(34,568,978)	(4,000,000)	-76.0%
TOTAL To Revenue Stabilization Fund	**(25,603,214)**	**(16,644,503)**	**(34,568,978)**	**(4,000,000)**	**-76.0%**
TOTAL COUNTY GENERAL FUND	**(340,186,044)**	**(341,170,623)**	**(359,578,803)**	**(336,907,754)**	**-1.2%**
BETHESDA URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	1,532,530	1,619,864	1,619,864	1,609,890	-0.6%
TOTAL From Non-Tax Supported Funds	**1,532,530**	**1,619,864**	**1,619,864**	**1,609,890**	**-0.6%**
From Tax Supported Funds					
From General Fund	0	0	60,000	0	----
From General Fund: Baseline Services	800,318	750,318	750,318	750,318	----
TOTAL From Tax Supported Funds	**800,318**	**750,318**	**810,318**	**750,318**	**----**
To Tax Supported Funds					
To General Fund: Overhead	(23,670)	(21,597)	(21,597)	(20,596)	-4.6%

Inter-Fund Transfers

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
TOTAL To Tax Supported Funds	**(23,670)**	**(21,597)**	**(21,597)**	**(20,596)**	**-4.6%**
TOTAL BETHESDA URBAN DISTRICT	**2,309,178**	**2,348,585**	**2,408,585**	**2,339,612**	**-0.4%**
SILVER SPRING URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	2,780,710	2,529,843	2,529,843	2,813,959	11.2%
TOTAL From Non-Tax Supported Funds	**2,780,710**	**2,529,843**	**2,529,843**	**2,813,959**	**11.2%**
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	(458,066)	(536,019)	(536,019)	(541,989)	1.1%
TOTAL To Tax Supported Funds	**(458,066)**	**(536,019)**	**(536,019)**	**(541,989)**	**1.1%**
TOTAL SILVER SPRING URBAN DISTRICT	**2,862,304**	**2,533,484**	**2,533,484**	**2,811,630**	**11.0%**
WHEATON URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	36,537	36,537	36,537	468,052	1181.0%
TOTAL From Non-Tax Supported Funds	**36,537**	**36,537**	**36,537**	**468,052**	**1181.0%**
From Tax Supported Funds					
From General Fund: Baseline Services	76,090	76,090	76,090	76,090	----
From General Fund: Non-Baseline Services	1,946,150	1,833,651	1,833,651	2,218,577	21.0%
TOTAL From Tax Supported Funds	**2,022,240**	**1,909,741**	**1,909,741**	**2,294,667**	**20.2%**
To Tax Supported Funds					
To General Fund: Overhead	(267,976)	(308,542)	(308,542)	(295,566)	-4.2%
TOTAL To Tax Supported Funds	**(267,976)**	**(308,542)**	**(308,542)**	**(295,566)**	**-4.2%**
TOTAL WHEATON URBAN DISTRICT	**1,790,801**	**1,637,736**	**1,637,736**	**2,467,153**	**50.6%**
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	(20,527,390)	(22,400,120)	(21,746,823)	(20,686,890)	-7.6%
To Debt Service: Long Term Lease	(6,640,713)	(8,364,300)	(6,889,100)	(11,773,900)	40.8%
To General Fund: Overhead	(14,113,024)	(16,693,872)	(16,693,872)	(15,819,323)	-5.2%
To General Fund: Telecommunications NDA	(131,019)	0	0	0	----
TOTAL To Tax Supported Funds	**(41,412,146)**	**(47,458,292)**	**(45,329,795)**	**(48,280,113)**	**1.7%**
TOTAL MASS TRANSIT	**(41,220,836)**	**(46,926,982)**	**(44,798,485)**	**(47,748,803)**	**1.8%**
FIRE					
From Tax Supported Funds					
From General Fund: Fund Balance Transfer	17,640,965	0	0	0	----
Tran Fr GF: EMST Fee Payment for Unisure Residents	250,000	250,000	250,000	250,000	----
TOTAL From Tax Supported Funds	**17,890,965**	**250,000**	**250,000**	**250,000**	**----**
To Tax Supported Funds					
To Debt Service: Fire & Rescue Equipment	(2,920,253)	(4,320,550)	(2,920,550)	(5,104,750)	18.2%
To Debt Service: GO Bonds	(7,598,125)	(8,005,050)	(7,880,832)	(8,355,790)	4.4%
To General Fund: DCM	(120,750)	(120,750)	(120,750)	(120,750)	----
To General Fund: Telecommunications NDA	(430,482)	0	0	0	----

Inter-Fund Transfers

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
TOTAL To Tax Supported Funds	**(11,069,610)**	**(12,446,350)**	**(10,922,132)**	**(13,581,290)**	**9.1%**
TOTAL FIRE	**6,821,355**	**(12,196,350)**	**(10,672,132)**	**(13,331,290)**	**9.3%**
RECREATION					
From Non-Tax Supported Funds					
From Recreation Non Tax Fund	0	4,500,000	4,500,000	4,500,000	----
TOTAL From Non-Tax Supported Funds	**0**	**4,500,000**	**4,500,000**	**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	(9,310,389)	(11,530,970)	(10,851,647)	(10,547,570)	-8.5%
To Debt Service: Long Term Lease	(1,525,590)	0	0	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: Other - DCM	(83,200)	(83,200)	(83,200)	(83,200)	----
To General Fund: Overhead	(4,551,187)	(5,376,131)	(5,376,131)	(5,243,192)	-2.5%
To General Fund: Telecommunications NDA	(283,630)	0	0	0	----
TOTAL To Tax Supported Funds	**(17,517,206)**	**(18,753,511)**	**(18,074,188)**	**(17,637,172)**	**-6.0%**
TOTAL RECREATION	**(16,507,506)**	**(13,243,811)**	**(12,564,488)**	**(12,127,472)**	**-8.4%**
ECONOMIC DEVELOPMENT FUND					
From Tax Supported Funds					
Transfer from General Fund	4,771,051	5,145,913	4,718,987	10,428,680	102.7%
TOTAL From Tax Supported Funds	**4,771,051**	**5,145,913**	**4,718,987**	**10,428,680**	**102.7%**
TOTAL ECONOMIC DEVELOPMENT FUND	**4,771,051**	**5,145,913**	**4,718,987**	**10,428,680**	**102.7%**
REVENUE STABILIZATION FUND					
TOTAL REVENUE STABILIZATION FUND	**25,603,214**	**16,644,503**	**34,568,978**	**4,000,000**	**-76.0%**
DEBT SERVICE					
DEBT SERVICE					
From Tax Supported Funds					
From Fire Fund (LTL)	2,920,253	4,320,550	2,920,550	5,104,750	18.2%
From Fire Tax District	7,598,125	8,005,050	7,880,832	8,355,790	4.4%
From General Fund: GO Bonds	312,125,488	335,107,250	330,591,927	343,682,580	2.6%
From General Fund: Long Term Lease	13,139,778	11,727,710	11,684,644	13,890,670	18.4%
From Mass Transit	20,527,390	22,400,120	21,746,823	20,686,890	-7.6%
From Mass Transit (LTL)	6,640,713	8,364,300	6,889,100	11,773,900	40.8%
From Recreation	9,310,389	11,530,970	10,851,647	10,547,570	-8.5%
From Recreation Fund: Long Term Lease	1,525,590	0	0	0	----
TOTAL From Tax Supported Funds	**373,787,726**	**401,455,950**	**392,565,523**	**414,042,150**	**3.1%**
From Internal Service Funds					
From Motor Pool Fund	0	190,000	0	370,000	94.7%
TOTAL From Internal Service Funds	**0**	**190,000**	**0**	**370,000**	**94.7%**
TOTAL DEBT SERVICE	**373,787,726**	**401,645,950**	**392,565,523**	**414,412,150**	**3.2%**
MONTGOMERY COLLEGE					
CURRENT FUND MC					
From Non-Tax Supported Funds					
Non Mandatory Transfer (from MC Auxiliary Fund)	736,096	1,000,000	1,000,000	500,000	-50.0%
Non Mandatory Transfer (from WDCE)	459,485	500,000	500,000	0	-100.0%
TOTAL From Non-Tax Supported Funds	**1,195,581**	**1,500,000**	**1,500,000**	**500,000**	**-66.7%**
TOTAL CURRENT FUND MC	**1,195,581**	**1,500,000**	**1,500,000**	**500,000**	**-66.7%**

Inter-Fund Transfers

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
ADMINISTRATION FUND					
From Tax Supported Funds					
Transfer from General Fund	0	0	300,000	0	----
TOTAL From Tax Supported Funds	**0**	**0**	**300,000**	**0**	**----**
To Tax Supported Funds					
Transfer To Park Fund	0	(125,000)	0	0	-100.0%
TOTAL To Tax Supported Funds	**0**	**(125,000)**	**0**	**0**	**-100.0%**
TOTAL ADMINISTRATION FUND	**0**	**(125,000)**	**300,000**	**0**	**-100.0%**
PARK FUND					
From Tax Supported Funds					
Transfer From Admin Fund	0	125,000	0	0	-100.0%
Transfer from General Fund	100,000	100,000	100,000	0	-100.0%
TOTAL From Tax Supported Funds	**100,000**	**225,000**	**100,000**	**0**	**-100.0%**
TOTAL PARK FUND	**100,000**	**225,000**	**100,000**	**0**	**-100.0%**
ALA DEBT SERVICE FUND					
To Internal Service Funds					
Transfer To/From ALARF Revolving Fund	(1,822,038)	(1,930,064)	(1,892,235)	(1,925,581)	-0.2%
TOTAL To Internal Service Funds	**(1,822,038)**	**(1,930,064)**	**(1,892,235)**	**(1,925,581)**	**-0.2%**
TOTAL ALA DEBT SERVICE FUND	**(1,822,038)**	**(1,930,064)**	**(1,892,235)**	**(1,925,581)**	**-0.2%**
TOTAL TAX SUPPORTED	**19,504,786**	**16,088,341**	**10,827,150**	**24,918,325**	**54.9%**
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
WATER QUALITY PROTECTION FUND					
To Non-Tax Supported Funds					
To Debt Service - Non-Tax	(6,114,375)	(6,361,900)	(6,149,400)	(9,208,007)	44.7%
TOTAL To Non-Tax Supported Funds	**(6,114,375)**	**(6,361,900)**	**(6,149,400)**	**(9,208,007)**	**44.7%**
To Tax Supported Funds					
To General Fund: Overhead	(1,739,210)	(2,037,980)	(2,037,980)	(1,837,940)	-9.8%
To General Fund: Telecommunications NDA	(13,151)	0	0	0	----
TOTAL To Tax Supported Funds	**(1,752,361)**	**(2,037,980)**	**(2,037,980)**	**(1,837,940)**	**-9.8%**
TOTAL WATER QUALITY PROTECTION FUND	**(7,866,736)**	**(8,399,880)**	**(8,187,380)**	**(11,045,947)**	**31.5%**
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	(1,726,867)	(1,764,321)	(1,764,321)	(1,796,800)	1.8%
To General Fund: MCPS Instructional TV Fund	(1,789,941)	(1,799,775)	(1,799,775)	(1,769,775)	-1.7%
To General Fund: Overhead	(756,568)	(880,030)	(880,030)	(843,000)	-4.2%
To General Fund: Telecommunications NDA	(4,959)	0	0	0	----
Transfer to General Fund	(2,542,000)	0	0	0	----
TOTAL To Tax Supported Funds	**(6,920,335)**	**(4,544,126)**	**(4,544,126)**	**(4,409,575)**	**-3.0%**
TOTAL CABLE TELEVISION	**(6,920,335)**	**(4,544,126)**	**(4,544,126)**	**(4,409,575)**	**-3.0%**

Inter-Fund Transfers

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
RECREATION NON-TAX SUPPORTED					
To Tax Supported Funds					
To Recreation Tax Supported Fund	0	(4,500,000)	(4,500,000)	(4,500,000)	----
TOTAL To Tax Supported Funds	**0**	**(4,500,000)**	**(4,500,000)**	**(4,500,000)**	**----**
TOTAL RECREATION NON-TAX SUPPORTED	**0**	**(4,500,000)**	**(4,500,000)**	**(4,500,000)**	**----**
MONTGOMERY HOUSING INITIATIVE					
From Tax Supported Funds					
From General Fund	22,703,644	25,342,876	25,342,876	19,812,045	-21.8%
TOTAL From Tax Supported Funds	**22,703,644**	**25,342,876**	**25,342,876**	**19,812,045**	**-21.8%**
To Non-Tax Supported Funds					
To Non-Tax Supported Debt Service - Other	(8,803,396)	(9,623,700)	(9,623,700)	(10,921,700)	13.5%
TOTAL To Non-Tax Supported Funds	**(8,803,396)**	**(9,623,700)**	**(9,623,700)**	**(10,921,700)**	**13.5%**
To Tax Supported Funds					
To General Fund: Overhead	(371,142)	(476,191)	(476,191)	(462,465)	-2.9%
TOTAL To Tax Supported Funds	**(371,142)**	**(476,191)**	**(476,191)**	**(462,465)**	**-2.9%**
TOTAL MONTGOMERY HOUSING INITIATIVE	**13,529,106**	**15,242,985**	**15,242,985**	**8,427,880**	**-44.7%**
COMMUNITY USE OF PUBLIC FACILITIES					
From Tax Supported Funds					
From General Fund: After School	25,000	25,000	25,000	25,000	----
From General Fund: Elections	135,000	135,000	135,000	135,000	----
TOTAL From Tax Supported Funds	**160,000**	**160,000**	**160,000**	**160,000**	**----**
To Tax Supported Funds					
To Debt Service: Wheaton Redevelopment	0	0	0	(359,263)	----
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	(609,960)	(721,440)	(721,440)	(667,516)	-7.5%
To General Fund: Telecommunications NDA	(32,203)	0	0	0	----
TOTAL To Tax Supported Funds	**(849,493)**	**(928,770)**	**(928,770)**	**(1,234,109)**	**32.9%**
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	**(689,493)**	**(768,770)**	**(768,770)**	**(1,074,109)**	**39.7%**
BETHESDA PARKING DISTRICT					
To Non-Tax Supported Funds					
To Wheaton PLD	0	(220,000)	(400,000)	(220,000)	----
TOTAL To Non-Tax Supported Funds	**0**	**(220,000)**	**(400,000)**	**(220,000)**	**----**
To Tax Supported Funds					
To General Fund: Overhead	(414,329)	(491,273)	(491,273)	(433,485)	-11.8%
To General Fund: Telecommunications NDA	(12,799)	0	0	0	----
To Urban District: Meter Revenue	(1,532,530)	(1,619,864)	(1,619,864)	(1,609,890)	-0.6%
TOTAL To Tax Supported Funds	**(1,959,658)**	**(2,111,137)**	**(2,111,137)**	**(2,043,375)**	**-3.2%**
TOTAL BETHESDA PARKING DISTRICT	**(1,959,658)**	**(2,331,137)**	**(2,511,137)**	**(2,263,375)**	**-2.9%**
SILVER SPRING PARKING DISTRICT					
To Tax Supported Funds					
To General Fund: Other	(5,000)	(5,000)	(5,000)	(5,000)	----
To General Fund: Overhead	(472,228)	(548,157)	(548,157)	(484,681)	-11.6%
To General Fund: Telecommunications NDA	(82,192)	0	0	0	----
To Urban District: Meter Revenue	(2,780,710)	(2,529,843)	(2,529,843)	(2,813,959)	11.2%
TOTAL To Tax Supported Funds	**(3,340,130)**	**(3,083,000)**	**(3,083,000)**	**(3,303,640)**	**7.2%**
TOTAL SILVER SPRING PARKING DISTRICT	**(3,340,130)**	**(3,083,000)**	**(3,083,000)**	**(3,303,640)**	**7.2%**
WHEATON PARKING DISTRICT					
From Non-Tax Supported Funds					

Inter-Fund Transfers

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
From Bethesda PLD	0	220,000	400,000	220,000	----
TOTAL From Non-Tax Supported Funds	**0**	**220,000**	**400,000**	**220,000**	**----**
To Tax Supported Funds					
To General Fund: Overhead	(70,547)	(80,618)	(80,618)	(71,213)	-11.7%
To General Fund: Telecommunications NDA	(4,064)	0	0	0	----
To Urban District: Meter Revenue	(36,537)	(36,537)	(36,537)	(468,052)	1181.0%
TOTAL To Tax Supported Funds	**(111,148)**	**(117,155)**	**(117,155)**	**(539,265)**	**360.3%**
TOTAL WHEATON PARKING DISTRICT	**(111,148)**	**102,845**	**282,845**	**(319,265)**	**-410.4%**
PERMITTING SERVICES					
To Tax Supported Funds					
To Debt Service: Wheaton Redevelopment	0	0	0	(961,423)	----
To General Fund: DCM	(109,020)	(109,020)	0	0	-100.0%
To General Fund: Overhead	(5,481,305)	(6,479,116)	(6,479,116)	(5,784,225)	-10.7%
To General Fund: Telecommunications NDA	(52,052)	0	0	0	----
TOTAL To Tax Supported Funds	**(5,642,377)**	**(6,588,136)**	**(6,479,116)**	**(6,745,648)**	**2.4%**
TOTAL PERMITTING SERVICES	**(5,642,377)**	**(6,588,136)**	**(6,479,116)**	**(6,745,648)**	**2.4%**
SOLID WASTE COLLECTION					
To Tax Supported Funds					
To General Fund: DCM	(5,000)	(5,000)	(5,000)	(5,000)	----
To General Fund: Overhead	(281,394)	(326,905)	(326,905)	(309,224)	-5.4%
TOTAL To Tax Supported Funds	**(286,394)**	**(331,905)**	**(331,905)**	**(314,224)**	**-5.3%**
TOTAL SOLID WASTE COLLECTION	**(286,394)**	**(331,905)**	**(331,905)**	**(314,224)**	**-5.3%**
SOLID WASTE DISPOSAL					
From Non-Tax Supported Funds					
From Vacuum Leaf Collection	755,000	930,000	930,000	1,319,501	41.9%
TOTAL From Non-Tax Supported Funds	**755,000**	**930,000**	**930,000**	**1,319,501**	**41.9%**
From Tax Supported Funds					
From General Fund: Tip Fee Charges	2,195,820	1,536,170	1,536,170	1,218,270	-20.7%
TOTAL From Tax Supported Funds	**2,195,820**	**1,536,170**	**1,536,170**	**1,218,270**	**-20.7%**
To Tax Supported Funds					
To General Fund: DCM	(23,380)	(23,380)	(23,380)	(23,380)	----
To General Fund: EOB Rent	(232,270)	(237,080)	(237,080)	0	-100.0%
To General Fund: Overhead	(1,897,659)	(2,217,655)	(2,217,655)	(2,151,951)	-3.0%
To General Fund: Telecommunications NDA	(68,450)	0	0	0	----
To General Fund: Wheaton	0	0	0	(249,991)	----
TOTAL To Tax Supported Funds	**(2,221,759)**	**(2,478,115)**	**(2,478,115)**	**(2,425,322)**	**-2.1%**
TOTAL SOLID WASTE DISPOSAL	**729,061**	**(11,945)**	**(11,945)**	**112,449**	**-1041.4%**
VACUUM LEAF COLLECTION					
To Non-Tax Supported Funds					
To Solid Waste Disposal Fund	(755,000)	(930,000)	(930,000)	(1,319,501)	41.9%
TOTAL To Non-Tax Supported Funds	**(755,000)**	**(930,000)**	**(930,000)**	**(1,319,501)**	**41.9%**
To Tax Supported Funds					
To General Fund: Overhead	(621,852)	(725,833)	(725,833)	(663,574)	-8.6%
TOTAL To Tax Supported Funds	**(621,852)**	**(725,833)**	**(725,833)**	**(663,574)**	**-8.6%**
TOTAL VACUUM LEAF COLLECTION	**(1,376,852)**	**(1,655,833)**	**(1,655,833)**	**(1,983,075)**	**19.8%**
LIQUOR CONTROL					
To Tax Supported Funds					
To General Fund: Earnings Transfer	(22,806,777)	(24,774,980)	(26,474,980)	(27,926,172)	12.7%
To General Fund: Overhead	(3,495,654)	(3,625,919)	(3,625,919)	(3,747,981)	3.4%
To General Fund: Telecommunications NDA	(169,032)	0	0	0	----

Inter-Fund Transfers

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
TOTAL To Tax Supported Funds	**(26,471,463)**	**(28,400,899)**	**(30,100,899)**	**(31,674,153)**	**11.5%**
TOTAL LIQUOR CONTROL	**(26,471,463)**	**(28,400,899)**	**(30,100,899)**	**(31,674,153)**	**11.5%**
EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND					
From Tax Supported Funds					
From General Fund	0	0	4,500,000	0	----
TOTAL From Tax Supported Funds	**0**	**0**	**4,500,000**	**0**	**----**
To Tax Supported Funds					
To: General Fund	(10,500,000)	0	0	0	----
TOTAL To Tax Supported Funds	**(10,500,000)**	**0**	**0**	**0**	**----**
TOTAL EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND	**(10,500,000)**	**0**	**4,500,000**	**0**	**----**
MOTOR POOL INTERNAL SERVICE FUND					
To Tax Supported Funds					
To Debt Service	0	(190,000)	0	(370,000)	94.7%
To General Fund	(1,000,000)	0	0	(3,713,312)	----
TOTAL To Tax Supported Funds	**(1,000,000)**	**(190,000)**	**0**	**(4,083,312)**	**2049.1%**
TOTAL MOTOR POOL INTERNAL SERVICE FUND	**(1,000,000)**	**(190,000)**	**0**	**(4,083,312)**	**2049.1%**
PRINTING AND MAIL INTERNAL SERVICE FUND					
To Tax Supported Funds					
Transfer to General Fund	(32,700)	0	0	0	----
TOTAL To Tax Supported Funds	**(32,700)**	**0**	**0**	**0**	**----**
TOTAL PRINTING AND MAIL INTERNAL SERVICE FUND	**(32,700)**	**0**	**0**	**0**	**----**
SELF INSURANCE INTERNAL SERVICE FUND					
To Tax Supported Funds					
To General Fund: Telecommunications NDA	(4,312)	0	0	0	----
TOTAL To Tax Supported Funds	**(4,312)**	**0**	**0**	**0**	**----**
TOTAL SELF INSURANCE INTERNAL SERVICE FUND	**(4,312)**	**0**	**0**	**0**	**----**
DEBT SERVICE					
DEBT SERVICE - NON-TAX SUPPORTED					
From Non-Tax Supported Funds					
From CUPF	0	0	0	359,263	----
From Montgomery Housing Initiative: Other	8,688,335	9,623,700	9,623,700	10,921,700	13.5%
From Permitting Services	0	0	0	961,423	----
From Water Quality Protection: Other Debt	6,148,588	6,361,900	6,149,400	9,208,007	44.7%
TOTAL From Non-Tax Supported Funds	**14,836,923**	**15,985,600**	**15,773,100**	**21,450,393**	**34.2%**
TOTAL DEBT SERVICE - NON-TAX SUPPORTED	**14,836,923**	**15,985,600**	**15,773,100**	**21,450,393**	**34.2%**
MONTGOMERY COUNTY PUBLIC SCHOOLS					
ENTREPRENEURIAL ACTIVITIES FUND					
From Tax Supported Funds					
From General Fund	12,120,909	8,000,000	10,200,000	10,200,000	27.5%
TOTAL From Tax Supported Funds	**12,120,909**	**8,000,000**	**10,200,000**	**10,200,000**	**27.5%**
TOTAL ENTREPRENEURIAL ACTIVITIES FUND	**12,120,909**	**8,000,000**	**10,200,000**	**10,200,000**	**27.5%**
INSTRUCTIONAL TELEVISION FUND					
From Tax Supported Funds					
From MCG General Fund	1,789,941	1,799,775	1,799,775	1,769,775	-1.7%
TOTAL From Tax Supported Funds	**1,789,941**	**1,799,775**	**1,799,775**	**1,769,775**	**-1.7%**
TOTAL INSTRUCTIONAL TELEVISION FUND	**1,789,941**	**1,799,775**	**1,799,775**	**1,769,775**	**-1.7%**
MONTGOMERY COLLEGE					

Inter-Fund Transfers

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
WORKFORCE DEVELOPMENT & CONTINUING ED					
To Tax Supported Funds					
Nonmandatory Transfer to Current Fund	(459,485)	(1,000,000)	(1,000,000)	0	-100.0%
TOTAL To Tax Supported Funds	**(459,485)**	**(1,000,000)**	**(1,000,000)**	**0**	**-100.0%**
TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED	**(459,485)**	**(1,000,000)**	**(1,000,000)**	**0**	**-100.0%**
AUXILIARY FUND					
To Tax Supported Funds					
Non Mandatory Transfer (to MC Current Fund)	(736,096)	(500,000)	(500,000)	(500,000)	----
TOTAL To Tax Supported Funds	**(736,096)**	**(500,000)**	**(500,000)**	**(500,000)**	**----**
TOTAL AUXILIARY FUND	**(736,096)**	**(500,000)**	**(500,000)**	**(500,000)**	**----**
CABLE TELEVISION FUND					
From Tax Supported Funds					
From MCG: County Cable Plan	1,726,867	1,764,321	1,764,321	1,796,800	1.8%
TOTAL From Tax Supported Funds	**1,726,867**	**1,764,321**	**1,764,321**	**1,796,800**	**1.8%**
TOTAL CABLE TELEVISION FUND	**1,726,867**	**1,764,321**	**1,764,321**	**1,796,800**	**1.8%**
MAJOR FACILITIES RESERVE FUND					
To Non-Tax Supported Funds					
Non-Mandatory Transfer	(425,838)	(2,000,000)	(5,214,814)	(1,500,000)	-25.0%
TOTAL To Non-Tax Supported Funds	**(425,838)**	**(2,000,000)**	**(5,214,814)**	**(1,500,000)**	**-25.0%**
TOTAL MAJOR FACILITIES RESERVE FUND	**(425,838)**	**(2,000,000)**	**(5,214,814)**	**(1,500,000)**	**-25.0%**
TRANSPORTATION FUND					
To Non-Tax Supported Funds					
Non-Mandatory Transfer	(11,723)	0	(801,786)	0	----
TOTAL To Non-Tax Supported Funds	**(11,723)**	**0**	**(801,786)**	**0**	**----**
TOTAL TRANSPORTATION FUND	**(11,723)**	**0**	**(801,786)**	**0**	**----**
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
SPECIAL REVENUE FUNDS					
From Component Units/Agencies					
From County GF (Ballfields)	916,700	1,391,700	1,391,700	1,615,120	16.1%
TOTAL From Component Units/Agencies	**916,700**	**1,391,700**	**1,391,700**	**1,615,120**	**16.1%**
TOTAL SPECIAL REVENUE FUNDS	**916,700**	**1,391,700**	**1,391,700**	**1,615,120**	**16.1%**
TOTAL NON-TAX SUPPORTED	**(21,845,233)**	**(20,018,405)**	**(18,735,985)**	**(28,343,906)**	**41.6%**
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	**(2,340,447)**	**(3,930,064)**	**(7,908,835)**	**(3,425,581)**	**-12.8%**

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Schedule A-6

Contribution To/From Other Funds

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
COUNTY GENERAL FUND					
To Tax Supported Funds					
Contribution To MC: Current Fund	(142,083,727)	(145,149,696)	(145,149,696)	(145,149,696)	----
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	(1,708,627,645)	(1,726,807,241)	(1,726,807,241)	(1,751,862,120)	1.5%
TOTAL To Tax Supported Funds	**(1,851,361,372)**	**(1,872,606,937)**	**(1,872,606,937)**	**(1,897,661,816)**	**1.3%**
County Contribution to CIP Fund					
Contribution To CIP: PAYGO	(33,000,000)	(32,000,000)	(32,000,000)	(32,000,000)	----
Contribution To HOC: CIP	0	(1,350,000)	(1,350,000)	(1,750,000)	29.6%
Contribution To MC: CIP	(15,302,140)	(13,584,000)	(13,584,000)	(13,534,000)	-0.4%
Contribution To MCG: CIP	(12,068,268)	1,701,000	1,701,000	(9,177,000)	-639.5%
Contribution To MCPS: CIP	(3,347,298)	(1,369,000)	(7,369,000)	(9,770,000)	613.7%
Contribution To MNCPPC: Regional Parks CIP	(2,258,000)	(3,612,000)	(3,612,000)	(3,913,000)	8.3%
TOTAL County Contribution to CIP Fund	**(65,975,706)**	**(50,214,000)**	**(56,214,000)**	**(70,144,000)**	**39.7%**
TOTAL COUNTY GENERAL FUND	**(1,917,337,078)**	**(1,922,820,937)**	**(1,928,820,937)**	**(1,967,805,816)**	**2.3%**
TOTAL MONTGOMERY COUNTY GOVERNMENT	**(1,917,337,078)**	**(1,922,820,937)**	**(1,928,820,937)**	**(1,967,805,816)**	**2.3%**
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND MCPS					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	1,708,627,645	1,726,807,241	1,726,807,241	1,751,862,120	1.5%
TOTAL County Contribution to Current/Other Fund	**1,708,627,645**	**1,726,807,241**	**1,726,807,241**	**1,751,862,120**	**1.5%**
County Contribution to CIP Fund					
County Contribution to CIP	3,347,298	1,369,000	7,369,000	9,770,000	613.7%
TOTAL County Contribution to CIP Fund	**3,347,298**	**1,369,000**	**7,369,000**	**9,770,000**	**613.7%**
TOTAL CURRENT FUND MCPS	**1,711,974,943**	**1,728,176,241**	**1,734,176,241**	**1,761,632,120**	**1.9%**
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	**1,711,974,943**	**1,728,176,241**	**1,734,176,241**	**1,761,632,120**	**1.9%**
MONTGOMERY COLLEGE					
CURRENT FUND MC					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	142,083,727	145,149,696	145,149,696	145,149,696	----
TOTAL County Contribution to Current/Other Fund	**142,083,727**	**145,149,696**	**145,149,696**	**145,149,696**	**----**
County Contribution to CIP Fund					
County Contribution to CIP	15,302,140	13,584,000	13,584,000	13,534,000	-0.4%
TOTAL County Contribution to CIP Fund	**15,302,140**	**13,584,000**	**13,584,000**	**13,534,000**	**-0.4%**

Contribution To/From Other Funds

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	% CHG BUD/APPR
TOTAL CURRENT FUND MC	**157,385,867**	**158,733,696**	**158,733,696**	**158,683,696**	**----**
EMERGENCY REPAIR FUND					
County Contribution to Current/Other Fund					
EPMRF: County Contribution	250,000	250,000	250,000	250,000	----
TOTAL County Contribution to Current/Other Fund	**250,000**	**250,000**	**250,000**	**250,000**	**----**
TOTAL EMERGENCY REPAIR FUND	**250,000**	**250,000**	**250,000**	**250,000**	**----**
MC GRANTS TAX SUPPORTED FUND					
County Contribution to Current/Other Fund					
MC Grants Tax Supported: County Contribution	400,000	400,000	400,000	400,000	----
TOTAL County Contribution to Current/Other Fund	**400,000**	**400,000**	**400,000**	**400,000**	**----**
TOTAL MC GRANTS TAX SUPPORTED FUND	**400,000**	**400,000**	**400,000**	**400,000**	**----**
TOTAL MONTGOMERY COLLEGE	**158,035,867**	**159,383,696**	**159,383,696**	**159,333,696**	**----**
TOTAL TAX SUPPORTED	**(47,326,268)**	**(35,261,000)**	**(35,261,000)**	**(46,840,000)**	**32.8%**
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	**(47,326,268)**	**(35,261,000)**	**(35,261,000)**	**(46,840,000)**	**32.8%**

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 FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
TAX SUPPORTED					
Montgomery County Government General Fund	1,138,896,740	1,272,190,434	1,254,766,966	1,239,718,284	-2.6%
Montgomery County Government Special Funds	417,853,623	418,628,397	431,483,757	432,145,064	3.2%
Debt Service Special Funds	407,777,164	423,238,640	415,247,209	415,203,210	-1.9%
Montgomery County Public Schools Current Fund	2,445,797,079	2,514,314,537	2,480,816,000	2,562,357,999	1.9%
Montgomery College Current Fund	251,453,170	264,768,350	255,729,009	268,165,660	1.3%
Montgomery College Special Funds	616,659	700,000	700,000	750,000	7.1%
M-NCPPC Special Funds	132,044,428	139,136,040	139,211,040	144,491,512	3.8%
TOTAL TAX SUPPORTED	4,794,438,863	5,032,976,398	4,977,953,981	5,062,831,729	0.6%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	249,942,703	268,396,530	262,975,218	281,932,635	5.0%
Montgomery County Government Special Funds	203,825,003	209,925,308	206,212,442	212,194,836	1.1%
Debt Service Special Funds	14,836,923	15,985,600	15,773,100	21,707,550	35.8%
Montgomery County Public Schools Enterprise Funds	81,528,922	76,761,765	78,961,765	82,697,924	7.7%
Montgomery County Public Schools Special Funds	85,160,492	89,498,471	103,440,697	110,451,136	23.4%
Montgomery College Enterprise Funds	24,416,236	28,065,836	24,866,082	30,650,272	9.2%
Montgomery College Special Funds	14,711,509	21,147,000	13,645,794	18,782,000	-11.2%
M-NCPPC Enterprise Funds	16,252,738	18,345,994	18,598,718	19,478,209	6.2%
M-NCPPC Special Funds	0	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	690,674,526	728,676,504	725,023,816	778,444,562	6.8%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	5,485,113,389	5,761,652,902	5,702,977,797	5,841,276,291	1.4%

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Schedule B-2

Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
MONTGOMERY COUNTY GOVERNMENT					
General Government					
Board of Appeals	558,139	560,413	545,333	558,845	-0.3%
Board of Elections	8,589,277	8,234,266	8,962,526	8,284,106	0.6%
Circuit Court	15,142,208	15,260,413	15,101,515	15,300,970	0.3%
Community Engagement Cluster	3,819,241	4,807,268	4,582,149	4,308,574	-10.4%
County Attorney	6,991,206	6,341,969	6,389,634	6,361,363	0.3%
County Council	11,876,944	12,413,415	12,694,278	12,612,090	1.6%
County Executive	6,009,461	5,911,544	5,852,981	5,683,707	-3.9%
Ethics Commission	406,580	467,326	360,075	365,266	-21.8%
Finance	14,074,592	15,525,952	14,710,633	15,305,580	-1.4%
General Services	35,690,289	32,071,913	41,302,756	31,862,836	-0.7%
Human Resources	8,471,148	8,911,421	8,767,751	7,842,794	-12.0%
Human Rights	1,300,344	1,282,630	1,301,634	1,384,692	8.0%
Inspector General	831,514	1,231,797	1,504,678	1,835,612	49.0%
Intergovernmental Relations	1,116,320	1,146,071	1,243,690	1,151,763	0.5%
Labor Relations	0	0	0	1,505,670	----
Legislative Oversight	1,937,436	1,877,511	1,977,415	2,032,256	8.2%
Management and Budget	4,777,054	5,206,287	5,023,487	6,380,762	22.6%
Merit System Protection Board	251,178	258,138	258,247	259,378	0.5%
Procurement	4,379,733	4,465,617	3,920,540	4,801,074	7.5%
Public Information	5,260,468	5,369,312	5,604,004	5,464,768	1.8%
Racial Equity and Social Justice	0	0	0	581,304	----
State's Attorney	18,237,577	18,841,668	19,308,640	18,792,759	-0.3%
Technology Services	40,890,071	43,873,164	42,705,894	43,328,778	-1.2%
Urban Districts	9,056,561	9,110,898	8,485,708	9,635,246	5.8%
Zoning and Administrative Hearings	679,179	683,583	674,423	658,304	-3.7%
Total General Government	200,346,520	203,852,576	211,277,991	206,298,497	1.2%
Public Safety					
Animal Services	0	0	0	7,753,529	----
Consumer Protection	2,275,480	2,378,717	2,315,051	2,196,727	-7.7%
Correction and Rehabilitation	71,119,023	70,615,070	73,240,063	70,996,074	0.5%
Emergency Management and Homeland Security	7,670,115	2,366,713	2,393,593	3,115,981	31.7%
Fire and Rescue Service	236,765,925	223,250,459	237,774,574	224,995,408	0.8%
Police	275,773,686	295,327,329	288,754,464	281,446,640	-4.7%
Sheriff	25,339,185	25,380,840	26,344,286	25,561,321	0.7%
Total Public Safety	618,943,414	619,319,128	630,822,031	616,065,680	-0.5%
Transportation					
Parking District Services	24,325,944	28,262,161	26,835,447	28,030,119	-0.8%
Transit Services	138,760,120	145,128,227	146,756,252	154,462,303	6.4%
Transportation	67,238,065	52,812,183	55,401,223	52,991,055	0.3%
Total Transportation	230,324,129	226,202,571	228,992,922	235,483,477	4.1%
Health and Human Services					
Health and Human Services	320,598,688	327,947,503	331,596,275	338,852,053	3.3%
Libraries, Culture, and Recreation					

Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Community Use of Public Facilities	11,138,739	11,942,523	11,025,742	11,854,751	-0.7%
Public Libraries	41,184,366	43,064,563	41,531,858	42,412,597	-1.5%
Recreation	36,779,500	44,885,621	38,214,031	46,795,170	4.3%
Total Libraries, Culture, and Recreation	89,102,605	99,892,707	90,771,631	101,062,518	1.2%
Community Development and Housing					
Agriculture	917,474	1,006,372	974,764	991,853	-1.4%
Economic Development Fund	4,845,583	5,439,361	9,439,361	5,159,418	-5.1%
Housing and Community Affairs	65,615,163	58,760,909	56,125,632	53,050,173	-9.7%
Permitting Services	38,278,906	41,888,787	39,096,120	40,699,250	-2.8%
Total Community Development and Housing	109,657,126	107,095,429	105,635,877	99,900,694	-6.7%
Environment					
Environmental Protection	27,725,463	31,950,532	30,909,077	32,756,760	2.5%
Recycling and Resource Management	105,777,644	115,733,825	114,699,968	131,424,275	13.6%
Total Environment	133,503,107	147,684,357	145,609,045	164,181,035	11.2%
Other County Government Functions					
Alcohol Beverage Services	64,235,324	64,042,781	64,585,034	63,556,354	-0.8%
Cable Television Communications Plan	15,345,370	16,372,005	16,215,498	16,518,580	0.9%
Non-Departmental Accounts	202,823,763	330,754,311	305,553,213	298,826,212	-9.7%
Utilities	25,638,023	25,977,301	24,378,866	25,245,719	-2.8%
Total Other County Government Functions	308,042,480	437,146,398	410,732,611	404,146,865	-7.5%
TOTAL MONTGOMERY COUNTY GOVERNMENT	2,010,518,069	2,169,140,669	2,155,438,383	2,165,990,819	-0.1%
DEBT SERVICE					
Debt Service	422,614,087	439,224,240	431,020,309	436,910,760	-0.5%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Maryland-National Capital Park and Planning Commission	148,297,166	158,032,034	158,359,758	164,519,721	4.1%
MONTGOMERY COLLEGE					
Montgomery College	291,197,574	314,681,186	294,940,885	318,347,932	1.2%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Montgomery County Public Schools	2,612,486,493	2,680,574,773	2,663,218,462	2,755,507,059	2.8%
SUMMARY					
TOTAL EXPENDITURES ALL AGENCIES	5,485,113,389	5,761,652,902	5,702,977,797	5,841,276,291	1.4%

Schedule B-3

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
General Government					
Board of Appeals	558,139	560,413	545,333	558,845	-0.3%
Board of Elections	8,589,277	8,234,266	8,962,526	8,284,106	0.6%
Circuit Court	12,442,511	12,538,035	12,379,137	12,548,380	0.1%
Community Engagement Cluster	3,750,734	4,742,803	4,517,684	4,237,109	-10.7%
County Attorney	6,991,206	6,341,969	6,389,634	6,361,363	0.3%
County Council	11,876,944	12,413,415	12,694,278	12,612,090	1.6%
County Executive	6,008,845	5,911,544	5,852,981	5,683,707	-3.9%
Ethics Commission	406,580	467,326	360,075	365,266	-21.8%
Finance	14,074,592	15,525,952	14,710,633	15,305,580	-1.4%
General Services	35,690,289	32,071,913	41,302,756	31,862,836	-0.7%
Human Resources	8,471,148	8,911,421	8,767,751	7,842,794	-12.0%
Human Rights	1,300,344	1,282,630	1,301,634	1,384,692	8.0%
Inspector General	831,514	1,231,797	1,504,678	1,835,612	49.0%
Intergovernmental Relations	1,100,987	1,130,736	1,228,355	1,136,428	0.5%
Labor Relations	0	0	0	1,505,670	----
Legislative Oversight	1,937,436	1,877,511	1,977,415	2,032,256	8.2%
Management and Budget	4,777,054	5,206,287	5,023,487	6,380,762	22.6%
Merit System Protection Board	251,178	258,138	258,247	259,378	0.5%
Procurement	4,379,733	4,465,617	3,920,540	4,801,074	7.5%
Public Information	5,260,468	5,369,312	5,604,004	5,464,768	1.8%
Racial Equity and Social Justice	0	0	0	581,304	----
State's Attorney	17,880,949	18,569,942	19,036,914	18,521,033	-0.3%
Technology Services	40,890,071	43,873,164	42,705,894	43,328,778	-1.2%
Zoning and Administrative Hearings	679,179	683,583	674,423	658,304	-3.7%
Total General Government	188,149,178	191,667,774	199,718,379	193,552,135	1.0%
Public Safety					
Animal Services	0	0	0	7,753,529	----
Consumer Protection	2,275,480	2,378,717	2,315,051	2,196,727	-7.7%
Correction and Rehabilitation	71,094,023	70,615,070	73,240,063	70,996,074	0.5%
Emergency Management and Homeland Security	1,452,228	1,404,162	1,431,042	2,140,317	52.4%
Police	274,319,581	295,162,329	288,589,464	281,281,640	-4.7%
Sheriff	24,471,121	24,390,010	25,353,456	24,657,675	1.1%
Total Public Safety	373,612,433	393,950,288	390,929,076	389,025,962	-1.2%
Transportation					
Transportation	60,837,357	46,180,788	48,563,374	46,518,227	0.7%
Health and Human Services					
Health and Human Services	236,296,844	248,987,249	252,636,021	251,454,732	1.0%
Libraries, Culture, and Recreation					
Public Libraries	40,862,113	42,758,986	41,226,281	42,104,692	-1.5%
Community Development and Housing					
Agriculture	917,474	1,006,372	974,764	991,853	-1.4%
Housing and Community Affairs	7,413,504	8,403,108	8,407,359	8,640,221	2.8%
Total Community Development and Housing	8,330,978	9,409,480	9,382,123	9,632,074	2.4%
Environment					
Environmental Protection	2,346,051	3,124,145	2,999,521	3,358,531	7.5%

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Other County Government Functions					
Non-Departmental Accounts	202,823,763	310,134,423	284,933,325	278,826,212	-10.1%
Utilities	25,638,023	25,977,301	24,378,866	25,245,719	-2.8%
Total Other County Government Functions	228,461,786	336,111,724	309,312,191	304,071,931	-9.5%
TOTAL GENERAL FUND TAX SUPPORTED	1,138,896,740	1,272,190,434	1,254,766,966	1,239,718,284	-2.6%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts	9,056,561	9,110,898	8,485,708	9,635,246	5.8%
Public Safety					
Fire and Rescue Service	233,531,949	222,831,619	237,355,734	224,869,427	0.9%
Transportation					
Transit Services	133,725,528	140,039,971	141,667,996	149,364,876	6.7%
Libraries, Culture, and Recreation					
Recreation	36,694,002	41,206,548	34,534,958	43,116,097	4.6%
Community Development and Housing					
Economic Development Fund	4,845,583	5,439,361	9,439,361	5,159,418	-5.1%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Transportation					
Parking District Services	24,325,944	28,262,161	26,835,447	28,030,119	-0.8%
Transportation	6,207,072	6,526,453	6,732,907	6,367,886	-2.4%
Total Transportation	30,533,016	34,788,614	33,568,354	34,398,005	-1.1%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	11,138,739	11,942,523	11,025,742	11,854,751	-0.7%
Community Development and Housing					
Permitting Services	38,276,688	41,888,787	39,096,120	40,699,250	-2.8%
Environment					
Recycling and Resource Management	105,777,644	115,733,825	114,699,968	131,424,275	13.6%
Other County Government Functions					
Alcohol Beverage Services	64,216,616	64,042,781	64,585,034	63,556,354	-0.8%
SPECIAL FUNDS NON-TAX SUPPORTED					
General Government					
Circuit Court	2,699,697	2,722,378	2,722,378	2,752,590	1.1%
Community Engagement Cluster	68,507	64,465	64,465	71,465	10.9%
County Executive	616	0	0	0	----
Intergovernmental Relations	15,333	15,335	15,335	15,335	----
State's Attorney	356,628	271,726	271,726	271,726	----
Total General Government	3,140,781	3,073,904	3,073,904	3,111,116	1.2%
Public Safety					
Correction and Rehabilitation	25,000	0	0	0	----
Emergency Management and Homeland Security	6,217,887	962,551	962,551	975,664	1.4%
Fire and Rescue Service	3,233,976	418,840	418,840	125,981	-69.9%
Police	1,454,105	165,000	165,000	165,000	----
Sheriff	868,064	990,830	990,830	903,646	-8.8%
Total Public Safety	11,799,032	2,537,221	2,537,221	2,170,291	-14.5%
Transportation					
Transit Services	5,034,592	5,088,256	5,088,256	5,097,427	0.2%

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Transportation	193,636	104,942	104,942	104,942	----
Total Transportation	5,228,228	5,193,198	5,193,198	5,202,369	0.2%
Health and Human Services					
Health and Human Services	84,301,844	78,960,254	78,960,254	87,397,321	10.7%
Libraries, Culture, and Recreation					
Public Libraries	322,253	305,577	305,577	307,905	0.8%
Recreation	85,498	3,679,073	3,679,073	3,679,073	----
Total Libraries, Culture, and Recreation	407,751	3,984,650	3,984,650	3,986,978	0.1%
Community Development and Housing					
Housing and Community Affairs	58,201,659	50,357,801	47,718,273	44,409,952	-11.8%
Permitting Services	2,218	0	0	0	----
Total Community Development and Housing	58,203,877	50,357,801	47,718,273	44,409,952	-11.8%
Environment					
Environmental Protection	25,379,412	28,826,387	27,909,556	29,398,229	2.0%
Other County Government Functions					
Alcohol Beverage Services	18,708	0	0	0	----
Cable Television Communications Plan	15,345,370	16,372,005	16,215,498	16,518,580	0.9%
Non-Departmental Accounts	0	20,619,888	20,619,888	20,000,000	-3.0%
Total Other County Government Functions	15,364,078	36,991,893	36,835,386	36,518,580	-1.3%
TOTAL SPECIAL FUNDS NON-TAX SUPPORTED	203,825,003	209,925,308	206,212,442	212,194,836	1.1%
TOTAL MONTGOMERY COUNTY GOVERNMENT	2,010,518,069	2,169,140,669	2,155,438,383	2,165,990,819	-0.1%
DEBT SERVICE					
DEBT SERVICE FUND TAX SUPPORTED					
Debt Service	407,777,164	423,238,640	415,247,209	415,203,210	-1.9%
SPECIAL FUNDS NON-TAX SUPPORTED					
Debt Service	14,836,923	15,985,600	15,773,100	21,707,550	35.8%
TOTAL DEBT SERVICE	422,614,087	439,224,240	431,020,309	436,910,760	-0.5%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND MCPS TAX SUPPORTED					
Montgomery County Public Schools	2,445,797,079	2,514,314,537	2,480,816,000	2,562,357,999	1.9%
ENTREPRENEURIAL ACTIVITIES FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	13,264,774	10,150,669	12,350,669	12,646,838	24.6%
FIELD TRIP FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	2,308,586	2,736,949	2,736,949	2,914,182	6.5%
FOOD SERVICE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	60,564,324	58,107,965	58,107,965	60,399,980	3.9%
INSTRUCTIONAL TELEVISION FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	1,740,127	1,799,775	1,799,775	1,769,775	-1.7%
REAL ESTATE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	3,651,111	3,966,407	3,966,407	4,967,149	25.2%
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools	85,160,492	89,498,471	103,440,697	110,451,136	23.4%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	2,612,486,493	2,680,574,773	2,663,218,462	2,755,507,059	2.8%

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
MONTGOMERY COLLEGE					
CURRENT FUND MC TAX SUPPORTED					
Montgomery College	251,453,170	264,768,350	255,729,009	268,165,660	1.3%
SPECIAL FUNDS TAX SUPPORTED					
Montgomery College	616,659	700,000	700,000	750,000	7.1%
TOTAL SPECIAL FUNDS TAX SUPPORTED	616,659	700,000	700,000	750,000	7.1%
AUXILIARY FUND NON-TAX SUPPORTED					
Montgomery College	1,054,805	1,729,300	934,625	1,941,300	12.3%
CABLE TELEVISION FUND NON-TAX SUPPORTED					
Montgomery College	1,726,785	1,764,321	1,760,000	1,796,800	1.8%
MAJOR FACILITIES RESERVE FUND NON-TAX SUPPORTED					
Montgomery College	1,708,006	2,000,000	1,705,806	2,000,000	----
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery College	14,711,509	21,147,000	13,645,794	18,782,000	-11.2%
TRANSPORTATION FUND NON-TAX SUPPORTED					
Montgomery College	4,110,935	4,200,000	4,110,351	4,200,000	----
WORKFORCE DEVELOPMENT & CONTINUING ED NON-TAX SUPPORTED					
Montgomery College	15,815,705	18,372,215	16,355,300	20,712,172	12.7%
TOTAL MONTGOMERY COLLEGE	291,197,574	314,681,186	294,940,885	318,347,932	1.2%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
SPECIAL FUNDS TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	132,044,428	139,136,040	139,211,040	144,491,512	3.8%
TOTAL SPECIAL FUNDS TAX SUPPORTED	132,044,428	139,136,040	139,211,040	144,491,512	3.8%
ENTERPRISE FUND NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	9,489,241	9,697,934	10,145,445	10,549,109	8.8%
PROP MGMT MNCPPC NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	1,529,451	1,563,320	1,563,320	1,576,671	0.9%
SPECIAL FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	0	550,000	550,000	550,000	----
SPECIAL REVENUE FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	5,234,046	7,084,740	6,889,953	7,352,429	3.8%
TOTAL M-NCPPC	148,297,166	158,032,034	158,359,758	164,519,721	4.1%
SUMMARY					
TOTAL EXPENDITURES ALL AGENCIES	**5,485,113,389**	**5,761,652,902**	**5,702,977,797**	**5,841,276,291**	**1.4%**

Schedule B-4

Expenditures By Appropriation Category

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
Personnel Costs	636,528,118	677,570,576	663,688,831	668,837,387	-1.3%
Operating Expenses	502,058,091	594,202,185	590,660,462	570,465,363	-4.0%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	310,531	417,673	417,673	415,534	-0.5%
Total GENERAL FUND TAX SUPPORTED	1,138,896,740	1,272,190,434	1,254,766,966	1,239,718,284	-2.6%
SPECIAL FUNDS TAX SUPPORTED					
Personnel Costs	294,066,531	299,274,134	302,139,323	303,125,278	1.3%
Operating Expenses	123,694,669	119,242,763	129,232,934	128,908,286	8.1%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	92,423	111,500	111,500	111,500	----
Total SPECIAL FUNDS TAX SUPPORTED	417,853,623	418,628,397	431,483,757	432,145,064	3.2%
GRANT FUND - MCG NON-TAX SUPPORTED					
Personnel Costs	58,045,971	56,907,517	56,907,517	58,530,240	2.9%
Operating Expenses	56,341,351	62,935,822	62,935,822	69,467,910	10.4%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	338,577	0	0	0	----
Total GRANT FUND - MCG NON-TAX SUPPORTED	114,725,899	119,843,339	119,843,339	127,998,150	6.8%
SPECIAL FUNDS NON-TAX SUPPORTED					
Personnel Costs	14,216,841	16,531,581	15,079,335	16,383,977	-0.9%
Operating Expenses	74,882,263	73,550,388	71,289,768	67,812,709	-7.8%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	0	0	0	0	----
Total SPECIAL FUNDS NON-TAX SUPPORTED	89,099,104	90,081,969	86,369,103	84,196,686	-6.5%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Personnel Costs	89,025,806	92,555,478	89,453,383	91,904,781	-0.7%
Operating Expenses	142,675,438	155,479,329	153,583,571	171,609,544	10.4%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	14,489,909	13,905,200	13,491,150	13,881,900	-0.2%
Capital Outlay	3,751,550	6,456,523	6,447,114	4,536,410	-29.7%

Expenditures By Appropriation Category

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Total ENTERPRISE FUNDS NON-TAX SUPPORTED	249,942,703	268,396,530	262,975,218	281,932,635	5.0%
SUMMARY					
Total PERSONNEL COSTS	1,091,883,267	1,142,839,286	1,127,268,389	1,138,781,663	-0.4%
Total OPERATING EXPENSES	899,651,812	1,005,410,487	1,007,702,557	1,008,263,812	0.3%
Total DEBT SERVICE G.O. BONDS	0	0	0	0	----
Total DEBT SERVICE OTHER	14,489,909	13,905,200	13,491,150	13,881,900	-0.2%
Total CAPITAL OUTLAY	4,493,081	6,985,696	6,976,287	5,063,444	-27.5%
Total MONTGOMERY COUNTY GOVERNMENT	2,010,518,069	2,169,140,669	2,155,438,383	2,165,990,819	-0.1%
PERCENT OF TOTAL BUDGET					
PERSONNEL COSTS	54.3%	52.7%	52.3%	52.6%	----
OPERATING EXPENSES	44.7%	46.4%	46.8%	46.5%	----
DEBT SERVICE G.O. BONDS	----	----	----	----	----
DEBT SERVICE OTHER	0.7%	0.6%	0.6%	0.6%	----
CAPITAL OUTLAY	0.2%	0.3%	0.3%	0.2%	----

Schedule B-5

Montgomery County Government Internal Service Funds

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
INTERNAL SERVICE FUNDS					
Employee Health Self Insurance	259,051,552	272,856,318	272,956,075	294,971,060	8.1%
Motor Pool Internal Service Fund	75,466,298	84,759,177	80,699,900	87,921,419	3.7%
Printing & Mail Internal Service Fund	7,890,671	8,222,221	8,079,552	8,157,604	-0.8%
Self Insurance Internal Service Fund	67,357,383	74,019,329	73,730,646	78,343,721	5.8%
TOTAL INTERNAL SERVICE FUNDS	409,765,904	439,857,045	435,466,173	469,393,804	6.7%

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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-a

REVENUE SUMMARY
TAX SUPPORTED BUDGETS
($ Millions)

	KEY REVENUE CATEGORIES	App. FY20	Est. FY20	% Chg. FY20-21	% Chg. FY20-21	App. FY21	% Chg. FY21-22	Projected FY22	% Chg. FY22-23	Projected FY23	% Chg. FY23-24	Projected FY24	% Chg. FY24-25	Projected FY25	% Chg. FY25-26	Projected FY26
	TAXES	5-23-19		App/App	Est/App	5-21-20										
1	Property Tax	1,836.8	1,793.3	-0.3%	2.1%	1,830.8	3.0%	1,886.4	2.3%	1,930.0	2.3%	1,974.3	2.3%	2,020.4	2.3%	2,067.3
2	Income Tax	1,640.3	1,720.5	3.4%	-1.5%	1,695.4	4.0%	1,763.4	4.6%	1,844.3	5.1%	1,938.8	4.2%	2,020.6	3.8%	2,096.9
3	Transfer Tax	126.3	116.3	-3.1%	5.2%	122.4	5.3%	128.9	5.8%	136.4	5.6%	144.1	5.9%	152.6	6.2%	162.1
4	Recordation Tax	56.5	56.3	4.8%	5.2%	59.2	5.3%	62.3	5.8%	66.0	5.6%	69.7	5.9%	73.8	6.2%	78.4
5	Energy Tax	198.9	192.0	-3.8%	-0.4%	191.3	-0.3%	190.7	-0.4%	190.0	-0.4%	189.2	-0.4%	188.5	-0.4%	187.6
6	Telephone Tax	56.3	53.4	-4.6%	0.7%	53.8	0.9%	54.2	0.8%	54.6	0.8%	55.1	0.7%	55.5	0.7%	55.9
7	Hotel/Motel Tax	22.6	23.3	3.1%	0.0%	23.3	1.5%	23.7	1.5%	24.0	1.5%	24.4	1.5%	24.7	1.4%	25.1
8	Admissions Tax	3.9	3.3	-12.7%	2.8%	3.4	2.8%	3.5	2.8%	3.6	2.7%	3.7	2.7%	3.8	2.7%	3.9
9	E-Cigarette Tax	1.4	1.7	22.4%	4.6%	1.8	4.4%	1.8	4.2%	1.9	4.1%	2.0	3.9%	2.1	3.8%	2.1
10	**Total Local Taxes**	**3,943.1**	**3,960.1**	**1.0%**	**0.5%**	**3,981.3**	**3.4%**	**4,115.0**	**3.3%**	**4,250.9**	**3.5%**	**4,401.3**	**3.2%**	**4,541.9**	**3.0%**	**4,679.3**
	INTERGOVERNMENTAL AID															
11	Highway User	8.2	8.3	2.8%	2.0%	8.4	0.0%	8.4	0.0%	8.4	0.0%	8.4	0.0%	8.4	0.0%	8.4
12	Police Protection	14.3	17.9	0.0%	-19.8%	14.3	0.0%	14.3	0.0%	14.3	0.0%	14.3	0.0%	14.3	0.0%	14.3
13	Libraries	6.7	7.2	-16.5%	-22.9%	5.6	0.0%	5.6	0.0%	5.6	0.0%	5.6	0.0%	5.6	0.0%	5.6
14	Health Services Case Formula	4.6	4.7	6.1%	2.0%	4.8	0.0%	4.8	0.0%	4.8	0.0%	4.8	0.0%	4.8	0.0%	4.8
15	Mass Transit	41.3	41.3	0.0%	0.0%	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	759.0	745.1	3.0%	4.9%	781.5	0.0%	781.5	0.0%	781.5	0.0%	781.5	0.0%	781.5	0.0%	781.5
17	Community College	37.2	37.2	12.5%	12.5%	41.8	0.0%	41.8	0.0%	41.8	0.0%	41.8	0.0%	41.8	0.0%	41.8
18	Other	61.8	64.3	-23.2%	-26.2%	47.5	-0.2%	47.4	0.0%	47.4	0.0%	47.4	0.0%	47.4	0.0%	47.4
19	**Total Intergovernmental Aid**	**933.2**	**926.0**	**1.3%**	**2.1%**	**945.3**	**0.0%**	**945.3**	**0.0%**	**945.3**	**0.0%**	**945.3**	**0.0%**	**945.3**	**0.0%**	**945.3**
	FEES AND FINES															
20	Licenses & Permits	13.5	13.2	2.6%	5.3%	13.9	1.5%	14.1	1.5%	14.3	1.5%	14.5	1.5%	14.7	1.5%	14.9
21	Charges for Services	67.0	53.7	3.9%	29.5%	69.6	1.3%	70.5	1.3%	71.4	1.3%	72.3	1.2%	73.2	1.2%	74.1
22	Fines & Forfeitures	36.0	46.1	27.0%	-0.9%	45.7	1.6%	46.4	1.6%	47.2	1.6%	47.9	1.6%	48.7	1.6%	49.5
23	Montgomery College Tuition	75.9	75.3	1.2%	1.9%	76.7	1.3%	77.7	1.3%	78.7	1.3%	79.7	1.2%	80.7	1.2%	81.7
24	**Total Fees and Fines**	**192.4**	**188.2**	**7.0%**	**9.4%**	**205.9**	**1.4%**	**208.7**	**1.4%**	**211.6**	**1.4%**	**214.4**	**1.3%**	**217.3**	**1.3%**	**220.2**
	MISCELLANEOUS															
25	Investment Income	8.6	7.5	-33.0%	-23.4%	5.8	-3.1%	5.6	0.1%	5.6	0.1%	5.6	0.2%	5.6	0.0%	5.6
26	Other Miscellaneous	18.7	23.9	9.3%	-14.6%	20.4	1.6%	20.8	1.6%	21.1	1.6%	21.4	1.6%	21.8	1.5%	22.1
27	**Total Miscellaneous**	**27.3**	**31.4**	**-4.0%**	**-16.7%**	**26.2**	**0.6%**	**26.4**	**1.3%**	**26.7**	**1.3%**	**27.0**	**1.3%**	**27.4**	**1.2%**	**27.7**
28	**TOTAL REVENUES**	**5,095.9**	**5,105.8**	**1.2%**	**1.0%**	**5,158.7**	**2.6%**	**5,295.3**	**2.6%**	**5,434.4**	**2.8%**	**5,588.0**	**2.6%**	**5,731.8**	**2.5%**	**5,872.5**
	Calculation for Adjusted Governmental Revenues															
29	**Total Tax Supported Revenues**	**5,095.9**	**5,105.8**	**1.2%**	**1.0%**	**5,158.7**	**2.6%**	**5,295.3**	**2.6%**	**5,434.4**	**2.8%**	**5,588.0**	**2.6%**	**5,731.8**	**2.5%**	**5,872.5**
30	**Capital Projects Fund**	**145.7**	**145.7**	**-11.2%**	**-11.2%**	**129.4**	**5.9%**	**137.0**	**-2.6%**	**133.4**	**1.2%**	**135.0**	**6.5%**	**143.7**	**6.1%**	**152.4**
31	**Grants**	**119.2**	**119.2**	**7.4%**	**7.4%**	**128.0**	**1.6%**	**130.1**	**1.6%**	**132.1**	**1.6%**	**134.2**	**1.6%**	**136.3**	**1.5%**	**138.4**
32	**MCG Adjusted Revenues**	**5,360.9**	**5,370.8**	**1.0%**	**0.8%**	**5,416.1**	**2.7%**	**5,562.4**	**2.5%**	**5,699.9**	**2.8%**	**5,857.3**	**2.6%**	**6,011.9**	**2.5%**	**6,163.4**

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Schedule C-1

Revenues Detailed By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
TAX SUPPORTED					
Montgomery County Government General Fund	3,404,443,845	3,546,240,466	3,593,995,088	3,558,478,719	0.3%
Montgomery County Government Special Funds	464,846,476	509,733,480	488,733,625	544,544,142	6.8%
Debt Service Special Funds	33,989,438	21,592,690	22,681,686	791,060	-96.3%
Montgomery County Public Schools Current Fund	712,198,002	762,507,296	748,565,070	785,495,879	3.0%
Montgomery College Current Fund	114,724,596	115,148,206	113,990,444	120,596,028	4.7%
Montgomery College Special Funds	14,498	15,000	10,000	15,000	----
M-NCPPC Special Funds	127,503,747	140,672,272	137,853,631	148,776,778	5.8%
TOTAL TAX SUPPORTED	4,857,720,602	5,095,909,410	5,105,829,544	5,158,697,606	1.2%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	301,793,446	307,153,895	301,492,466	308,748,932	0.5%
Montgomery County Government Special Funds	213,663,839	218,811,400	218,188,328	228,119,164	4.3%
Debt Service Special Funds	0	0	0	257,157	----
Montgomery County Public Schools Enterprise Funds	67,776,355	66,961,990	66,961,990	70,728,149	5.6%
Montgomery County Public Schools Special Funds	85,160,492	89,498,471	103,440,697	110,451,136	23.4%
Montgomery College Enterprise Funds	26,552,660	27,957,779	26,422,759	29,126,681	4.2%
Montgomery College Special Funds	14,725,654	21,158,500	13,657,294	18,793,500	-11.2%
M-NCPPC Enterprise Funds	19,301,576	16,852,815	17,452,312	18,383,646	9.1%
M-NCPPC Special Funds	0	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	728,974,022	748,944,850	748,165,846	785,158,365	4.8%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	5,586,694,624	5,844,854,260	5,853,995,390	5,943,855,971	1.7%

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Schedule C-2

Revenues Detailed By Agency

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
MONTGOMERY COUNTY GOVERNMENT					
General Fund Tax Supported	3,404,443,845	3,546,240,466	3,593,995,088	3,558,478,719	----
Special Funds Tax Supported	464,846,476	509,733,480	488,733,625	544,544,142	10.0%
Enterprise Funds Non-Tax Supported	301,793,446	307,153,895	301,492,466	308,748,932	----
Special Funds Non-Tax Supported	213,663,839	218,811,400	218,188,328	228,119,164	----
TOTAL MONTGOMERY COUNTY GOVERNMENT	4,384,747,606	4,581,939,241	4,602,409,507	4,639,890,957	----
DEBT SERVICE					
Debt Service Fund Tax Supported	33,989,438	21,592,690	22,681,686	791,060	-100.0%
Special Funds Non-Tax Supported	0	0	0	257,157	----
TOTAL DEBT SERVICE	33,989,438	21,592,690	22,681,686	1,048,217	-100.0%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Current Fund Tax Supported	712,198,002	762,507,296	748,565,070	785,495,879	----
Enterprise Funds Non-Tax Supported	67,776,355	66,961,990	66,961,990	70,728,149	10.0%
Special Funds Non-Tax Supported	85,160,492	89,498,471	103,440,697	110,451,136	20.0%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	865,134,849	918,967,757	918,967,757	966,675,164	10.0%
MONTGOMERY COLLEGE					
Current Fund Tax Supported	114,724,596	115,148,206	113,990,444	120,596,028	----
Special Funds Tax Supported	14,498	15,000	10,000	15,000	----
Enterprise Funds Non-Tax Supported	26,552,660	27,957,779	26,422,759	29,126,681	----
Special Funds Non-Tax Supported	14,725,654	21,158,500	13,657,294	18,793,500	-10.0%
TOTAL MONTGOMERY COLLEGE	156,017,408	164,279,485	154,080,497	168,531,209	----
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Special Funds Tax Supported	127,503,747	140,672,272	137,853,631	148,776,778	10.0%
Enterprise Funds Non-Tax Supported	19,301,576	16,852,815	17,452,312	18,383,646	10.0%
Special Funds Non-Tax Supported	0	550,000	550,000	550,000	----
TOTAL M-NCPPC	146,805,323	158,075,087	155,855,943	167,710,424	10.0%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	5,586,694,624	5,844,854,260	5,853,995,390	5,943,855,971	----

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Schedule C-3

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
County General Fund					
Taxes					
Admissions Tax	3,357,390	3,904,613	3,316,643	3,408,587	-12.7%
County Income Tax	1,531,219,289	1,640,319,299	1,720,540,580	1,695,360,735	3.4%
E-Cigarette Tax	1,317,692	1,436,485	1,681,240	1,758,959	22.4%
Energy Tax	194,628,814	198,918,812	192,005,994	191,322,733	-3.8%
Hotel/Motel Tax	21,288,964	22,632,286	23,332,260	23,326,200	3.1%
Property Tax	1,290,701,700	1,293,461,734	1,261,680,298	1,244,190,740	-3.8%
Real Property Transfer Tax	113,520,206	126,310,000	116,340,000	122,390,000	-3.1%
Recordation Tax	54,671,817	56,452,241	56,256,476	59,185,261	4.8%
Telephone Tax	52,415,089	56,316,832	53,353,120	53,751,904	-4.6%
TOTAL TAXES	3,263,120,961	3,399,752,302	3,428,506,611	3,394,695,119	-0.1%
Licenses & Permits					
Clerk of the Court Business Licenses	0	215,000	215,000	215,000	----
Hazardous Materials Permits	800,672	865,000	865,000	865,000	----
Health Inspection: Restaurants	1,895,075	1,828,560	1,828,560	1,896,320	3.7%
Health Inspections: Living Facilities	268,843	247,650	247,650	269,245	8.7%
Health Inspections: Swimming Pools	579,430	549,770	549,770	577,400	5.0%
Landlord-Tennant Fees	6,103,845	6,278,180	6,599,600	6,998,040	11.5%
Marriage Licenses	252,000	307,000	256,800	256,800	-16.4%
New Home Builder's License	164,720	143,000	143,000	153,000	7.0%
Other Licenses and Permits	16	0	0	0	----
Other Licenses/Permits	312,150	1,221,150	764,030	750,660	-38.5%
Pet Licenses	429,855	650,000	550,000	550,000	-15.4%
Residential Parking Permits	33,673	24,000	24,000	24,000	----
Trader's License	907,050	780,000	910,000	910,000	16.7%
TOTAL LICENSES & PERMITS	11,747,329	13,109,310	12,953,410	13,465,465	2.7%
Charges for Services					
Alternative Community Services	247,807	385,000	385,000	385,000	----
Board of Appeals Fees	234,408	170,413	170,413	173,037	1.5%
Bus Advertising	25,000	0	0	0	----
Care of Federal/State Prisoners	968,447	1,160,000	1,160,000	1,341,205	15.6%
Commission for Women Fees	2,500	0	0	0	----
Common Ownership Community Fees	713,876	715,000	715,000	717,500	0.3%
Facility Rental Fees	13,199	11,000	11,000	11,000	----
Health and Human Services Fees	1,220,151	1,163,850	1,249,980	1,228,950	5.6%
Home Confinement Fees	12,397	30,000	30,000	30,000	----
Library Fees	18,552	20,000	20,000	20,000	----
Motor Pool Charges/Fees	10,818	0	0	0	----
Other Charges and Fees	(748)	0	0	0	----
Other Charges/Fees	4,195,172	4,147,870	4,322,222	4,300,462	3.7%
Parking Fees	279,849	310,000	320,000	300,000	-3.2%
Recreation Fees	5,515	0	0	0	----
Sheriff Fees	1,074,313	1,200,000	1,200,000	1,200,000	----
Street Tree Planting	173,150	75,000	75,000	75,000	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Subdivision Plan Review	358,240	300,000	300,000	300,000	----
Substance Abusers Intervention Program (IPSA)	58,262	74,000	74,000	74,000	----
Tree Canopy	847,000	500,000	500,000	750,000	50.0%
Zoning Fees	83,418	65,000	80,000	65,000	----
TOTAL CHARGES FOR SERVICES	10,541,326	10,327,133	10,612,615	10,971,154	6.2%
Fines & Forfeitures					
Library Fines	443,189	500,000	500,000	300,000	-40.0%
Other Fines & Forfeitures	160,262	0	0	0	----
Other Fines/Forfeitures	11,604,553	8,957,150	18,957,150	18,960,300	111.7%
Parking Fines	1,339,822	2,410,500	2,310,500	2,310,500	-4.1%
Photo Red Light Citations	3,833,395	4,600,000	4,600,000	4,600,000	----
Speed Camera Citations	14,114,096	18,985,000	18,985,000	18,985,000	----
TOTAL FINES & FORFEITURES	31,495,317	35,452,650	45,352,650	45,155,800	27.4%
Intergovernmental					
Core Health Services Funding	6,222,207	4,554,327	4,735,199	4,829,902	6.1%
EEOC Reimbursement	48,000	59,200	59,200	59,200	----
Emergency 911	7,737,132	12,000,000	12,000,000	15,000,000	25.0%
Federal Financial Participation Reimbursements	16,252,512	15,645,700	15,108,007	15,108,007	-3.4%
Federal Grants	1,230,125	0	0	0	----
Indirect Costs: Grants	810,206	1,200,000	1,200,000	1,200,000	----
Medicaid/Medicare Reimbursement	3,001,438	1,866,750	1,838,750	1,876,920	0.5%
Nursing Home Reimbursement	566,958	1,125,860	775,860	566,958	-49.6%
Other Intergovernmental	8,581,989	5,189,578	6,203,717	6,552,177	26.3%
State Aid: Highway User	3,540,875	8,218,086	8,283,747	8,447,837	2.8%
State Aid: Police Protection	10,635,635	14,324,844	17,870,056	14,324,844	----
State Grants	214,735	650,000	650,000	650,000	----
State Jury Fee Reimbursement	496,020	482,785	482,785	482,785	----
State Reimbursement: Library Operations	2,686,574	3,388,000	3,937,000	3,459,000	2.1%
State Reimbursement: Library Staff Retirement	1,911,752	3,295,000	3,295,000	2,120,000	-35.7%
Traffic Signals Maintenance	0	994,000	994,000	994,000	----
TOTAL INTERGOVERNMENTAL	63,936,158	72,994,130	77,433,321	75,671,630	3.7%
Investment Income					
Investment Income	1,185,177	1,562,720	645,160	488,230	-68.8%
Miscellaneous					
Conference Center - Net Proceeds	2,441,577	2,000,000	2,400,000	2,400,000	20.0%
Conference Center - Rental Income	319,100	319,100	319,100	319,100	----
Loan Payments	35,253	35,000	35,000	35,000	----
Miscellaneous Revenues	14,078,702	5,938,121	10,187,221	9,727,221	63.8%
Property Rentals	4,412,489	3,850,000	4,400,000	4,400,000	14.3%
Vehicle/Bike Auction Proceeds	1,130,456	900,000	1,150,000	1,150,000	27.8%
TOTAL MISCELLANEOUS	22,417,577	13,042,221	18,491,321	18,031,321	38.3%
TOTAL COUNTY GENERAL FUND	3,404,443,845	3,546,240,466	3,593,995,088	3,558,478,719	0.3%
Special Funds					
Bethesda Urban District					
Taxes					
Property Tax	693,270	728,825	732,225	746,360	2.4%
Charges for Services					
Optional Method Development	134,157	194,567	194,567	194,567	----
TOTAL BETHESDA URBAN DISTRICT	827,427	923,392	926,792	940,927	1.9%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Silver Spring Urban District					
Taxes					
Property Tax	882,668	1,003,131	1,003,308	1,022,638	1.9%
Charges for Services					
Optional Method Development	108,674	150,000	150,000	150,000	----
TOTAL SILVER SPRING URBAN DISTRICT	991,342	1,153,131	1,153,308	1,172,638	1.7%
Wheaton Urban District					
Taxes					
Property Tax	224,989	261,217	275,927	281,282	7.7%
TOTAL WHEATON URBAN DISTRICT	224,989	261,217	275,927	281,282	7.7%
Mass Transit					
Taxes					
Property Tax	97,930,577	139,457,768	136,387,606	152,218,055	9.1%
Licenses & Permits					
Taxi Licensing Fees	377,371	400,000	209,300	400,000	----
Charges for Services					
Bus Advertising	937,431	935,000	372,280	990,000	5.9%
Motor Pool Charges/Fees	875,893	0	0	0	----
Other Charges/Fees	3,503,279	2,492,442	0	1,202,278	-51.8%
Parking Fees	1,010,906	720,000	720,000	720,000	----
Recreation Fees	2,276	0	0	0	----
Ride On Fare Revenue	20,500,200	20,022,517	15,894,253	22,557,443	12.7%
TOTAL CHARGES FOR SERVICES	26,829,985	24,169,959	16,986,533	25,469,721	5.4%
Fines & Forfeitures					
Other Fines/Forfeitures	4,025	0	0	0	----
Parking Fines	875,526	525,000	725,000	525,000	----
TOTAL FINES & FORFEITURES	879,551	525,000	725,000	525,000	----
Intergovernmental					
State Aid: Call N' Ride	386,168	379,107	379,107	379,107	----
State Aid: Damascus Fixed Route	309,958	309,950	309,950	309,950	----
State Aid: Ride On	40,598,912	40,628,000	40,628,000	40,628,000	----
TOTAL INTERGOVERNMENTAL	41,295,038	41,317,057	41,317,057	41,317,057	----
Miscellaneous					
Miscellaneous Revenues	40,019	0	0	0	----
TOTAL MASS TRANSIT	167,352,541	205,869,784	195,625,496	219,929,833	6.8%
Fire					
Taxes					
Property Tax	209,787,462	221,638,239	216,758,875	244,458,885	10.3%
Charges for Services					
EMS Reimbursement-Ambulance Fee	21,214,150	19,500,000	17,500,000	20,000,000	2.6%
Other Charges/Fees	20	0	0	0	----
TOTAL CHARGES FOR SERVICES	21,214,170	19,500,000	17,500,000	20,000,000	2.6%
Intergovernmental					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Other Intergovernmental	0	198,622	198,622	198,622	----
State Fire/Rescue 508 Funds	1,952,432	0	1,962,542	0	----
TOTAL INTERGOVERNMENTAL	1,952,432	198,622	2,161,164	198,622	----
Investment Income					
Investment Income	0	24,490	0	0	-100.0%
Miscellaneous					
Miscellaneous Revenues	541,690	244,882	244,882	244,882	----
TOTAL FIRE	233,495,754	241,606,233	236,664,921	264,902,389	9.6%
Recreation					
Taxes					
Property Tax	43,687,568	47,136,146	46,142,756	46,839,468	-0.6%
Charges for Services					
Facility Rental Fees	821,101	833,850	638,762	833,850	----
Recreation Fee Subsidy	0	(800,000)	(800,000)	(800,000)	----
Recreation Fees	9,721,860	5,844,942	1,657,718	5,500,000	-5.9%
TOTAL CHARGES FOR SERVICES	10,542,961	5,878,792	1,496,480	5,533,850	-5.9%
Miscellaneous					
Miscellaneous Revenues	78,518	84,365	84,365	84,365	----
Miscellaneous Revenues - Parks ActiveNet	0	45,232	45,232	45,232	----
TOTAL MISCELLANEOUS	78,518	129,597	129,597	129,597	----
TOTAL RECREATION	54,309,047	53,144,535	47,768,833	52,502,915	-1.2%
Economic Development Fund					
Investment Income					
Investment Income	152,057	159,010	127,250	96,300	-39.4%
Miscellaneous					
Loan Payments	247,232	134,438	134,438	134,438	----
TOTAL ECONOMIC DEVELOPMENT FUND	399,289	293,448	261,688	230,738	-21.4%
Revenue Stabilization					
Investment Income					
Investment Income	7,246,087	6,481,740	6,056,660	4,583,420	-29.3%
TOTAL REVENUE STABILIZATION	7,246,087	6,481,740	6,056,660	4,583,420	-29.3%
TOTAL MONTGOMERY COUNTY GOVERNMENT	3,869,290,321	4,055,973,946	4,082,728,713	4,103,022,861	1.2%
DEBT SERVICE					
Debt Service Fund					
Debt Service					
Intergovernmental					
Federal Grants	5,464,255	3,864,760	3,940,300	252,930	-93.5%
Premium on General Obligation Bonds	20,400,280	14,281,670	14,745,670	88,130	-99.4%
TOTAL INTERGOVERNMENTAL	25,864,535	18,146,430	18,685,970	341,060	-98.1%
Investment Income					
Investment Income	2,715,106	0	0	0	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Miscellaneous					
Miscellaneous Revenues	5,409,797	3,446,260	3,995,716	450,000	-86.9%
TOTAL DEBT SERVICE	33,989,438	21,592,690	22,681,686	791,060	-96.3%
TOTAL DEBT SERVICE	33,989,438	21,592,690	22,681,686	791,060	-96.3%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Current Fund MCPS					
Charges for Services					
Tuition-Other Sources	5,357,488	3,370,000	3,370,000	3,830,000	13.6%
Intergovernmental					
Basic State Aid	351,744,825	368,197,235	368,197,235	388,035,631	5.4%
Federal Revenues	185,340	100,000	100,000	120,000	20.0%
Foster Care/Miscellaneous	195,830	200,000	200,000	200,000	----
GCEI - Geographic Cost of Education Index	37,711,769	38,902,207	38,902,207	39,976,914	2.8%
Kirwan Commission	0	24,424,464	10,482,238	11,472,106	-53.0%
Students With Disabilities	58,575,874	60,956,743	60,956,743	63,704,962	4.5%
Thornton Legislation	215,185,348	219,907,148	219,907,148	230,529,919	4.8%
Transportation	43,241,528	46,449,499	46,449,499	47,626,347	2.5%
TOTAL INTERGOVERNMENTAL	706,840,514	759,137,296	745,195,070	781,665,879	3.0%
TOTAL CURRENT FUND MCPS	712,198,002	762,507,296	748,565,070	785,495,879	3.0%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	712,198,002	762,507,296	748,565,070	785,495,879	3.0%
MONTGOMERY COLLEGE					
Current Fund MC					
Charges for Services					
Other Student Fees: Current Fund	1,508,066	1,269,277	950,000	1,494,472	17.7%
Tuition and Fees: Current Fund	74,984,053	74,591,370	74,331,344	75,252,727	0.9%
TOTAL CHARGES FOR SERVICES	76,492,119	75,860,647	75,281,344	76,747,199	1.2%
Intergovernmental					
Fed. State & Priv. Gifts & Grants	302,187	325,000	200,000	300,000	-7.7%
State Aid	36,589,976	37,213,559	37,213,559	41,848,829	12.5%
TOTAL INTERGOVERNMENTAL	36,892,163	37,538,559	37,413,559	42,148,829	12.3%
Investment Income					
Current Fund: Interest	568,468	155,000	475,000	350,000	125.8%
Miscellaneous					
Current Fund: Other Revenue	677,772	1,459,000	710,541	1,235,000	-15.4%
Current Fund: Performing Arts Center	94,074	135,000	110,000	115,000	-14.8%
TOTAL MISCELLANEOUS	771,846	1,594,000	820,541	1,350,000	-15.3%
TOTAL CURRENT FUND MC	114,724,596	115,148,206	113,990,444	120,596,028	4.7%
Special Funds					
Emergency Repair Fund					
Investment Income					
EPMRF: Investment Income Non-Pooled	14,498	15,000	10,000	15,000	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
TOTAL EMERGENCY REPAIR FUND	14,498	15,000	10,000	15,000	----
TOTAL MONTGOMERY COLLEGE	114,739,094	115,163,206	114,000,444	120,611,028	4.7%
M-NCPPC					
Special Funds					
Administration Fund					
Taxes					
Property Tax	26,630,664	30,516,309	29,870,552	31,512,507	3.3%
Charges for Services					
User Fees	254,537	198,400	198,400	204,700	3.2%
Intergovernmental					
Intergovernmental	415,700	403,500	403,500	415,600	3.0%
Investment Income					
Investment Income	405,855	100,000	100,000	100,000	----
Miscellaneous					
Miscellaneous	4,084	0	0	0	----
TOTAL ADMINISTRATION FUND	27,710,840	31,218,209	30,572,452	32,232,807	3.3%
Park Fund					
Taxes					
Property Tax	90,674,169	100,524,312	98,397,114	107,429,001	6.9%
Charges for Services					
Facility User Fees	2,802,813	3,216,214	3,216,214	3,233,793	0.5%
Intergovernmental					
Intergovernmental	3,344,909	3,422,473	3,422,473	3,585,896	4.8%
Investment Income					
Investment Income	348,171	60,000	60,000	100,000	66.7%
Investment Income: CIP	224,636	40,000	40,000	25,000	-37.5%
TOTAL INVESTMENT INCOME	572,807	100,000	100,000	125,000	25.0%
Miscellaneous					
Miscellaneous	422,133	115,800	115,800	102,100	-11.8%
TOTAL PARK FUND	97,816,831	107,378,799	105,251,601	114,475,790	6.6%
ALA Debt Service Fund					
Taxes					
Property Tax	1,976,076	2,075,264	2,029,578	2,068,181	-0.3%
TOTAL ALA DEBT SERVICE FUND	1,976,076	2,075,264	2,029,578	2,068,181	-0.3%
TOTAL M-NCPPC	127,503,747	140,672,272	137,853,631	148,776,778	5.8%
TOTAL TAX SUPPORTED	4,857,720,602	5,095,909,410	5,105,829,544	5,158,697,606	1.2%
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
Special Funds					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Grant Fund					
Charges for Services					
Other Charges/Fees	1,499,509	0	0	90,325	----
Intergovernmental					
Federal Grants	40,860,034	32,152,672	32,152,672	39,929,848	24.2%
HB669 Social Services State Reimbursement	39,856,559	37,778,633	37,778,633	39,679,819	5.0%
Other Intergovernmental	305,423	257,527	257,527	267,829	4.0%
State Grants	25,250,296	46,802,955	46,802,955	45,280,329	-3.3%
TOTAL INTERGOVERNMENTAL	106,272,312	116,991,787	116,991,787	125,157,825	7.0%
Investment Income					
Investment Income	617,563	0	0	0	----
Miscellaneous					
Loan Payments	2,399,235	2,000,000	2,000,000	2,000,000	----
Miscellaneous Revenues	3,597,280	231,664	231,664	750,000	223.7%
TOTAL MISCELLANEOUS	5,996,515	2,231,664	2,231,664	2,750,000	23.2%
TOTAL GRANT FUND	114,385,899	119,223,451	119,223,451	127,998,150	7.4%
Cable TV					
Charges for Services					
Franchise Fees	16,661,388	16,235,000	15,981,000	15,186,000	-6.5%
Gaithersburg PEG Contribution	77,794	144,000	0	0	-100.0%
PEG Capital Revenue	6,182,025	5,932,000	5,882,000	5,622,000	-5.2%
PEG Operating Revenue	3,854,409	3,848,000	3,705,000	3,489,000	-9.3%
Tower Application Fees	159,500	150,000	125,000	250,000	66.7%
TOTAL CHARGES FOR SERVICES	26,935,116	26,309,000	25,693,000	24,547,000	-6.7%
Investment Income					
Investment Income	251,098	263,000	210,000	159,000	-39.5%
TOTAL CABLE TV	27,186,214	26,572,000	25,903,000	24,706,000	-7.0%
Water Quality Protection					
Taxes					
Bag Tax	2,566,990	2,471,921	2,471,921	2,500,000	1.1%
Water Quality Protection Charge	38,307,412	37,515,190	37,767,816	38,993,180	3.9%
TOTAL TAXES	40,874,402	39,987,111	40,239,737	41,493,180	3.8%
Charges for Services					
Other Charges/Fees	391,310	50,000	50,000	47,500	-5.0%
Investment Income					
Investment Income	808,871	934,070	934,070	750,000	-19.7%
TOTAL WATER QUALITY PROTECTION	42,074,583	40,971,181	41,223,807	42,290,680	3.2%
Recreation Non-Tax Supported					
Charges for Services					
Recreation Fees	0	8,100,000	8,100,000	8,100,000	----
TOTAL RECREATION NON-TAX SUPPORTED	0	8,100,000	8,100,000	8,100,000	----
Montgomery Housing Initiative					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Taxes					
MHI Transfer Tax	67,140	100,000	100,000	100,000	----
Recordation Tax	16,024,635	16,367,562	16,365,594	17,717,608	8.2%
TOTAL TAXES	16,091,775	16,467,562	16,465,594	17,817,608	8.2%
Charges for Services					
Asset Management Fee	10,680	70,200	70,200	70,200	----
Investment Income					
Investment Income	3,677,262	2,765,250	2,562,870	1,939,470	-29.9%
Miscellaneous					
Commitment Fee	0	200,000	200,000	200,000	----
Loan Payments	5,891,105	2,700,000	2,700,000	2,900,000	7.4%
Miscellaneous Revenues	88,850	75,006	75,006	75,006	----
MPDU Alternative Payments	0	360,000	360,000	360,000	----
MPDU Revenues	1,813,744	1,250,000	1,250,000	1,610,000	28.8%
Other Financing Sources	13,727	56,750	54,400	52,050	-8.3%
TOTAL MISCELLANEOUS	7,807,426	4,641,756	4,639,406	5,197,056	12.0%
TOTAL MONTGOMERY HOUSING INITIATIVE	27,587,143	23,944,768	23,738,070	25,024,334	4.5%
Restricted Donations					
Miscellaneous					
Miscellaneous Revenues	2,430,000	0	0	0	----
TOTAL RESTRICTED DONATIONS	2,430,000	0	0	0	----
Enterprise Funds					
Community Use of Public Facilities					
Charges for Services					
Facility Rental Fees	11,829,989	11,926,753	9,426,753	11,975,233	0.4%
Investment Income					
Investment Income	290,799	104,195	104,195	65,700	-36.9%
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	12,120,788	12,030,948	9,530,948	12,040,933	0.1%
Bethesda Parking					
Taxes					
Property Tax	(7,225)	0	0	0	----
Charges for Services					
Parking Fees	15,736,270	15,555,081	13,178,067	15,355,081	-1.3%
Fines & Forfeitures					
Parking Fines	4,581,761	3,250,000	3,793,798	3,250,000	----
Investment Income					
Investment Income	426,118	428,190	221,736	269,530	-37.1%
Miscellaneous					
Miscellaneous Revenues	(38,094)	284,120	81,582	284,120	----
Property Rentals	135,699	75,000	616,753	75,000	----
TOTAL MISCELLANEOUS	97,605	359,120	698,335	359,120	----
TOTAL BETHESDA PARKING	20,834,529	19,592,391	17,891,936	19,233,731	-1.8%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Silver Spring Parking					
Taxes					
Property Tax	(1,657)	0	0	0	----
Charges for Services					
Parking Fees	11,588,176	10,840,413	9,526,431	12,920,413	19.2%
Fines & Forfeitures					
Parking Fines	1,920,471	1,897,689	1,947,118	1,897,689	----
Investment Income					
Investment Income	406,820	226,457	221,051	257,330	13.6%
Miscellaneous					
Miscellaneous Revenues	23,893	0	3,602,920	20,000	----
Property Rentals	65,527	0	0	0	----
TOTAL MISCELLANEOUS	89,420	0	3,602,920	20,000	----
TOTAL SILVER SPRING PARKING	14,003,230	12,964,559	15,297,520	15,095,432	16.4%
Wheaton Parking					
Taxes					
Property Tax	39	0	0	0	----
Charges for Services					
Parking Fees	802,391	725,000	706,929	1,375,000	89.7%
Fines & Forfeitures					
Parking Fines	406,319	476,000	368,663	476,000	----
Investment Income					
Investment Income	19,273	21,885	12,822	12,190	-44.3%
Miscellaneous					
Miscellaneous Revenues	5,110	0	0	0	----
TOTAL WHEATON PARKING	1,233,132	1,222,885	1,088,414	1,863,190	52.4%
Permitting Services					
Licenses & Permits					
Building Permits	25,032,702	24,261,450	22,814,403	19,826,070	-18.3%
Electrical Permits and Licenses	4,418,780	4,200,000	4,440,021	3,654,000	-13.0%
Fire Code Compliance	0	1,187,437	0	0	-100.0%
Fire Code Enforcement Permits	2,572,530	2,405,943	3,004,166	2,588,286	7.6%
Grading/Storm Drains/Paving/Driveway Permits	3,881,390	4,200,000	3,222,294	3,045,000	-27.5%
Mechanical Construction Permit	1,576,079	1,648,328	2,405,684	1,452,900	-11.9%
Occupancy Permits	597,011	633,880	600,756	522,000	-17.7%
Other Licenses/Permits	492,741	638,329	699,136	441,825	-30.8%
Sediment Control Permits	3,171,598	3,101,270	2,894,976	2,698,105	-13.0%
Sign Permits	207,873	262,500	232,634	226,635	-13.7%
Special Exception Fee	281,153	242,076	242,076	210,605	-13.0%
Stormwater Mgmt and Water Quality Plan Fee	263,167	288,814	263,344	251,268	-13.0%
Well and Septic	410,462	274,308	295,362	238,648	-13.0%
TOTAL LICENSES & PERMITS	42,905,486	43,344,335	41,114,852	35,155,342	-18.9%
Charges for Services					
Automation Enhancement Fee	89,571	0	0	0	----
Information Requests	0	0	145,525	95,700	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Other Charges/Fees	718,395	1,661,907	1,418,696	1,218,000	-26.7%
TOTAL CHARGES FOR SERVICES	807,966	1,661,907	1,564,221	1,313,700	-21.0%
Fines & Forfeitures					
Other Fines/Forfeitures	87,008	89,772	41,400	78,300	-12.8%
Investment Income					
Investment Income	904,945	880,000	756,400	408,000	-53.6%
Miscellaneous					
Miscellaneous Revenues	4,432	0	0	0	----
TOTAL PERMITTING SERVICES	44,709,837	45,976,014	43,476,873	36,955,342	-19.6%
Solid Waste Collection					
Charges for Services					
Other Charges/Fees	13,841	0	0	0	----
Systems Benefit Charge	7,089,239	8,818,850	8,736,845	9,885,837	12.1%
TOTAL CHARGES FOR SERVICES	7,103,080	8,818,850	8,736,845	9,885,837	12.1%
Investment Income					
Investment Income	115,756	65,540	96,760	73,220	11.7%
Miscellaneous					
Miscellaneous Revenues	20,794	0	12,000	0	----
TOTAL SOLID WASTE COLLECTION	7,239,630	8,884,390	8,845,605	9,959,057	12.1%
Solid Waste Disposal					
Licenses & Permits					
Other Licenses/Permits	10,440	10,000	10,000	12,000	20.0%
Charges for Services					
Other Charges/Fees	272,013	190,000	190,000	295,000	55.3%
Sale of Recycled Materials	3,984,055	6,149,327	6,149,327	3,977,791	-35.3%
Solid Waste Disposal Fees/Operating Revenues	29,359,385	29,119,333	27,893,752	29,019,752	-0.3%
Systems Benefit Charge	66,376,952	68,439,293	68,427,348	70,896,342	3.6%
TOTAL CHARGES FOR SERVICES	99,992,405	103,897,953	102,660,427	104,188,885	0.3%
Fines & Forfeitures					
Other Fines/Forfeitures	33,669	35,000	35,000	36,000	2.9%
Investment Income					
Investment Income	2,015,311	1,719,840	1,684,500	1,274,760	-25.9%
Miscellaneous					
Miscellaneous Revenues	1,007,288	45,000	45,000	320,000	611.1%
Property Rentals	0	38,500	38,500	5,000	-87.0%
TOTAL MISCELLANEOUS	1,007,288	83,500	83,500	325,000	289.2%
TOTAL SOLID WASTE DISPOSAL	103,059,113	105,746,293	104,473,427	105,836,645	0.1%
Leaf Vacuuming					
Charges for Services					
Leaf Vaccuum Collection Fees	7,603,017	7,988,714	7,988,714	8,591,838	7.5%
Other Charges/Fees	14,363	0	0	0	----
TOTAL CHARGES FOR SERVICES	7,617,380	7,988,714	7,988,714	8,591,838	7.5%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Investment Income					
Investment Income	55,144	26,850	46,090	34,880	29.9%
TOTAL LEAF VACUUMING	7,672,524	8,015,564	8,034,804	8,626,718	7.6%
Liquor					
Taxes					
Bag Tax	7,019	0	0	0	----
Licenses & Permits					
Liquor Licenses	1,744,540	1,732,993	200,000	1,724,222	-0.5%
Other Licenses/Permits	73,200	159,229	150,000	168,000	5.5%
TOTAL LICENSES & PERMITS	1,817,740	1,892,222	350,000	1,892,222	----
Charges for Services					
Other Charges/Fees	19,519	23,418	23,418	23,887	2.0%
Fines & Forfeitures					
Other Fines/Forfeitures	255,830	316,916	300,000	316,916	----
Investment Income					
Investment Income	145,294	41,410	166,665	91,900	121.9%
Miscellaneous					
Liquor Sales	88,573,116	90,446,885	92,000,000	96,812,959	7.0%
Miscellaneous Revenues	102,145	0	12,856	0	----
TOTAL MISCELLANEOUS	88,675,261	90,446,885	92,012,856	96,812,959	7.0%
TOTAL LIQUOR	90,920,663	92,720,851	92,852,939	99,137,884	6.9%
TOTAL MONTGOMERY COUNTY GOVERNMENT	515,457,285	525,965,295	519,680,794	536,868,096	2.1%
DEBT SERVICE					
Special Funds					
Debt Service - Non-Tax Supported					
Miscellaneous					
Miscellaneous Revenues	0	0	0	257,157	----
TOTAL DEBT SERVICE - NON-TAX SUPPORTED	0	0	0	257,157	----
TOTAL DEBT SERVICE	0	0	0	257,157	----
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Special Funds					
Grant Fund MCPS					
Intergovernmental					
Federal Grants	80,069,774	79,558,409	79,558,409	83,686,189	5.2%
Private Grants	576,965	6,731,204	6,731,204	10,031,204	49.0%
State Grants	4,513,753	3,208,858	17,151,084	16,733,743	421.5%
TOTAL INTERGOVERNMENTAL	85,160,492	89,498,471	103,440,697	110,451,136	23.4%
TOTAL GRANT FUND MCPS	85,160,492	89,498,471	103,440,697	110,451,136	23.4%
Enterprise Funds					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Food Service Fund					
Charges for Services					
Sale of Meals	17,896,527	17,588,383	17,588,383	17,586,048	----
Intergovernmental					
Federal Food	41,622,040	38,276,538	38,276,538	40,852,540	6.7%
State Food	1,998,337	2,243,044	2,243,044	1,961,392	-12.6%
TOTAL INTERGOVERNMENTAL	43,620,377	40,519,582	40,519,582	42,813,932	5.7%
Miscellaneous					
Miscellaneous: Investment Income	20,773	0	0	0	----
TOTAL FOOD SERVICE FUND	61,537,677	58,107,965	58,107,965	60,399,980	3.9%
Real Estate Fund					
Miscellaneous					
Real Estate Fund	3,327,588	3,966,407	3,966,407	4,967,149	25.2%
TOTAL REAL ESTATE FUND	3,327,588	3,966,407	3,966,407	4,967,149	25.2%
Field Trip Fund					
Charges for Services					
Field Trip Fees	2,175,575	2,736,949	2,736,949	2,914,182	6.5%
TOTAL FIELD TRIP FUND	2,175,575	2,736,949	2,736,949	2,914,182	6.5%
Entrepreneurial Activities Fund					
Charges for Services					
Entrepreneurial Activities Fee	735,515	2,150,669	2,150,669	2,446,838	13.8%
TOTAL ENTREPRENEURIAL ACTIVITIES FUND	735,515	2,150,669	2,150,669	2,446,838	13.8%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	152,936,847	156,460,461	170,402,687	181,179,285	15.8%
MONTGOMERY COLLEGE					
Special Funds					
Grant Fund MC					
Intergovernmental					
Federal/State/Private Grants	14,711,509	21,147,000	13,645,794	18,782,000	-11.2%
TOTAL GRANT FUND MC	14,711,509	21,147,000	13,645,794	18,782,000	-11.2%
Endowment Fund					
Miscellaneous					
Interest	14,145	11,500	11,500	11,500	----
TOTAL ENDOWMENT FUND	14,145	11,500	11,500	11,500	----
Enterprise Funds					
Workforce Development & Continuing Ed					
Charges for Services					
Tuition and Fees: Continuing Education	9,615,932	10,900,000	9,213,168	10,372,460	-4.8%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Intergovernmental					
State Aid	7,336,869	8,041,559	8,041,559	9,672,951	20.3%
Miscellaneous					
Other Revenues: Interest	67,193	50,000	50,000	80,000	60.0%
Other Revenues; Miscellaneous	180,204	0	0	0	----
TOTAL MISCELLANEOUS	247,397	50,000	50,000	80,000	60.0%
TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED	17,200,198	18,991,559	17,304,727	20,125,411	6.0%
Auxiliary Fund					
Charges for Services					
Sales	1,216,071	1,018,000	950,000	924,220	-9.2%
Miscellaneous					
Auxiliary Fund: Interest Income	28,254	20,000	17,000	51,000	155.0%
Other Revenues: Miscellaneous	898,510	900,220	868,200	684,050	-24.0%
TOTAL MISCELLANEOUS	926,764	920,220	885,200	735,050	-20.1%
TOTAL AUXILIARY FUND	2,142,835	1,938,220	1,835,200	1,659,270	-14.4%
Cable Television Fund					
Miscellaneous					
Cable: Other Revenue	5,997	0	0	0	----
TOTAL CABLE TELEVISION FUND	5,997	0	0	0	----
Major Facilities Reserve Fund					
Charges for Services					
Student Fees	3,136,908	3,125,000	3,242,416	3,287,000	5.2%
Investment Income					
Interest Income	246,081	200,000	200,000	175,000	-12.5%
TOTAL MAJOR FACILITIES RESERVE FUND	3,382,989	3,325,000	3,442,416	3,462,000	4.1%
Transportation Fund					
Charges for Services					
Student Fees	3,460,519	3,365,000	3,242,416	3,585,000	6.5%
Investment Income					
Interest	0	0	0	125,000	----
Miscellaneous					
Miscellaneous Other	360,122	338,000	598,000	170,000	-49.7%
TOTAL TRANSPORTATION FUND	3,820,641	3,703,000	3,840,416	3,880,000	4.8%
TOTAL MONTGOMERY COLLEGE	41,278,314	49,116,279	40,080,053	47,920,181	-2.4%
M-NCPPC					
Special Funds					
Grant Fund MNCPPC					
Intergovernmental					
Administration Fund Grants	0	150,000	150,000	150,000	----
Park Fund Grants	0	400,000	400,000	400,000	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
TOTAL INTERGOVERNMENTAL	0	550,000	550,000	550,000	----
TOTAL GRANT FUND MNCPPC	0	550,000	550,000	550,000	----
Enterprise Funds					
Special Revenue Funds					
Charges for Services					
Service Charges	4,598,030	3,198,043	3,146,925	3,285,260	2.7%
Intergovernmental					
Intergovernmental	322,860	296,730	345,560	510,750	72.1%
Investment Income					
Investment Income	166,385	55,000	64,350	110,000	100.0%
Miscellaneous					
Miscellaneous	270,893	239,400	363,303	283,000	18.2%
TOTAL SPECIAL REVENUE FUNDS	5,358,168	3,789,173	3,920,138	4,189,010	10.6%
Enterprise Fund					
Charges for Services					
Fees and Charges	6,913,671	6,470,275	6,842,500	7,015,600	8.4%
Merchandise Sales	834,786	854,350	854,900	886,500	3.8%
Rentals	3,389,722	3,294,795	3,315,022	3,535,795	7.3%
TOTAL CHARGES FOR SERVICES	11,138,179	10,619,420	11,012,422	11,437,895	7.7%
Miscellaneous					
Miscellaneous	823,830	777,622	756,652	777,241	----
Non-Operating Revenues/Interest	587,575	200,000	296,500	393,000	96.5%
TOTAL MISCELLANEOUS	1,411,405	977,622	1,053,152	1,170,241	19.7%
TOTAL ENTERPRISE FUND	12,549,584	11,597,042	12,065,574	12,608,136	8.7%
Prop Mgmt MNCPPC					
Charges for Services					
Rental Income	1,352,558	1,456,600	1,456,600	1,561,500	7.2%
Investment Income					
Investment Income	34,516	10,000	10,000	25,000	150.0%
Miscellaneous					
Miscellaneous	6,750	0	0	0	----
TOTAL PROP MGMT MNCPPC	1,393,824	1,466,600	1,466,600	1,586,500	8.2%
TOTAL M-NCPPC	19,301,576	17,402,815	18,002,312	18,933,646	8.8%
TOTAL NON-TAX SUPPORTED	728,974,022	748,944,850	748,165,846	785,158,365	4.8%

SUMMARY

GRAND TOTAL ALL FUNDS/AGENCIES	5,586,694,624	5,844,854,260	5,853,995,390	5,943,855,971	1.7%

Workforce Schedules

The workforce schedules include data for the following County agencies: MCG, MCPS, Montgomery College, and M NCPPC. Not included are: WSSC, HOC, and the Montgomery County Revenue Authority.

SCHEDULE D-1, WORKFORCE DETAILED BY TYPE

This schedule reports by fund type, for all agencies, all positions and workyears attributed to the operating budgets of MCG, MCPS, Montgomery College, and M-NCPPC.

SCHEDULE D-2, WORKFORCE DETAILED BY AGENCY, GOVERNMENT FUNCTION, AND DEPARTMENT

This schedule gives an overview of the allocation of staff by agency for all County agencies and by function within MCG. One workyear is the time that one full time employee will regularly work during an entire fiscal year. Part time employees are represented by fractions of a workyear. This schedule takes the functions displayed in Schedule D 1 and shows the positions and workyears of the departments by function. This table is useful for tracking the workyear history by government function.

SCHEDULE D-3, WORKFORCE DETAILED BY AGENCY, FUND TYPE, GOVERNMENT FUNCTION, AND DEPARTMENT

This schedule presents the total positions and workyears for all agencies and each department of MCG according to function and fund type. Because this schedule is organized by fund type, there are no total position and workyear figures for those agencies whose activities are funded from multiple revenue sources (e.g., DHHS, DHCA). Consult Schedule D 2 for the total personnel of these departments.

The Workyears (WYs) employment indicator changed to Full-Time Equivalents (FTEs). Tables throughout the book showing FTEs in prior years have not been converted to FTEs; they still reflect WYs and maintain the integrity of the previously approved budgets.

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Schedule D-1

Workforce Detailed By Type

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
TAX SUPPORTED					
Montgomery County Government General Fund					
Full-Time Positions	5,582	5,634	5,634	5,679	0.8%
Part-Time Positions	790	787	787	789	0.3%
FTEs	5,762.24	5,823.37	5,823.37	5,870.61	0.8%
Montgomery County Government Special Funds					
Full-Time Positions	2,335	2,391	2,391	2,387	-0.2%
Part-Time Positions	12	12	12	28	133.3%
FTEs	2,678.36	2,756.30	2,756.30	2,762.11	0.2%
Montgomery County Public Schools Current Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	21,254.35	21,649.85	21,649.85	22,257.28	2.8%
Montgomery College Current Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,810.10	1,803.35	1,803.35	1,803.35	----
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	923.11	941.76	941.76	979.09	4.0%
Total Full-Time Positions	7,917	8,025	8,025	8,066	0.5%
Total Part-Time Positions	802	799	799	817	2.3%
Total FTEs	32,428.16	32,974.63	32,974.63	33,672.44	2.1%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds					
Full-Time Positions	706	704	704	717	1.8%
Part-Time Positions	153	143	143	149	4.2%
FTEs	902.82	890.77	890.77	910.79	2.2%
Montgomery County Government Internal Service Funds					
Full-Time Positions	246	253	253	253	----
Part-Time Positions	1	0	0	0	----
FTEs	297.29	301.19	301.19	301.89	0.2%
Montgomery County Government Special Funds					
Full-Time Positions	680	685	685	697	1.8%
Part-Time Positions	31	33	33	33	----
FTEs	659.80	661.59	661.59	673.51	1.8%
Montgomery County Public Schools Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----

Workforce Detailed By Type

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	% CHG BUD/APPR
FTEs	640.32	646.32	646.32	648.57	0.3%
Montgomery County Public Schools Special Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	557.59	570.94	570.94	570.94	----
Montgomery College Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	115.50	107.50	107.50	107.50	----
Montgomery College Special Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
M-NCPPC Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	166.55	160.65	160.65	165.85	3.2%
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	1,632	1,642	1,642	1,667	1.5%
Total Part-Time Positions	185	176	176	182	3.4%
Total FTEs	3,339.87	3,338.96	3,338.96	3,379.05	1.2%

SUMMARY

Total Full-Time Positions	9,549	9,667	9,667	9,733	0.7%
Total Part-Time Positions	987	975	975	999	2.5%
Total FTEs	35,768.03	36,313.59	36,313.59	37,051.49	2.0%

Schedule D-2

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
MONTGOMERY COUNTY GOVERNMENT					
General Government					
Board of Appeals					
Full-Time Positions	3	3	3	3	----
Part-Time Positions	0	0	0	0	----
FTEs	3.50	3.50	3.50	3.50	----
Board of Elections					
Full-Time Positions	28	29	29	29	----
Part-Time Positions	3	2	2	2	----
FTEs	56.18	56.35	56.35	56.35	----
Circuit Court					
Full-Time Positions	115	117	117	119	1.7%
Part-Time Positions	4	5	5	5	----
FTEs	117.00	119.50	119.50	121.50	1.7%
Community Engagement Cluster					
Full-Time Positions	19	27	27	24	-11.1%
Part-Time Positions	9	10	10	12	20.0%
FTEs	23.50	32.00	32.00	30.00	-6.3%
County Attorney					
Full-Time Positions	76	76	76	76	----
Part-Time Positions	2	2	2	1	-50.0%
FTEs	43.50	43.20	43.20	41.20	-4.6%
County Council					
Full-Time Positions	88	92	92	96	4.3%
Part-Time Positions	5	4	4	7	75.0%
FTEs	83.28	85.18	85.18	87.43	2.6%
County Executive					
Full-Time Positions	36	34	34	36	5.9%
Part-Time Positions	5	6	6	6	----
FTEs	35.50	34.50	34.50	33.70	-2.3%
Ethics Commission					
Full-Time Positions	3	3	3	2	-33.3%
Part-Time Positions	0	0	0	0	----
FTEs	3.00	3.00	3.00	2.00	-33.3%
Finance					
Full-Time Positions	132	135	135	130	-3.7%
Part-Time Positions	0	0	0	0	----
FTEs	126.77	130.79	130.79	130.04	-0.6%
Fleet Management Services					
Full-Time Positions	202	208	208	208	----
Part-Time Positions	0	0	0	0	----
FTEs	206.10	211.10	211.10	211.10	----
General Services					
Full-Time Positions	231	232	232	232	----

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Part-Time Positions	2	1	1	1	----
FTEs	169.80	169.30	169.30	169.30	----
Human Resources					
Full-Time Positions	69	68	68	61	-10.3%
Part-Time Positions	3	2	2	2	----
FTEs	70.90	68.65	68.65	63.65	-7.3%
Human Rights					
Full-Time Positions	8	8	8	9	12.5%
Part-Time Positions	0	0	0	0	----
FTEs	8.60	8.60	8.60	9.60	11.6%
Inspector General					
Full-Time Positions	6	6	6	11	83.3%
Part-Time Positions	0	0	0	0	----
FTEs	7.00	7.00	7.00	12.00	71.4%
Intergovernmental Relations					
Full-Time Positions	5	5	5	5	----
Part-Time Positions	0	0	0	0	----
FTEs	5.30	5.30	5.30	5.30	----
Labor Relations					
Full-Time Positions	0	0	0	8	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	8.00	----
Legislative Oversight					
Full-Time Positions	12	12	12	13	8.3%
Part-Time Positions	0	0	0	0	----
FTEs	11.67	11.67	11.67	12.67	8.6%
Management and Budget					
Full-Time Positions	33	33	33	41	24.2%
Part-Time Positions	1	1	1	1	----
FTEs	33.25	33.25	33.25	41.25	24.1%
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	38	8.6%
Part-Time Positions	2	2	2	2	----
FTEs	34.90	34.90	34.90	37.90	8.6%
Public Information					
Full-Time Positions	68	70	70	70	----
Part-Time Positions	1	1	1	1	----
FTEs	50.50	52.60	52.60	52.70	0.2%
Racial Equity and Social Justice					
Full-Time Positions	0	0	0	2	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	2.00	----
State's Attorney					
Full-Time Positions	146	147	147	148	0.7%
Part-Time Positions	11	11	11	9	-18.2%
FTEs	153.35	153.85	153.85	153.85	----
Technology Services					

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	% CHG BUD/APPR
Full-Time Positions	174	174	174	167	-4.0%
Part-Time Positions	2	2	2	2	----
FTEs	165.75	167.25	167.25	165.25	-1.2%
Urban Districts					
Full-Time Positions	60	60	60	61	1.7%
Part-Time Positions	1	1	1	1	----
FTEs	58.60	58.60	58.60	58.70	0.2%
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	1,553	1,578	1,578	1,593	1.0%
Total Part-Time Positions	53	52	52	54	3.8%
Total FTEs	1,473.45	1,495.59	1,495.59	1,514.49	1.3%
Public Safety					
Animal Services					
Full-Time Positions	0	0	0	74	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	75.00	----
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	533	533	539	1.1%
Part-Time Positions	0	0	0	0	----
FTEs	537.82	535.57	535.57	541.57	1.1%
Emergency Management and Homeland Security					
Full-Time Positions	14	15	15	15	----
Part-Time Positions	1	1	1	1	----
FTEs	15.30	16.30	16.30	16.30	----
Fire and Rescue Service					
Full-Time Positions	1,297	1,317	1,317	1,318	0.1%
Part-Time Positions	0	0	0	0	----
FTEs	1,298.26	1,318.26	1,318.26	1,319.26	0.1%
Police					
Full-Time Positions	1,892	1,905	1,905	1,832	-3.8%
Part-Time Positions	197	199	199	206	3.5%
FTEs	1,957.95	1,972.26	1,972.26	1,898.86	-3.7%
Sheriff					
Full-Time Positions	187	190	190	190	----
Part-Time Positions	5	5	5	5	----
FTEs	189.80	192.80	192.80	192.80	----
Total Full-Time Positions	3,945	3,977	3,977	3,985	0.2%
Total Part-Time Positions	204	206	206	213	3.4%
Total FTEs	4,015.73	4,051.79	4,051.79	4,060.39	0.2%
Transportation					

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
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	859	886	886	878	-0.9%
Part-Time Positions	0	0	0	16	----
FTEs	876.37	908.87	908.87	908.87	----
Transportation					
Full-Time Positions	457	458	458	457	-0.2%
Part-Time Positions	8	8	8	7	-12.5%
FTEs	283.30	286.80	286.80	285.80	-0.3%
Total Full-Time Positions	1,369	1,397	1,397	1,388	-0.6%
Total Part-Time Positions	8	8	8	23	187.5%
Total FTEs	1,208.20	1,244.20	1,244.20	1,243.20	-0.1%
Health and Human Services					
Health and Human Services					
Full-Time Positions	1,433	1,445	1,445	1,477	2.2%
Part-Time Positions	342	342	342	336	-1.8%
FTEs	1,670.36	1,683.09	1,683.09	1,714.49	1.9%
Libraries, Culture, and Recreation					
Community Use of Public Facilities					
Full-Time Positions	30	30	30	30	----
Part-Time Positions	1	1	1	1	----
FTEs	31.07	31.27	31.27	31.27	----
Public Libraries					
Full-Time Positions	222	232	232	233	0.4%
Part-Time Positions	213	210	210	209	-0.5%
FTEs	395.51	404.01	404.01	404.51	0.1%
Recreation					
Full-Time Positions	141	148	148	148	----
Part-Time Positions	11	11	11	11	----
FTEs	466.94	490.38	490.38	493.09	0.6%
Total Full-Time Positions	393	410	410	411	0.2%
Total Part-Time Positions	225	222	222	221	-0.5%
Total FTEs	893.52	925.66	925.66	928.87	0.3%
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 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	102	106	106	106	----

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Part-Time Positions	2	1	1	1	----
FTEs	97.45	100.70	100.70	100.70	----
Permitting Services					
Full-Time Positions	236	239	239	239	----
Part-Time Positions	2	2	2	2	----
FTEs	243.75	246.00	246.00	245.90	----
Total Full-Time Positions	346	353	353	353	----
Total Part-Time Positions	5	4	4	4	----
Total FTEs	346.35	351.85	351.85	351.75	----
Environment					
Environmental Protection					
Full-Time Positions	91	92	92	92	----
Part-Time Positions	0	1	1	1	----
FTEs	107.97	109.87	109.87	108.40	-1.3%
Recycling and Resource Management					
Full-Time Positions	80	80	80	83	3.8%
Part-Time Positions	2	2	2	2	----
FTEs	106.24	106.24	106.24	111.56	5.0%
Total Full-Time Positions	171	172	172	175	1.7%
Total Part-Time Positions	2	3	3	3	----
Total FTEs	214.21	216.11	216.11	219.96	1.8%
Other County Government Functions					
Alcohol Beverage Services					
Full-Time Positions	307	302	302	312	3.3%
Part-Time Positions	148	138	138	144	4.3%
FTEs	442.20	427.70	427.70	442.50	3.5%
Cable Television Communications Plan					
Full-Time Positions	14	13	13	18	38.5%
Part-Time Positions	0	0	0	0	----
FTEs	31.85	30.85	30.85	30.75	-0.3%
Non-Departmental Accounts					
Full-Time Positions	18	20	20	21	5.0%
Part-Time Positions	0	0	0	1	----
FTEs	4.64	6.38	6.38	12.51	96.1%
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	339	335	335	351	4.8%
Total Part-Time Positions	148	138	138	145	5.1%
Total FTEs	478.69	464.93	464.93	485.76	4.5%
Total Full-Time Positions	9,549	9,667	9,667	9,733	0.7%
Total Part-Time Positions	987	975	975	999	2.5%
Total FTEs	10,300.51	10,433.22	10,433.22	10,518.91	0.8%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	22,452.26	22,867.11	22,867.11	23,476.79	2.7%
MONTGOMERY COLLEGE					
Montgomery College					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,925.60	1,910.85	1,910.85	1,910.85	----
M-NCPPC					
Maryland-National Capital Park and Planning Commission					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,089.66	1,102.41	1,102.41	1,144.94	3.9%

SUMMARY

Total Full-Time Positions	9,549	9,667	9,667	9,733	0.7%
Total Part-Time Positions	987	975	975	999	2.5%
Total FTEs	35,768.03	36,313.59	36,313.59	37,051.49	2.0%

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Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
General Government					
Board of Appeals					
Full-Time Positions	3	3	3	3	----
Part-Time Positions	0	0	0	0	----
FTEs	3.50	3.50	3.50	3.50	----
Board of Elections					
Full-Time Positions	28	29	29	29	----
Part-Time Positions	3	2	2	2	----
FTEs	56.18	56.35	56.35	56.35	----
Circuit Court					
Full-Time Positions	92	94	94	95	1.1%
Part-Time Positions	3	4	4	4	----
FTEs	93.70	97.43	97.43	99.38	2.0%
Community Engagement Cluster					
Full-Time Positions	18	26	26	23	-11.5%
Part-Time Positions	9	10	10	12	20.0%
FTEs	22.85	31.35	31.35	29.35	-6.4%
County Attorney					
Full-Time Positions	76	76	76	76	----
Part-Time Positions	2	2	2	1	-50.0%
FTEs	43.50	43.20	43.20	41.20	-4.6%
County Council					
Full-Time Positions	88	92	92	96	4.3%
Part-Time Positions	5	4	4	7	75.0%
FTEs	83.28	85.18	85.18	87.43	2.6%
County Executive					
Full-Time Positions	36	34	34	36	5.9%
Part-Time Positions	5	6	6	6	----
FTEs	35.50	34.50	34.50	33.70	-2.3%
Ethics Commission					
Full-Time Positions	3	3	3	2	-33.3%
Part-Time Positions	0	0	0	0	----
FTEs	3.00	3.00	3.00	2.00	-33.3%
Finance					
Full-Time Positions	121	124	124	119	-4.0%
Part-Time Positions	0	0	0	0	----
FTEs	94.90	98.92	98.92	97.67	-1.3%
General Services					
Full-Time Positions	198	198	198	198	----
Part-Time Positions	1	1	1	1	----
FTEs	135.73	134.73	134.73	134.73	----
Human Resources					
Full-Time Positions	69	68	68	61	-10.3%
Part-Time Positions	3	2	2	2	----
FTEs	45.65	45.00	45.00	39.80	-11.6%
Human Rights					
Full-Time Positions	8	8	8	9	12.5%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Part-Time Positions	0	0	0	0	----
FTEs	8.60	8.60	8.60	9.60	11.6%
Inspector General					
Full-Time Positions	6	6	6	11	83.3%
Part-Time Positions	0	0	0	0	----
FTEs	7.00	7.00	7.00	12.00	71.4%
Intergovernmental Relations					
Full-Time Positions	5	5	5	5	----
Part-Time Positions	0	0	0	0	----
FTEs	5.30	5.30	5.30	5.30	----
Labor Relations					
Full-Time Positions	0	0	0	8	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	8.00	----
Legislative Oversight					
Full-Time Positions	12	12	12	13	8.3%
Part-Time Positions	0	0	0	0	----
FTEs	11.67	11.67	11.67	12.67	8.6%
Management and Budget					
Full-Time Positions	33	33	33	41	24.2%
Part-Time Positions	1	1	1	1	----
FTEs	33.25	33.25	33.25	41.25	24.1%
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	38	8.6%
Part-Time Positions	2	2	2	2	----
FTEs	34.90	34.90	34.90	37.90	8.6%
Public Information					
Full-Time Positions	68	70	70	70	----
Part-Time Positions	1	1	1	1	----
FTEs	50.50	52.60	52.60	52.70	0.2%
Racial Equity and Social Justice					
Full-Time Positions	0	0	0	2	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	2.00	----
State's Attorney					
Full-Time Positions	142	143	143	144	0.7%
Part-Time Positions	10	10	10	8	-20.0%
FTEs	150.25	150.98	150.98	151.18	0.1%
Technology Services					
Full-Time Positions	174	174	174	167	-4.0%
Part-Time Positions	2	2	2	2	----
FTEs	165.75	167.25	167.25	165.25	-1.2%
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	***1,219***	***1,237***	***1,237***	***1,250***	***1.1%***
Total Part-Time Positions	***49***	***49***	***49***	***51***	***4.1%***
Total FTEs	***1,090.51***	***1,110.21***	***1,110.21***	***1,128.46***	***1.6%***
Public Safety					
Animal Services					
Full-Time Positions	0	0	0	74	----
Part-Time Positions	0	0	0	0	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
FTEs	0.00	0.00	0.00	75.00	----
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	533	533	539	1.1%
Part-Time Positions	0	0	0	0	----
FTEs	537.82	535.57	535.57	541.57	1.1%
Emergency Management and Homeland Security					
Full-Time Positions	8	9	9	9	----
Part-Time Positions	1	1	1	1	----
FTEs	8.60	8.82	8.82	8.82	----
Police					
Full-Time Positions	1,891	1,904	1,904	1,831	-3.8%
Part-Time Positions	197	199	199	206	3.5%
FTEs	1,956.95	1,971.26	1,971.26	1,897.86	-3.7%
Sheriff					
Full-Time Positions	179	182	182	182	----
Part-Time Positions	5	5	5	5	----
FTEs	184.93	187.89	187.89	187.89	----
Total Full-Time Positions	***2,633***	***2,645***	***2,645***	***2,652***	***0.3%***
Total Part-Time Positions	***204***	***206***	***206***	***213***	***3.4%***
Total FTEs	***2,704.90***	***2,720.14***	***2,720.14***	***2,727.74***	***0.3%***
Transportation					
Transportation					
Full-Time Positions	457	457	457	456	-0.2%
Part-Time Positions	8	8	8	7	-12.5%
FTEs	252.27	255.02	255.02	254.02	-0.4%
Total Full-Time Positions	***457***	***457***	***457***	***456***	***-0.2%***
Total Part-Time Positions	***8***	***8***	***8***	***7***	***-12.5%***
Total FTEs	***252.27***	***255.02***	***255.02***	***254.02***	***-0.4%***
Health and Human Services					
Health and Human Services					
Full-Time Positions	879	885	885	909	2.7%
Part-Time Positions	313	312	312	306	-1.9%
FTEs	1,237.71	1,247.31	1,247.31	1,263.48	1.3%
Libraries, Culture, and Recreation					
Public Libraries					
Full-Time Positions	220	230	230	231	0.4%
Part-Time Positions	213	210	210	209	-0.5%
FTEs	392.31	400.81	400.81	401.31	0.1%
Total Full-Time Positions	***220***	***230***	***230***	***231***	***0.4%***
Total Part-Time Positions	***213***	***210***	***210***	***209***	***-0.5%***
Total FTEs	***392.31***	***400.81***	***400.81***	***401.31***	***0.1%***
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	----
Housing and Community Affairs					
Full-Time Positions	102	106	106	106	----
Part-Time Positions	2	1	1	1	----
FTEs	59.25	62.65	62.65	62.65	----
Total Full-Time Positions	***110***	***114***	***114***	***114***	***----***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Total Part-Time Positions	***3***	***2***	***2***	***2***	***----***
Total FTEs	***63.40***	***66.80***	***66.80***	***66.80***	***----***
Environment					
Environmental Protection					
Full-Time Positions	46	46	46	46	----
Part-Time Positions	0	0	0	0	----
FTEs	16.50	16.70	16.70	16.29	-2.5%
Total Full-Time Positions	***46***	***46***	***46***	***46***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***16.50***	***16.70***	***16.70***	***16.29***	***-2.5%***
Other County Government Functions					
Non-Departmental Accounts					
Full-Time Positions	18	20	20	21	5.0%
Part-Time Positions	0	0	0	1	----
FTEs	4.64	6.38	6.38	12.51	96.1%
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	***18***	***20***	***20***	***21***	***5.0%***
Total Part-Time Positions	***0***	***0***	***0***	***1***	***----***
Total FTEs	***4.64***	***6.38***	***6.38***	***12.51***	***96.1%***
Total Full-Time Positions	5,582	5,634	5,634	5,679	0.8%
Total Part-Time Positions	790	787	787	789	0.3%
Total FTEs	5,762.24	5,823.37	5,823.37	5,870.61	0.8%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts					
Full-Time Positions	60	60	60	61	1.7%
Part-Time Positions	1	1	1	1	----
FTEs	58.60	58.60	58.60	58.70	0.2%
Total Full-Time Positions	***60***	***60***	***60***	***61***	***1.7%***
Total Part-Time Positions	***1***	***1***	***1***	***1***	***----***
Total FTEs	***58.60***	***58.60***	***58.60***	***58.70***	***0.2%***
Public Safety					
Fire and Rescue Service					
Full-Time Positions	1,290	1,312	1,312	1,315	0.2%
Part-Time Positions	0	0	0	0	----
FTEs	1,291.26	1,313.26	1,313.26	1,316.26	0.2%
Total Full-Time Positions	***1,290***	***1,312***	***1,312***	***1,315***	***0.2%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***1,291.26***	***1,313.26***	***1,313.26***	***1,316.26***	***0.2%***
Transportation					
Transit Services					
Full-Time Positions	844	871	871	863	-0.9%
Part-Time Positions	0	0	0	16	----
FTEs	863.27	895.77	895.77	895.77	----
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	***844***	***871***	***871***	***863***	***-0.9%***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Total Part-Time Positions	***0***	***0***	***0***	***16***	***----***
Total FTEs	***863.27***	***895.77***	***895.77***	***895.77***	***----***
Libraries, Culture, and Recreation					
Recreation					
Full-Time Positions	141	148	148	148	----
Part-Time Positions	11	11	11	11	----
FTEs	464.23	487.67	487.67	490.38	0.6%
Total Full-Time Positions	***141***	***148***	***148***	***148***	***----***
Total Part-Time Positions	***11***	***11***	***11***	***11***	***----***
Total FTEs	***464.23***	***487.67***	***487.67***	***490.38***	***0.6%***
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	2,335	2,391	2,391	2,387	-0.2%
Total Part-Time Positions	12	12	12	28	133.3%
Total FTEs	2,678.36	2,756.30	2,756.30	2,762.11	0.2%
SPECIAL FUNDS NON-TAX SUPPORTED					
General Government					
Circuit Court					
Full-Time Positions	23	23	23	24	4.3%
Part-Time Positions	1	1	1	1	----
FTEs	23.30	22.07	22.07	22.12	0.2%
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	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
General Services					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Human Resources					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Human Rights					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
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	----
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	4	4	4	4	----
Part-Time Positions	1	1	1	1	----
FTEs	3.10	2.87	2.87	2.67	-7.0%
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	***28***	***28***	***28***	***29***	***3.6%***
Total Part-Time Positions	***2***	***2***	***2***	***2***	***----***
Total FTEs	***27.05***	***25.59***	***25.59***	***25.44***	***-0.6%***
Public Safety					
Correction and Rehabilitation					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Emergency Management and Homeland Security					
Full-Time Positions	6	6	6	6	----
Part-Time Positions	0	0	0	0	----
FTEs	6.70	7.48	7.48	7.48	----
Fire and Rescue Service					
Full-Time Positions	7	5	5	3	-40.0%
Part-Time Positions	0	0	0	0	----
FTEs	7.00	5.00	5.00	3.00	-40.0%
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	4.87	4.91	4.91	4.91	----
Total Full-Time Positions	***22***	***20***	***20***	***18***	***-10.0%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***19.57***	***18.39***	***18.39***	***16.39***	***-10.9%***
Transportation					
Transit Services					
Full-Time Positions	15	15	15	15	----
Part-Time Positions	0	0	0	0	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
FTEs	13.10	13.10	13.10	13.10	----
Transportation					
Full-Time Positions	0	1	1	1	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.75	0.75	0.75	----
Total Full-Time Positions	***15***	***16***	***16***	***16***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***13.10***	***13.85***	***13.85***	***13.85***	***----***
Health and Human Services					
Health and Human Services					
Full-Time Positions	554	560	560	568	1.4%
Part-Time Positions	29	30	30	30	----
FTEs	432.65	435.78	435.78	451.01	3.5%
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	2.71	2.71	2.71	2.71	----
Total Full-Time Positions	***2***	***2***	***2***	***2***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***5.91***	***5.91***	***5.91***	***5.91***	***----***
Community Development and Housing					
Housing and Community Affairs					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	38.20	38.05	38.05	38.05	----
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	***38.20***	***38.05***	***38.05***	***38.05***	***----***
Environment					
Environmental Protection					
Full-Time Positions	45	46	46	46	----
Part-Time Positions	0	1	1	1	----
FTEs	91.47	93.17	93.17	92.11	-1.1%
Total Full-Time Positions	***45***	***46***	***46***	***46***	***----***
Total Part-Time Positions	***0***	***1***	***1***	***1***	***----***
Total FTEs	***91.47***	***93.17***	***93.17***	***92.11***	***-1.1%***
Other County Government Functions					
Alcohol Beverage Services					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Cable Television Communications Plan					
Full-Time Positions	14	13	13	18	38.5%
Part-Time Positions	0	0	0	0	----
FTEs	31.85	30.85	30.85	30.75	-0.3%
Non-Departmental Accounts					

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
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***	***13***	***13***	***18***	***38.5%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***31.85***	***30.85***	***30.85***	***30.75***	***-0.3%***
Total Full-Time Positions	680	685	685	697	1.8%
Total Part-Time Positions	31	33	33	33	----
Total FTEs	659.80	661.59	661.59	673.51	1.8%
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	30	30	30	30	----
Part-Time Positions	1	1	1	1	----
FTEs	31.07	31.27	31.27	31.27	----
Community Development and Housing					
Permitting Services					
Full-Time Positions	236	239	239	239	----
Part-Time Positions	2	2	2	2	----
FTEs	243.75	246.00	246.00	245.90	----
Environment					
Recycling and Resource Management					
Full-Time Positions	80	80	80	83	3.8%
Part-Time Positions	2	2	2	2	----
FTEs	106.24	106.24	106.24	111.56	5.0%
Other County Government Functions					
Alcohol Beverage Services					
Full-Time Positions	307	302	302	312	3.3%
Part-Time Positions	148	138	138	144	4.3%
FTEs	442.20	427.70	427.70	442.50	3.5%
Total Full-Time Positions	706	704	704	717	1.8%
Total Part-Time Positions	153	143	143	149	4.2%
Total FTEs	902.82	890.77	890.77	910.79	2.2%
INTERNAL SERVICE FUNDS NON-TAX SUPPORTED					
Finance					
Full-Time Positions	11	11	11	11	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Part-Time Positions	0	0	0	0	----
FTEs	31.87	31.87	31.87	32.37	1.6%
Fleet Management Services					
Full-Time Positions	202	208	208	208	----
Part-Time Positions	0	0	0	0	----
FTEs	206.10	211.10	211.10	211.10	----
General Services					
Full-Time Positions	33	34	34	34	----
Part-Time Positions	1	0	0	0	----
FTEs	34.07	34.57	34.57	34.57	----
Human Resources					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	25.25	23.65	23.65	23.85	0.8%
Total Full-Time Positions	246	253	253	253	----
Total Part-Time Positions	1	0	0	0	----
Total FTEs	297.29	301.19	301.19	301.89	0.2%
Total Full-Time Positions	9,549	9,667	9,667	9,733	0.7%
Total Part-Time Positions	987	975	975	999	2.5%
Total FTEs	10,300.51	10,433.22	10,433.22	10,518.91	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	21,254.35	21,649.85	21,649.85	22,257.28	2.8%
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	557.59	570.94	570.94	570.94	----
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	640.32	646.32	646.32	648.57	0.3%
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	22,452.26	22,867.11	22,867.11	23,476.79	2.7%
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	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	APPR FY21	%CHG BUD/APPR
Part-Time Positions	0	0	0	0	----
FTEs	1,810.10	1,803.35	1,803.35	1,803.35	----
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery College					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Montgomery College					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	115.50	107.50	107.50	107.50	----
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	1,925.60	1,910.85	1,910.85	1,910.85	----
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	923.11	941.76	941.76	979.09	4.0%
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	166.55	160.65	160.65	165.85	3.2%
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	1,089.66	1,102.41	1,102.41	1,144.94	3.9%

SUMMARY

Total Full-Time Positions	9,549	9,667	9,667	9,733	0.7%
Total Part-Time Positions	987	975	975	999	2.5%
Total FTEs	35,768.03	36,313.59	36,313.59	37,051.49	2.0%

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

FY20 and FY21 Taxes & User Charges for Average Household In Montgomery County (1)

	FY20	FY21	$ CHG	% CHG
Property (2)	$ 4,617	$ 4,653	$ 36	0.8%
Income	$ 4,430	$ 4,309	$ (121)	-2.7%
Other (3)	$ 1,186	$ 1,197	$ 11	0.9%
Total Taxes	**$ 10,233**	**$ 10,159**	**$ (74)**	**-0.7%**
Water & Sewer (5)	$ 871	$ 917	$ 46	5.3%
Solid Waste/Leaf Collection	$ 321	$ 339	$ 18	5.6%
Total Charges	**$ 1,192**	**$ 1,256**	**$ 64**	**5.4%**
Total Taxes & Charges (6)	**$ 11,425**	**$ 11,415**	**$ (10)**	**-0.1%**

Note (1): Average household tax burden computed as total estimated revenue divided by number of households.

Note (2): Property taxes for FY20 and FY21 at adopted rates effective July 1, 2019 and July 1, 2020, respectively, and incorporate an income-tax offset credit for an owner-occupied home of $692 in FY20 and $692 in FY21.

Note (3): Other taxes include transfer, recordation, fuel/energy, telephone, admissions, e-cigarettes, and the water quality protection charge. The water quality protection charge is specified per equivalent residential unit and increases from $104.25 in FY20 to $107.60 in FY21.

Note (4): Tax & User Charges are not adjusted for inflation.

Note (5): Water & Sewer bill included an *6.0%* water and sewer rate increase and no change in the Account Maintenance Fee. The amount assumes 165 *gallons* average daily consumption.
Source: Fiscal Year 2021 *Adopted* Budget, Washington Suburban Sanitary Commission

Note(6): Totals may not add due to rounding.

Source: Montgomery County Department of Finance and Office of Management and Budget **June 2020**

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Schedule E-1

ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY

ASSESSABLE BASE (in billion $)	ACTUAL FY19	BUDGET FY20	PROJ. FY20	BUDGET FY21	PROJ. FY22	PROJ. FY23	PROJ. FY24	PROJ. FY25	PROJ. FY26
COUNTYWIDE									
Countywide: Real	189.051	197.610	193.819	197.440	202.353	207.361	212.523	217.911	223.467
Countywide: Personal	4.055	4.452	4.131	4.235	4.311	4.366	4.403	4.476	4.549
SPECIAL DISTRICTS									
Mass Transit: Real	189.051	197.610	193.819	197.440	202.353	207.361	212.523	217.911	223.467
Mass Transit: Personal	4.055	4.452	4.131	4.235	4.311	4.366	4.403	4.476	4.549
Fire: Real	189.051	197.610	193.819	197.440	202.353	207.361	212.523	217.911	223.467
Fire: Personal	4.055	4.452	4.131	4.235	4.311	4.366	4.403	4.476	4.549
Recreation: Real	165.110	172.486	169.274	172.437	176.727	181.101	185.609	190.315	195.167
Recreation: Personal	3.360	3.668	3.422	3.509	3.571	3.617	3.648	3.708	3.768
Storm Drainage: Real	159.349	166.552	163.368	166.421	170.561	174.783	179.134	183.675	188.358
Storm Drainage: Personal	3.223	3.506	3.283	3.366	3.426	3.470	3.499	3.557	3.615
M-NCPPC - Regional: Real	164.081	171.429	168.220	171.363	175.626	179.973	184.453	189.129	193.952
M-NCPPC - Regional: Personal	3.346	3.652	3.408	3.494	3.557	3.602	3.633	3.693	3.753
M-NCPPC - Metropolitan: Real	164.081	171.429	168.220	171.363	175.626	179.973	184.453	189.129	193.952
M-NCPPC - Metropolitan: Personal	3.346	3.652	3.408	3.494	3.557	3.602	3.633	3.693	3.753
M-NCPPC - Land Acquisition: Real	189.051	197.610	193.819	197.440	202.353	207.361	212.523	217.911	223.467
M-NCPPC - Land Acquisition: Personal	4.055	4.452	4.131	4.235	4.311	4.366	4.403	4.476	4.549
URBAN DISTRICTS									
Bethesda: Real	5.415	5.484	5.551	5.655	5.796	5.939	6.087	6.241	6.401
Bethesda: Personal	0.230	0.250	0.234	0.240	0.244	0.247	0.250	0.254	0.258
Silver Spring: Real	3.759	3.865	3.854	3.926	4.024	4.123	4.226	4.333	4.444
Silver Spring: Personal	0.138	0.136	0.140	0.144	0.146	0.148	0.149	0.152	0.154
Wheaton: Real	0.816	0.782	0.837	0.853	0.874	0.896	0.918	0.941	0.965
Wheaton: Personal	0.035	0.037	0.035	0.036	0.037	0.037	0.038	0.038	0.039
NOISE ABATEMENT DISTRICTS									
Bradley: Real	0.045	0.047	0.046	0.047	0.048	0.050	0.051	0.052	0.054
Bradley: Personal	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Cabin John: Real	0.012	0.012	0.012	0.012	0.012	0.013	0.013	0.013	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	4.616	4.622	4.733	4.821	4.941	5.064	5.189	5.321	5.457

ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY

Bethesda - Commercial: Personal	0.195	0.212	0.199	0.204	0.207	0.210	0.212	0.215	0.219
Bethesda - Unimproved: Real	0.502	0.542	0.515	0.525	0.538	0.551	0.565	0.579	0.594
Bethesda - Unimproved: Personal	0.025	0.025	0.025	0.026	0.027	0.027	0.027	0.027	0.028
Montgomery Hills - Commercial: Real	0.047	0.049	0.048	0.049	0.050	0.051	0.052	0.054	0.055
Montgomery Hills - Commercial: Personal	0.002	0.002	0.002	0.002	0.002	0.002	0.002	0.002	0.002
Montgomery Hills - Unimproved: Real	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001
Montgomery Hills - Unimproved: Personal	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Silver Spring - Commercial: Real	3.176	3.270	3.256	3.317	3.400	3.484	3.571	3.661	3.754
Silver Spring - Commercial: Personal	0.136	0.133	0.139	0.142	0.145	0.147	0.148	0.151	0.153
Silver Spring - Unimproved: Real	0.412	0.431	0.423	0.431	0.441	0.452	0.463	0.475	0.487
Silver Spring - Unimproved: Personal		0.001	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Wheaton - Commercial: Real	0.447	0.431	0.458	0.467	0.478	0.490	0.502	0.515	0.528
Wheaton - Commercial: Personal	0.012	0.014	0.012	0.013	0.013	0.013	0.013	0.013	0.014
Wheaton - Unimproved: Real	0.005	0.005	0.005	0.005	0.005	0.006	0.006	0.006	0.006
Wheaton - Unimproved: Personal	0.004	0.004	0.004	0.004	0.004	0.004	0.004	0.004	0.004

Schedule E-2

PROPERTY TAX RATES				
(dollars per $100 assessed value)	ACTUAL FY18	ACTUAL FY19	ACTUAL FY20	APPR FY21
COUNTYWIDE				
General Fund: Real	0.7484	0.7414	0.7166	0.6948
General Fund: Personal	1.8710	1.8535	1.7915	1.7370
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	0.8604	0.8534	0.8286	0.8068
Countywide: Personal	1.8710	1.8535	1.7915	1.7370
SPECIAL DISTRICTS				
Mass Transit: Real	0.0580	0.0498	0.0672	0.0736
Mass Transit: Personal	0.1450	0.1245	0.1680	0.1840
Fire: Real	0.1089	0.1065	0.1068	0.1182
Fire: Personal	0.2723	0.2663	0.2670	0.2955
Recreation: Real	0.0240	0.0254	0.0261	0.0260
Recreation: Personal	0.0600	0.0635	0.0653	0.0650
Storm Drainage: Real	0.0000	0.0000	0.0000	0.0000
Storm Drainage: Personal	0.0000	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	0.0052	0.0036	0.0050	0.0056
Discretionary: Personal	0.0130	0.0090	0.0125	0.0140
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

PROPERTY TAX RATES				
(dollars per $100 assessed value)	ACTUAL FY18	ACTUAL FY19	ACTUAL FY20	APPR FY21
Discretionary: Real	0.0114	0.0090	0.0120	0.0160
Discretionary: Personal	0.0285	0.0225	0.0300	0.0400
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 12 AS BASE

(in millions)

	ACTUAL FY12	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15	ACTUAL FY16	ACTUAL FY17	ACTUAL FY18	ACTUAL FY19	APPR FY20	APPR FY21
COUNTY GOVERNMENT										
General Fund	891.9	1,014.7	1,118.0	1,146.6	1,162.0	1,163.6	1,148.0	1,138.9	1,272.2	1,239.7
Expenditures in FY12$	891.9	997.7	1,081.2	1,101.4	1,106.7	1,095.7	1,063.0	1,039.1	1,136.9	1,092.2
Special Funds: Tax Supported	335.3	357.4	383.6	388.5	390.6	395.3	406.5	417.9	418.6	432.1
Expenditures in FY12$	335.3	351.4	371.0	373.2	372.0	372.2	376.4	381.3	374.1	380.7
Grant Fund: Non-Tax Supported	114.7	103.5	111.4	116.7	114.5	111.4	116.6	114.7	119.8	128.0
Expenditures in FY12$	114.7	101.8	107.7	112.1	109.0	104.9	108.0	104.7	107.1	112.8
Special Funds: Non-Tax Supported	250.9	266.9	269.7	298.8	308.4	306.3	329.0	339.0	358.5	366.1
Expenditures in FY12$	250.9	262.4	260.8	287.0	293.7	288.4	304.6	309.3	320.4	322.6
TOTAL COUNTY GOVERNMENT	**1,592.9**	**1,742.5**	**1,882.7**	**1,950.6**	**1,975.5**	**1,976.5**	**2,000.1**	**2,010.5**	**2,169.1**	**2,166.0**
Expenditures in FY12$	1,592.9	1,713.4	1,820.8	1,873.8	1,881.4	1,861.1	1,851.9	1,834.4	1,938.4	1,908.4
M. C. PUBLIC SCHOOLS(b)	**2,103.4**	**2,192.7**	**2,246.4**	**2,283.1**	**2,321.5**	**2,456.1**	**2,524.8**	**2,612.5**	**2,680.6**	**2,755.5**
Expenditures in FY12$	2,103.4	2,156.0	2,172.5	2,193.2	2,211.0	2,312.7	2,337.8	2,383.7	2,395.5	2,427.8
MONTGOMERY COLLEGE(b)	**245.6**	**245.1**	**257.0**	**274.7**	**287.4**	**293.7**	**296.5**	**291.2**	**314.7**	**318.3**
Expenditures in FY12$	245.6	241.0	248.5	263.9	273.7	276.6	274.5	265.7	281.2	280.4
M-NCPPC(b)	**111.7**	**118.6**	**123.5**	**130.0**	**133.1**	**136.7**	**144.0**	**148.3**	**158.0**	**164.5**
Expenditures in FY12$	111.7	116.6	119.4	124.9	126.8	128.7	133.3	135.3	141.2	144.9
DEBT SERVICE(a)	**276.5**	**298.3**	**307.5**	**342.7**	**348.5**	**387.5**	**398.0**	**422.6**	**439.2**	**436.9**
Expenditures in FY12$	276.5	293.3	297.4	329.2	331.9	364.9	368.5	385.6	392.5	384.9
TOTAL ALL AGENCIES	**4,330.1**	**4,597.3**	**4,817.1**	**4,981.2**	**5,066.0**	**5,250.5**	**5,363.5**	**5,485.1**	**5,761.7**	**5,841.3**
Expenditures in FY12$	4,330.1	4,520.5	4,658.7	4,785.0	4,824.8	4,944.0	4,966.2	5,004.7	5,149.0	5,146.5
CPI - FISCAL YEAR 12 = 100	**100.0**	**101.7**	**103.4**	**104.1**	**105.0**	**106.2**	**108.0**	**109.6**	**111.9**	**113.5**
Fiscal Year Percent Change	**----**	**1.7%**	**1.7%**	**0.7%**	**0.9%**	**1.2%**	**1.8%**	**1.6%**	**2.3%**	**1.6%**

(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
	$	%	$	%	$	%	$	%	$	%	$	%	$	%	$	%	$
FY21 Approved	1,830.8	30.8	1,695.4	28.5	199.3	3.4	315.2	5.3	50.9	0.9	402.2	6.8	1,253.3	21.1	196.8	3.3	5,943.9
FY20 Estimate	1,793.3	30.6	1,720.5	29.4	189.0	3.2	314.0	5.4	54.6	0.9	371.5	6.3	1,209.6	20.7	201.5	3.4	5,854.0
FY20 Approved	1,836.8	31.4	1,640.3	28.1	199.1	3.4	323.3	5.5	58.8	1.0	395.0	6.8	1,210.2	20.7	181.4	3.1	5,844.9
FY19 Actual	1,763.2	31.6	1,531.2	27.4	184.2	3.3	314.0	5.6	56.9	1.0	393.9	7.1	1,138.0	20.4	205.4	3.7	5,586.7
FY18 Actual	1,754.3	32.1	1,469.3	26.9	171.5	3.1	314.3	5.8	56.9	1.0	390.2	7.1	1,110.0	20.3	192.2	3.5	5,458.6
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

* 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 FY12	APPR FY13	APPR FY14	APPR FY15	APPR FY16	APPR FY17	APPR FY18	APPR FY19	APPR FY20	APPR FY21
General Government	944.60	985.48	1,012.51	1,046.59	1,096.31	1,112.55	1,146.20	1,151.67	1,167.91	1,182.46
Public Safety	3,546.90	3,520.15	3,579.19	3,669.91	3,709.53	3,743.63	3,790.18	3,809.33	3,842.39	3,850.99
Transportation	1,136.40	1,120.89	1,137.79	1,160.51	1,164.52	1,174.30	1,206.20	1,208.20	1,244.20	1,243.20
Health & Human Services	1,485.70	1,558.60	1,568.76	1,588.87	1,593.66	1,619.38	1,648.71	1,670.36	1,683.09	1,714.49
Libraries, Culture & Recreation	666.20	715.95	774.31	824.81	833.59	856.40	890.12	893.52	925.66	928.87
Community Development & Housing	262.20	293.15	306.20	318.20	326.20	332.75	345.85	346.35	351.85	351.75
Environment	187.10	193.98	195.09	200.49	204.79	210.81	213.11	214.21	216.11	219.96
Non-Departmental Accounts	1.60	1.65	3.88	4.08	4.23	4.18	4.21	4.64	6.38	12.51
Liquor Control	323.00	324.02	338.82	336.82	426.72	432.42	438.20	442.20	427.70	442.50
Subtotal	**8,553.70**	**8,713.87**	**8,916.55**	**9,150.28**	**9,359.55**	**9,486.42**	**9,682.78**	**9,740.48**	**9,865.29**	**9,946.73**
Plus Council & Judicial Offices *	481.80	513.68	528.73	528.56	535.96	544.86	552.85	560.03	567.93	572.18
TOTAL COUNTY GOVERNMENT	**9,035.50**	**9,227.55**	**9,445.28**	**9,678.84**	**9,895.51**	**10,031.28**	**10,235.63**	**10,300.51**	**10,433.22**	**10,518.91**
Government FTEs PER 1000 Population										
General Government	0.97	0.99	1.01	1.03	1.07	1.07	1.08	1.08	1.07	1.09
Public Safety	3.62	3.53	3.55	3.60	3.60	3.60	3.57	3.58	3.53	3.57
Transportation	1.16	1.12	1.13	1.14	1.13	1.13	1.14	1.14	1.14	1.15
Health & Human Services	1.52	1.56	1.56	1.56	1.55	1.56	1.55	1.57	1.55	1.59
Libraries, Culture & Recreation	0.68	0.72	0.77	0.81	0.81	0.82	0.84	0.84	0.85	0.86
Community Development & Housing	0.27	0.29	0.30	0.31	0.32	0.32	0.33	0.33	0.32	0.33
Environment	0.19	0.19	0.19	0.20	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	0.01	0.01
Liquor Control	0.33	0.32	0.34	0.33	0.41	0.42	0.41	0.42	0.39	0.41
Total County-Less Elective Offices	**8.74**	**8.73**	**8.85**	**8.97**	**9.10**	**9.13**	**9.11**	**9.16**	**9.06**	**9.21**
Plus Council & Judicial Offices *	0.49	0.51	0.52	0.52	0.52	0.52	0.52	0.53	0.52	0.53
TOTAL COUNTY GOVERNMENT	**9.23**	**9.24**	**9.38**	**9.49**	**9.62**	**9.66**	**9.63**	**9.69**	**9.58**	**9.74**
Population	**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**	**1,079,939**

* 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

	FY12 WORKYEARS	FY13 WORKYEARS	FY14 WORKYEARS	FY15 WORKYEARS	FY16 WORKYEARS	FY17 FTEs	FY18 FTEs	FY19 FTEs	FY20 FTEs	FY21 FTEs
GENERAL FUND										
General Fund	890.30	939.32	968.22	1,000.38	1,058.35	1,076.64	1,107.01	1,117.56	1,135.80	1,153.90
Public Safety	2,484.00	2,459.85	2,499.71	2,583.25	2,610.17	2,646.27	2,709.82	2,717.47	2,733.53	2,741.13
Transportation	207.80	224.15	242.31	244.17	248.17	252.27	252.27	252.27	255.77	254.77
Health & Human Services	1,485.70	1,558.60	1,568.76	1,588.87	1,593.66	1,619.38	1,648.71	1,670.36	1,683.09	1,714.49
Libraries, Culture & Recreation	288.00	313.96	349.94	384.56	388.56	386.56	395.26	395.51	404.01	404.51
Community Development & Housing	70.30	79.75	90.00	96.00	98.00	73.40	86.40	86.40	87.80	87.80
Environment	12.10	11.49	11.49	13.09	15.09	16.50	16.50	16.50	16.70	16.29
Non-Departmental Accounts	1.60	1.65	3.88	4.08	4.23	4.18	4.21	4.64	6.38	12.51
TOTAL GENERAL FUND **	**5,439.80**	**5,588.77**	**5,734.31**	**5,914.40**	**6,016.23**	**6,075.20**	**6,220.18**	**6,260.71**	**6,323.08**	**6,385.40**
SPECIAL FUNDS										
Urban Districts	52.00	55.32	55.02	58.30	58.30	58.60	58.60	58.60	58.60	58.70
Mass Transit	830.30	814.41	816.06	835.62	836.19	842.47	874.37	876.37	908.87	908.87
Fire Tax District	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	1,319.26
Recreation	352.50	375.19	397.63	413.51	417.29	440.77	464.79	466.94	490.38	493.09
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	26.50	29.50	30.50	30.50	30.50	31.50	32.50	31.85	30.85	30.75
Montgomery Housing Initiative	13.10	14.80	14.70	14.70	14.70	14.70	14.70	15.20	17.05	17.05
Water Quality Protection	72.10	79.10	81.39	84.39	86.69	88.76	91.47	91.47	93.17	92.11
Community Use of Public Facilities	25.70	26.80	26.74	26.74	27.74	29.07	30.07	31.07	31.27	31.27
Parking Districts	48.00	48.79	48.59	49.89	49.33	48.53	48.53	48.53	48.53	48.53
Permitting Services	177.80	197.60	200.50	206.50	212.50	243.65	243.75	243.75	246.00	245.90
Solid Waste Services	102.90	103.39	102.21	103.01	103.01	105.55	105.14	106.24	106.24	111.56
Vaccum Leaf Collection	50.30	33.54	30.83	30.83	30.83	31.03	31.03	31.03	31.03	31.03
Liquor Control	323.00	324.02	338.82	336.82	426.72	432.42	438.20	442.20	427.70	442.50
TOTAL SPECIAL FUNDS	**3,318.20**	**3,357.26**	**3,425.55**	**3,478.37**	**3,594.06**	**3,670.81**	**3,720.91**	**3,742.51**	**3,808.95**	**3,831.62**
INTERNAL SERVICE FUNDS										
Employee Health Benefit Self Insurance	12.70	16.15	20.25	20.85	21.25	22.30	25.25	25.25	23.65	23.85
Motor Pool	205.60	205.10	205.30	204.10	204.10	204.10	204.10	206.10	211.10	211.10
Printing & Mail	29.80	30.90	29.50	30.75	29.75	28.75	34.07	34.07	34.57	34.57
Self Insurance	29.40	29.37	30.37	30.37	30.12	30.12	31.12	31.87	31.87	32.37
TOTAL INTERNAL SERVICE FUNDS	**277.50**	**281.52**	**285.42**	**286.07**	**285.22**	**285.27**	**294.54**	**297.29**	**301.19**	**301.89**
TOTAL COUNTY GOVERNMENT	**9,035.50**	**9,227.55**	**9,445.28**	**9,678.84**	**9,895.51**	**10,031.28**	**10,235.63**	**10,300.51**	**10,433.22**	**10,518.91**
MONT. COUNTY PUBLIC SCHOOLS	**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**	**23,476.79**
MONTGOMERY COLLEGE	**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**	**1,910.85**
M-NCPPC	**966.70**	**951.45**	**958.55**	**978.60**	**1,015.09**	**1,045.19**	**1,080.64**	**1,089.66**	**1,102.41**	**1,144.94**
GRAND TOTAL	**32,469.00**	**32,877.85**	**33,507.78**	**34,177.93**	**34,709.80**	**35,245.80**	**35,518.20**	**35,768.03**	**36,313.59**	**37,051.49**

**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
FY21 - Real	0.6948	0.0736	0.1182	0.0260	n/a	0.0786	0.9912	0.1120	1.1032
FY21 - Personal	1.7370	0.1840	0.2955	0.0650	n/a	0.1965	2.4780	n/a	2.4780
FY20 - Real	0.7166	0.0672	0.1068	0.0261	n/a	0.0740	0.9907	0.1120	1.1027
FY20 - Personal	1.7915	0.1680	0.2670	0.0653	n/a	0.1850	2.4768	n/a	2.4768
FY19 - Real	0.7414	0.0498	0.1065	0.0254	n/a	0.0696	0.9927	0.1120	1.1047
FY19 - Personal	1.8535	0.1245	0.2663	0.0635	n/a	0.1740	2.4817	n/a	2.4817
FY18 - Real	0.7484	0.0580	0.1089	0.0240	n/a	0.0736	1.0129	0.1120	1.1249
FY18 - Personal	1.8710	0.1450	0.2723	0.0600	n/a	0.1840	2.5323	n/a	2.5323
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

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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
2021	$1.1364	$0.1120	$0.0459	$0.9785
2020	$1.1353	$0.1120	$0.0447	$0.9786
2019	$1.1372	$0.1120	$0.0438	$0.9814
2018	$1.1582	$0.1120	$0.0450	$1.0012
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

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 FY21 and estimated taxable assessments for FY21.

MONTGOMERY COUNTY DEPARTMENT OF FINANCE **JUNE 2020**

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Resolution No.:	19-472
Introduced:	May 21, 2020
Adopted:	May 21, 2020

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

Lead Sponsor: County Council

SUBJECT: Approval of and Appropriation for the FY 2021 Operating Budget of the Montgomery County Government

Background

1. As required by Section 303 of the County Charter, the County Executive sent to the County Council the FY 2021 Operating Budget for the Montgomery County Government.

2. As required by Section 304 of the County Charter, notice of public hearing was given and a public hearing was held.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

1. The Council approves the FY 2021 Operating Budget for the Montgomery County Government and appropriates the funds as shown on the attachment to this resolution in the following sections.

   Section A: The General Fund Operating Budget contains the tax-supported, non-grant-funded appropriations for departmental and non-departmental General Fund accounts.

   Section B: The Special Revenue Funds Tax-Supported Budget contains the non-grant appropriations associated with all tax-supported Special Funds.

   Section C: The Debt Service Budget includes all tax-supported debt service on General Obligation Bonds for the General Fund and tax-supported Special Funds and all tax-supported expenditures for long term leases, short term leases, and other tax-supported and non-tax supported debt.

Section D: The Grant Fund Operating Budget contains the grant-funded appropriations for all tax-supported General Fund accounts and tax-supported Special Fund accounts of County Government. Any appropriation for and spending on any project funded by non-County funds is contingent on notice of receipt of the non-County funds.

Section E: The Special Revenue Funds Self-Supporting Funds Budget contains both grant and non-grant-funded appropriations for self-supporting (non-tax-supported) funds.

Section F: The Enterprise Funds Budget contains both grant and non-grant-funded appropriations for enterprise funds and the debt service appropriation for enterprise funds, and notes the total appropriations for the County's Risk Management Liability and Property Coverage Self-Insurance Fund and Employees Health Benefits Self-Insurance Fund.

2. This resolution re-appropriates or appropriates revenue received from non-County sources for programs funded in whole or in part from those non-County funds:

   (a) together with matching County funds, if any; and
   (b) to the extent that the program period approved by the non-County source requires more than one fiscal year to complete the grant program, under the terms of receipt of the non-County revenues.

3. This resolution re-appropriates the fund balances of the following funds and non-departmental accounts (NDA):

   Central Duplicating Fund
   Economic Development Fund
   Housing Initiative Fund
   Motor Pool (DGS) Internal Service Fund
   Rehabilitation Loan Fund
   Restricted Donation Special Revenue Fund
   COVID-19 Human Services Response and Community Assistance NDA
   COVID-19 Hospital Response NDA

4. This resolution re-appropriates the June 30, 2020 fund balance for the Drug Enforcement Forfeiture Fund permitting it to be spent in FY 2021. As required in Section 35-13B of the County Code, the Chief of Police must provide reports to the Executive and the Council on December 15, 2020 and March 15, 2021 regarding the unreserved fund balance, expenditures, and the approved budget for the Drug Enforcement Forfeiture Fund.

5. This resolution re-appropriates encumbered appropriations, permitting them to be spent in FY 2021. Any unencumbered appropriation lapses at the end of FY 2020, except as re-appropriated elsewhere in this resolution.

6. Section G of this resolution lists the entities designated to receive non-competitive contract awards under Section 11B-14(a)(4) of the County Code, which states: "A contract may be

awarded without competition if the Chief Administrative Officer makes a written determination that the contract award serves a public purpose and a proposed contractor has been identified in a grant or appropriation resolution approved by the Council." Appropriations for these awards are included in the departmental and non-departmental appropriations in Sections A through F. The Chief Administrative Officer has determined that the entities listed in Section G serve a public purpose and contract awards are in the public interest. The amounts listed in Section G are estimates only and may vary due to changed circumstances. The Council in Resolution 14-490 adopted the process to designate entities under this provision. For FY 2021, the Chief Administrative Officer may increase the maximum amount of an award to an organization included in Section G by the amount needed for COVID-19 response. For FY 2021, the Chief Administrative Officer may also determine whether to amend the scope for a particular contractor as necessary to allow for COVID-19 response flexibility. The Chief Administrative Officer must transmit to the Council two reports listing the organizations and increased award amounts and any amended scope terms for those organizations authorized for COVID-19 response during FY 2021. The first report must be provided no later than January 20, 2021 for any actions through December 31, 2020 and the second provided no later than July 20, 2021 for actions through June 30, 2021.

7. This resolution appropriates $17,562,175 to the Department of Health and Human Services to provide a payment to organizations providing direct services to clients of residential, community supported living arrangements, day habilitation, or supportive employment provided through the Developmental Disabilities Administration. In order to receive this payment, an organization must provide any documentation requested by the Department of Health and Human Services and the organization must be in compliance with the Montgomery County Minimum Wage law. The Council intends to review the need for additional support for these organizations during FY 2021. Section G of this resolution includes entities eligible to receive this non-competitive payment.

8. This resolution appropriates $651,012 to the Department of Health and Human Services to provide a payment to organizations providing adult medical daycare services that accept Medicaid funding. In order to receive this payment, an organization must demonstrate to the Department it is licensed and in good standing with the Maryland Department of Health, Office of Healthcare Quality. The organization must provide any documentation requested by the Department to determine the use of the program by Medicaid funded County residents and the provider must be in compliance with the Montgomery County Minimum Wage law. The Council intends to review the need for additional support for these organizations during FY 2021. Section G of this resolution includes entities eligible to receive this non-competitive payment.

9. If an error in the name of an entity or the stated purpose for a non-competitive contract identified in Section G does not alter the substance of the Chief Administrative Officer's determination and Council's approval of the award, the Director of the Office of Procurement may proceed with the non-competitive contract without an amendment to Section G. The Director of the Office of Procurement must notify the Council within 7 days after making each determination.

10. In the following agency budgets, the Council appropriates payments to the Risk Management Liability and Property Coverage Self-Insurance Fund. The Director of Finance must transfer the following amounts from the respective appropriations for County Government, the Montgomery County Public Schools, and Montgomery College to the Risk Management Liability and Property Coverage Self-Insurance Fund on or immediately after July 1, 2020. The Director of Finance must notify the Maryland-National Capital Park and Planning Commission that its contribution to the Fund is due on or immediately after July 1, 2020.

$22,231,024	County General Fund Risk Management Non-Departmental Account
11,775,461	County Special, Enterprise, and Internal Service Funds Contributions
13,768,717	Fire and Rescue System – Fire Tax District Funds
23,860,441	Montgomery County Public Schools
2,171,009	Montgomery College
1,154,297	Maryland- National Park and Planning Commission

In addition to contributions from County Government and County and Bi-county agencies, the following contributions and revenues are expected to be realized in FY 2021.

$1,637,535	Housing Opportunities Commission
195,536	Montgomery County Revenue Authority
542,048	City of Gaithersburg
40,533	City of Rockville Housing Authority/Rockville Housing Enterprises
45,455	Bethesda Urban Partnership
92,088	Other Municipal Income
2,628,727	Other Income (includes investment income and recovered losses)

These contributions and the fund balance are available to support a FY 2021 Risk Management Liability and Property Coverage Self-Insurance Fund appropriation of $80,142,871.

11. This resolution appropriates $20,000,000 for the Future Federal, State, or Other Grant Non-Departmental Account in the County Government Grant Fund to fund specific programs or activities designated in a grant, donation, contribution, reimbursement, or other non-County funding source received in FY 2021. When the County receives funds for a program from a non-County source, the County Executive may transfer appropriation from this Account to the appropriate fund for a department or office to support the program. The following conditions apply to the use of this transfer authority:

    (a) The program must not require any new FY 2021 tax-supported appropriation or future tax-supported County funds.
    (b) Subject to the balance in the account, any amount can be transferred in FY 2021 for any program which meets at least one of the following five conditions: (1) the

amount is $200,000 or less; (2) the program was funded in FY 2020; (3) the program was included in the FY 2021 budget; (4) the program was funded by the Council in a supplemental or special appropriation in FY 2021; (5) the amount is funded by an insurance reimbursement that has been received; (6) the amount is funded by revenues from the State of Maryland Emergency Number Systems Board.

(c) The Executive must notify the Council within 30 days after each transfer.

The Department of Finance may transfer appropriation to the Restricted Donation Special Revenue Fund on a quarterly basis. The Council must approve a transfer for any individual donation which exceeds $200,000 unless the donation meets one of the conditions in subparagraph (b) of this paragraph. For FY 2021, the Department may transfer appropriation to the Restricted Donations Special Revenue Fund in order to spend proceeds from the Pepco/Exelon Merger Proceeds and AltaGas/WGL Merger Proceeds for programs included in the conditions set forth in Order 86990 and Order 88631, respectively, of the Maryland Public Service Commission. The Department may also transfer appropriation from the Restricted Donations Special Revenue Fund to the Capital Improvements Program (CIP) Fund in order to spend proceeds received under Order 86990 (Pepco/Exelon Merger Proceeds) and Order 88631 (AltaGas/WGL Merger Proceeds) of the Maryland Public Service Commission. For FY 2021, the total amount to be transferred must not exceed $6,501,000.

The Executive must approve each transfer under this paragraph and must notify the Council within 30 days after each transfer. The Office of Management and Budget must maintain a record to ensure that the total appropriation is not exceeded.

The Executive may also transfer an appropriation from a specific department or office grant appropriation in the County Government Grant Fund to the Future Federal, State, or Other Grant Non-Departmental Account when a specific grant is less than the amount appropriated. The amount of the transfer must equal the difference between the amount appropriated and the grant award.

For FY 2021, the County Executive may transfer appropriation from this Non-Departmental Account to the Department of Police for expenses incurred as a part of an agreement with another governmental entity to fund law enforcement activities as requested or approved by that entity. The Executive must notify the Council in writing within 10 working days when this method of transfer is used for an amount that exceeds $200,000. The Executive must provide the notice required in Paragraph 17 in the case of an emergency response.

12. The Executive may transfer County matching funds within a department or office from the appropriate fund to an account for the same department or office in the Grant Fund when the grantor requires a County match.

13. When the County Government receives more non-County funds than were budgeted for a program which also receives some County funds:

a) Council approval is not required to substitute the non-County funds for County funds. In this case, there is no change in the appropriation.
b) Council approval is required to increase the appropriation. The Council may decide to substitute non-County funds for County funds instead of increasing the appropriation.

14. When the County Government receives official notice that government aid or grant funds will be less than was budgeted for a program:

    a) Council approval is required to substitute County tax-supported funds for non-County funds. In this case, there is no change in appropriation.
    b) The Executive must report to the Council any recommendation to reduce expenditures in an affected program to offset any loss of non-County funds. A reduction of 10% or less from the amount estimated in the FY 2020 approved budget for any grant or specific source of government aid may be reported through the report required in paragraph 11(c) of this resolution.

15. For FY 2021, funds for Federal Emergency Management Agency (FEMA) reimbursements of Urban Search and Rescue Team activities may be appropriated through a transfer from the Future Federal, State, or Other Grant Non-Departmental Account as provided in paragraph 11. In order to use this method of appropriation, the County Executive or a designee must forward a copy of each FEMA authorization letter to the Council President within 5 working days after the County receives the FEMA authorization.

16. For FY 2021, reimbursement payments from the Federal government for providing security through the Police Department on an overtime basis may be appropriated through a transfer from the Future Federal, State, or Other Grant Non-Departmental Account as provided in paragraph 11. In order to use this method of appropriation, the Executive must forward to the Council President a copy of a contract, memorandum, or letter from a Federal agency authorizing the County to provide such security. The Department must specify the amount of reimbursement funding, and the contract, letter, or memorandum must be forwarded within 5 working days after the County receives the authorization.

17. For FY 2021, reimbursement payments from Federal, state, or local governments for emergency response or assistance by Montgomery County departments or offices may be appropriated through a transfer from the Future Federal, State, or Other Grant Non-Departmental Account as provided in paragraph 11. In order to use this method of appropriation, the Executive must forward to the Council President a copy of the contract, memorandum, or letter from the Federal, state, or local agency authorizing the County to provide the requested assistance. The Executive must specify the amount of reimbursement funding and must forward the contract, letter, or memorandum within 5 working days after the County receives the authorization.

18. In Resolution No. 19-442, adopted May 5, 2020, the Council expressed its intent to reject the funds necessary to implement the increases in appropriations over FY 2020 levels

contained in the first year of the collective bargaining agreement with the Fraternal Order of Police , Lodge 35 for July 1, 2020 through June 30, 2023. The Executive submitted a renegotiated Agreement on May 12, 2020 that would delay, but not decrease, any increases in wages and benefits. The Council rejected the renegotiated provisions on May 13, 2020. This resolution appropriates funding at the FY 2020 levels and does not appropriate funding for the for the increases required by the following provisions for FY 2021.

(a) 1% GWA after July 1, 2020.
(b) 3.5% service increments for all eligible members on their anniversary date.
(c) An additional 3.5% salary adjustment for employees who are not at the top of grade.
(d) 3.5% longevity increments for eligible employees.
(e) Cell phones issued to all bargaining unit members.
(f) Expansion of non-official use of personal patrol vehicle and to and from vehicles to within 15 miles of a County border.

This resolution appropriates funds in FY 2021 for the medical, dental, prescription drug, vision, long-term disability, and life insurance provisions as described in paragraph 31. This Resolution appropriates funds in FY 2021 for retirement benefits as required by law.

19. In Resolution No. 19-444, adopted May 5, 2020, the Council expressed its intent to reject the funds necessary to implement the increases in appropriations over FY 2020 levels contained in the first year of the collective bargaining agreement with Local 1664, Montgomery County Career Fire Fighters Association of the International Association of Fire Fighters, AFL-CIO for July 1, 2020 through June 30, 2022. The Executive submitted a renegotiated Agreement on May 12, 2020 that would delay, but not decrease, any increases in wages and benefits. The Council rejected the renegotiated provisions on May 13, 2020. This resolution appropriates funding at the FY 2020 levels and does not appropriate funding for the increases required by the following contract provisions for FY 2021.

(a) 2.25% general wage adjustment for all bargaining unit members on the first pay period after August 1, 2020.
(b) 3.5% longevity increment for eligible bargaining unit members with 20 or 24 years of service.
(c) 3.5% service increments for all eligible bargaining unit members on their anniversary date.
(d) Dedicated $65,000 for tuition assistance.
(e) Increase in extra assignment pay for certain positions.
(f) Increase in special duty differential for members assigned to the ECC.

This resolution appropriates funds in FY 2021 for the medical, dental, prescription drug, vision, long-term disability, and life insurance provisions as described in paragraph 31. This resolution appropriates funds in FY 2021 for retirement benefits as required by law.

20. In Resolution No. 19-443, adopted May 5, 2020, the Council expressed its intent to reject the funds necessary to implement the increases in appropriations over FY 2020 levels contained in the first year of the collective bargaining agreement with Local 1994, Municipal and County Government Employees Organization of the United Food and Commercial Workers, AFL-CIO (MCGEO) for the period July 1, 2020 through June 30, 2023. The Executive submitted a renegotiated Agreement on May 12, 2020 that would delay, but not decrease, any increases in wages and benefits. The Council rejected the renegotiated provisions on May 13, 2020. This resolution appropriates funding at the FY 2020 levels and does not appropriate funding for the increases required by the following contract provisions for FY 2021.

    (a) 1.25% general wage adjustment payable on the first pay period after October 1, 2020.
    (b) 3.5% service increments for all eligible bargaining unit members on their anniversary date.
    (c) 1.25% service increment for all eligible bargaining unit members who were eligible to receive a service increment in FY 2011 when the Council did not approve any FY 2011 wage increases for any County employees in May 2010.
    (d) Longevity step increment of 2.5%, 3%, or 3.5% for eligible bargaining unit members.
    (e) A $1,000 lump sum payment on July 1, 2020 for each member who is not eligible for a service increment in FY 2021.
    (f) An increase in service differential based on shift time for employees who must work shifts beginning after noon or later.
    (g) Increase in classification eligible for field training differential pay.
    (h) An increase to the Get-in Program Transit Subsidy from $75/month to $265/month for all unit members.
    (i) An increase in the meal allowance from $10 to $15.
    (j) Tuition Assistance overall maximum increases from 50% to 65% of unallocated funds.
    (k) Adjustments to the requirements for Holiday Pay.
    (l) Installation of cameras, intercom, and card readers at Seven Locks Road Detention Center.
    (m) Raise funding for Labor Management Relations Committee from $100,000 to $150,000.
    (n) Additional military service credit for Group E retirement plan participants.
    (o) Additional $0.50 per hour for seasonal employees.
    (p) Adding positions in DOCR to Group E in the defined benefit retirement plan and the DROP.
    (q) Increase the County contribution from 8% of salary to 9% of salary for RSP and GRIP participants and decrease the participant contribution by 1%.
    (r) Additional 1% service increment for employees not in any County Retirement Plan with the excess over maximum to be a lump sum.
    (s) New sick leave payout program for employees who leave service.
    (t) Increase uniform allowance for certain DOCR employees.
    (u) Additional ½ hour pay for DOCR Resident Supervisors.

(v) New $1,500 stipend for employees in the Crisis Center.
(w) Increase boot reimbursement from $145 to $200 for Highway Services workers.
(x) Increase uniforms for DPS employees.
(z) Reduce the employee contribution by 1% for employees in Groups A, E, H, & J in the defined benefit plans.
(aa) Eliminate certain income offsets to disability pension payments for employees in the RSP or GRIP.
(bb) Restrict the use of temporary employees and establish a new prohibited practice charge concerning the County's use of temporary employees.

This resolution appropriates funds in FY 2021 for the medical, dental, prescription drug, vision, long-term disability, and life insurance provisions as described in paragraph 31. This resolution appropriates funds in FY 2021 for retirement benefits as required by law.

21. A general wage adjustment to the minimum and maximum salary of each grade in the Salary Schedules for County Government non-represented employees must not take effect in FY 2021. There must be no performance-based increases for FY 2021. There must be no service or longevity increments for non-represented employees in FY 2021.

22. Effective the first full pay period that includes July 1, 2020 the minimum for Grades S1, S2, S3, S4, and S5 and the maximum for Grades S1, S2 and S3 of the Seasonal Salary Schedule will be adjusted to equal the County minimum wage for a large employer of $14.00 per hour that becomes effective July 1, 2020. Any further adjustments to the hourly wage of each grade of the County Government Seasonal Salary Schedule must not take effect in FY 2021. This resolution appropriates funds in FY 2021 for this purpose.

23. A general wage adjustment to the minimum and maximum salary of each grade in the Salary Schedules for non-represented employees in the Management Leadership Service (MLS) must not take effect in FY 2021. There must be no performance-based increases for FY 2021.

24. A general wage adjustment to the minimum and maximum salary of each grade in the Salary Schedules for non-represented employees in the Police Leadership Service (PLS) must not take effect in FY 2021. There must be no performance-based increases for FY 2021.

25. A general wage adjustment to the minimum and maximum salary of each grade in the Salary Schedule for Sheriff Management must not take effect in FY 2021. There must be no service or longevity increments for Sheriff Management in FY 2021.

26. A general wage adjustment to the minimum and maximum salary of each grade in the Salary Schedule for Correctional Management must not take effect in FY 2021. There must be no service or longevity increments for Correctional Management in FY 2021.

27. A general wage adjustment to the minimum and maximum salary of each grade in the Salary Schedule for Fire and Rescue Management must not take effect in FY 2021. There must be no service or longevity increments for Fire and Rescue Management in FY 2021.

28. A general wage adjustment to the minimum and maximum salary of each grade in the Salary Schedule for Medical Doctors must not take effect in FY 2021. There must be no service or longevity increments for Medical Doctors in FY 2021.

29. A general wage adjustment to the minimum and maximum salary of each grade in the Salary Schedule for non-merit employees must not take effect in FY 2021. There must be no performance-based increases for FY 2021.

30. In Resolution No. 19-445, adopted May 5, 2020, the Council expressed its intent to reject the funds necessary to implement the increases in appropriations over FY 2020 levels contained in the Memorandum of Agreement between the Montgomery County Government and the Montgomery County Volunteer Fire and Rescue Association for the period from July 1, 2020, until June 30, 2023. The Executive submitted a renegotiated Agreement on May 14, 2020 that would not modify any increases in the provisions but required the Executive to submit a supplemental appropriation during FY2021 if certain events happened. This resolution appropriates funding at the FY 2020 levels and does not appropriate funding for the increases required by the following contract provisions for FY 2021.

    (a) *Association Operating Funds.* The Agreement would require the County to transfer $312,789, up from $255,037 in FY 2020, to the MCVFRA in FY 2021 to serve as the LFRD's authorized representative on July 1, 2020, representing an increase of 22.6% or $57,752 for FY 2021.
    (b) *Increase for Length of Service Awards (LOSAP)*. The Agreement would require the Executive to send legislation to the County Council to increase the LOSAP payments by 3% on July 1, 2020 for an estimated FY 2021 increase of $55,822.
    (c) *Nominal Fee.* Article 12 of the Agreement would raise the nominal fee payable to each eligible volunteer in FY 2021 from $455 to $500 for tier 1 (9.9%) and from $700 to $800 (14.3%) for tier 2. The Office of Management and Budget estimated the cost of the nominal fee in FY2021 would be $653,553, or an increase of $45,685 over the FY 2020 amount.

31. This resolution appropriates funds for employee group insurance benefits for the fiscal year that begins on July 1, 2020. This appropriation is subject to the following conditions:

    The following cost-sharing provisions must apply to each eligible County employee and each eligible employee of a participating agency whose active employees are paid through the County's payroll system. These provisions do not apply to any eligible employee of a participating agency that does not use the County's payroll system for active employees. These provisions do not apply to any eligible retired employee.

Group Insurance Premiums
(medical, prescription drug, dental, vision, life insurance, long-term disability insurance)

The County must pay 80% of the cost of the premiums, and each employee must pay 20% of the cost of the premiums, for a Health Maintenance Organization (HMO) medical plan, including any prescription drug plan that is bundled with an HMO medical plan.

The County must pay 75% of the cost of the premiums, and each employee must pay 25% of the cost of the premiums, for each benefit plan listed below:

- Point-of-Service (POS) medical plan;
- Stand-alone prescription drug plan (Standard Option plan);
- Dental;
- Vision;
- Basic Life insurance;
- Dependent Life insurance $2,000/$1,000/$100 tier; and
- Long-term disability insurance.

Each employee enrolled in the High Option prescription drug plan must also pay the difference between:

- the County contribution toward the cost of the premium for the Standard Option prescription drug plan; and
- the cost of the premium for the High Option prescription drug plan.

Optional Life insurance and Optional Dependent life insurance ($4,000/$2,000/$100 tier and $10,000/$5,000/$100 tier) remain at 100% paid by each employee.

Prescription Drug Benefits

The County's stand-alone prescription drug plans may also allow each employee to buy up to a 90-day supply of a maintenance medication at any retail pharmacy agreed on by the County and the Pharmacy Benefits Manager (PBM) in addition to using the PBM's mail service pharmacy. An employee must pay a fee if a maintenance prescription is filled at a retail pharmacy other than a pharmacy agreed on by the County and the PBM. This fee is the difference between the mail order cost and the retail prescription cost. This fee is in addition to the corresponding co-payment.

The County's prescription drug plan must limit coverage for each participant to a maximum of 6 doses each month for any drug specifically approved by the Food and Drug Administration for the treatment of erectile dysfunction. Medications currently approved for this purpose include sildenafil (Viagra), vardenafil (Levitra), and tadalafil (Cialis).

These changes to the prescription drug benefit must apply to each participant in the County's prescription drug plan, including each eligible retired employee, survivor, dependent, and employee of a participating agency. Each Medicare-eligible retiree or

survivor must be in a Medicare Part D Employer Group Waiver Plan (EGWP) plus Wrap prescription drug plan.

Basic Life Insurance Benefit

For each full or part time employee eligible for life insurance coverage, the County must provide term life insurance coverage equal to the employee's earnings (as defined in the Group Insurance Certificate) rounded up to the nearest thousand dollars. The County will offer each eligible employee the opportunity to buy additional Optional Life Insurance at full cost during Open Enrollment.

For each full or part time employee eligible for life insurance coverage, the County must provide an accidental death and dismemberment (AD&D) benefit. The AD&D benefit includes:

- AD&D insurance of 8 times earnings, up to $600,000, for a loss of life that is a direct result of an accidental injury sustained in the performance of County employment. A lower amount may be payable for certain dismemberments resulting from accidental bodily injury.

- AD&D insurance of 4 times earnings, up to $300,000, for a loss of life that is not a direct result of an accidental injury sustained in the performance of County employment. A lower amount may be payable for certain dismemberments resulting from accidental bodily injury.

Modifications – Council approval

Any material change in any part of this paragraph or its application to any employee or group of employees, including any premium holiday or other waiver of premiums for County-provided health or life insurance, is subject to Council approval.

32. This resolution appropriates $12,255,660 to the Retiree Health Benefits Trust Non-Departmental Account. These funds must be deposited into the Trust created under County Code Section 33-159 for the payment of retiree health insurance benefits. These funds must only be used for the payment of retiree health insurance benefits.

33. This resolution appropriates $69,358,879 to the Consolidated Retiree Health Benefits Trust (MCPS) Non-Departmental Account and $5,523,000 to the Consolidated Retiree Health Benefits Trust (Montgomery College) Non-Departmental Account. These funds must be deposited into the Trust created under County Code Section 33-159. These funds must only be used for the payment of retiree health insurance benefits. The Chief Administrative Officer is authorized to direct that up to $27,200,000 from the Consolidated Retiree Health Benefits Trust may be transferred to the Montgomery County Public Schools (MCPS) OPEB Trust as needed by MCPS for the payment of FY 2021 retiree health insurance benefits.

34. This resolution appropriates $294,971,060 as the FY 2021 Employee Health Benefit Self Insurance Fund Appropriation.

35. For FY 2021, this resolution appropriates $1,182,046 to the Compensation and Employee Benefits Adjustment Non-Departmental Account for the following purposes. The County Executive may transfer the entire amount appropriated in this NDA to County departments or offices as needed.

MLS Pay for Performance Tax Supported	$0
MLS Pay for Performance Non-Tax Supported	0
Unemployment Insurance	400,000
Non-qualified Retirement	55,500
Deferred Compensation Management	270,546
Collective Bargaining Actuarial Services	456,000
TOTAL	$1,182,046

36. The Council requests that the participating agencies continue the work of the Interagency Technology Policy and Coordination Committee (ITPCC) as described in Resolution 12-1758, adopted on July 26, 1994.

37. The Council requests that the participating agencies continue the work of the Interagency Procurement Coordinating Committee, the Interagency Public Information Working Group, the Interagency Committee on Energy and Utilities Management, and the Interagency Training Team, in efforts to share information, provide assistance, and cooperate on efficiencies and planning.

38. The Interagency Technology Fund (ITF) will have a balance of $0 at the beginning of FY 2021. The Council may make contributions to the ITF to support additional investments in technology as described in Council Resolution No. 16-475.

39. For FY 2021, the FiberNet chargeback requirement of the County Government is estimated to be $6,599,900.

40. For FY 2021, this resolution appropriates $63,556,354 to Alcohol Beverage Services. During FY 2021, the Director of Finance must transfer to the General Fund all Liquor Control Fund "Income before Capital Contributions and Transfers" as defined in the Comprehensive Annual Financial Report. The County Council has estimated that this transfer will amount to at least $27,926,172.

41. For FY 2021 this resolution appropriates funds for the Montgomery County Fire and Rescue Service, which includes funds for the local fire and rescue departments and the Fire and Emergency Services Commission. This designation reflects the intent of Charter Section 306.

42. County tax funds appropriated for use by local fire and rescue departments must not be spent or encumbered, directly or indirectly, for legal fees or expenses related to pursuing any claim against County Government or any County agency, except as expressly agreed to by the Executive with prior advice and review by the Council as part of a settlement of a civil action to which the County is a party. The Fire Chief must adopt a policy to implement this paragraph and assure compliance by local fire and rescue departments through the annual financial audit process.

43. The County Executive or designee must submit a report to the Council not later than January 1, 2021 that includes for the period June 1 through November 30, 2020, and a second report not later than June 30, 2021 that includes for the period December 1, 2020 through May 30, 2021, the following data collected in collaboration with area hospitals:

    (a) The number of 911 calls for emergency medical services during the reporting period and a comparison to the number in this reporting period for the prior year;
    (b) The number and type of emergency medical services provided during the reporting period;
    (c) The mortality rates for County hospital for STEMI incidents, and a comparison to the rates in this reporting period for the prior year;
    (d) The number of patients arriving in hospital emergency rooms complaining of heart attack or stroke symptoms who did not arrive by ambulance and a comparison to the number in this reporting period for the prior year.
    (e) The number of invoices issued to collect revenue under this program and the average amount charged.
    (f) The number of EMS transports of out-of-County residents;
    (g) The number of hardship waivers requested and the number granted; and
    (h) The number and type of calls received by the Patient Advocate.

44. As required by County Code §21-23A(h)(3)(A), the County Fire and Rescue Service (MCFRS) must use the following procedure to allocate for the benefit of local fire and rescue departments (LFRD's) 15% of the net Emergency Medical Services Transport (EMST) Insurance Reimbursement Program revenue (after deducting costs of implementing the Reimbursement Program) appropriated in this resolution for the purposes authorized in §21-23A(h)(3)(A):

    (a) Each LFRD may apply for funds under an application process conducted by the Montgomery County Volunteer Fire and Rescue Association (MCVFRA). MCVFRA must forward the results of that process to the Fire Chief by a date set by the Fire Chief. In any disagreement between the MCVFRA and the Fire Chief about LFRD allocations and projects, both the MCVFRA President and the Fire Chief must take reasonable steps to resolve their disagreements before funds are distributed. The Fire Chief must approve the final allocation for each LFRD and project.

    (b) By October 15, 2020, MCFRS must distribute to LFRD's 15% of the actual amount of revenue received in the restricted EMST Reimbursement account

attributable to FY 2020 (after deducting EMST Reimbursement Program implementation costs), as calculated by the Department of Finance.

(c) By April 15, 2021, MCFRS must distribute 15% of the actual amount of revenue received in the restricted EMST Reimbursement account attributable to FY 2021 from July 1, 2020 to December 31, 2020 (after deducting EMST Reimbursement Program implementation costs), as calculated by the Department of Finance after a mid-year reconciliation of the funds in the account.

(d) Any funds distributed under this procedure must be spent or encumbered by each LFRD to which funds are assigned no later than one calendar year after the last date funds are distributed (respectively, October 15, 2021 or April 15, 2022). Any funds that an LFRD does not encumber or spend by these dates automatically revert to MCFRS on October 15, 2021 or April 15, 2022 respectively. The Fire Chief must reallocate any funds reverted under this provision, consistent with this provision, §21-23A, and other applicable State and County laws, regulations, policies, and guidelines.

The County Executive or designee must report to the Council no later than October 15, 2020 and April 15, 2021: the total amount of funds in the restricted account; the total amount to be distributed to the LFRD's; each project and LFRD allocation; and the amounts distributed to and spent or encumbered by each LFRD to date, by project and fiscal year.

Any EMST Reimbursement Revenue attributable to FY 2021 that is not spent or encumbered by MCFRS by June 30, 2021, must remain in the restricted account and must not be spent unless re-appropriated for a use allowed under County Code §21-23A.

For FY 2021, it is expected that $20,000,000 of the appropriation to the Montgomery County Fire and Rescue Service will be supported by EMST Reimbursement Revenue from the restricted account. The Office of Management and Budget must transmit to the Council no later than March 15, 2021 the amount of revenue received, and amount billed from July 1, 2020 through February 28, 2021.

45. During FY 2021, the Director of Finance must transfer the following amounts from the General Fund to these Non-Tax Supported Funds:

Amount	Fund
$ 1,218,810	Solid Waste Disposal Fund
19,812,045	Montgomery Housing Initiative
1,769,775	MCPS Instructional Television Fund
1,796,800	Montgomery College: Cable TV Fund
160,000	Community Use of Public Facilities Elections and After School

46. For FY 2021 this resolution appropriates $5,623,159 to the County Arts and Humanities Council Non-Departmental Account, which must be allocated as follows:

Purpose	Amount
General Operating Support Grants (GOS-II)	$3,374,941
General Operating Support (GOS-I), Project, Individual and Advancement Grants	1,691,483
Administration	556,735
Total Arts and Humanities Council NDA	**$5,623,159**

Of the funds appropriated for the administration of the Arts and Humanities Council, $25,000 must be used only to provide health insurance benefits for one or more of the Council's full-time employees. The Arts and Humanities Council's Board of Directors must determine how these benefits are provided. If the County Attorney finds that these employees' participation is consistent with Federal and County law, these funds may be used to buy health insurance for these employees through the County Government's Group Health Insurance program. These funds must not pay more than 80% of the cost of the premium of the health insurance coverage selected by the Arts and Humanities Council's Board of Directors.

47. As required by County Code Section 2-151(f), the Council recommends projected budgets for the Office of Inspector General of $1,835,612 in FY 2021, $1,835,612 in FY 2022, and $1,835,612 in FY 2023.

48. This resolution appropriates $19,812,045 from the General Fund as a contribution to the Montgomery Housing Initiative Fund (HIF). The FY 2021 appropriation, combined with the re-appropriation of the FY 2020 fund balance, loan repayments, investment income, and resources available in the capital improvements program, is estimated to provides more than $61.8 million to acquire, rehabilitate, and preserve affordable housing and support programs to end homelessness. In addition to this appropriation, $6.8 million is held in designated reserve and will be appropriated through a special appropriation to further support the production or acquisition and preservation of affordable housing. It is the Council's intent that these funds will be used to either establish new ways to leverage these General Fund resources to support the need for short or medium-term financing to accelerate the production or acquisition of affordable housing or to appropriate it to the Housing Initiative Fund to be used as a source of funding for affordable housing loans and grants. Resolution 15-110, *Dedicated Funding for Affordable Housing*, states that the County Executive will recommend and the Council will approve an allocation from the General Fund to the HIF an amount equivalent of 2.5% of actual General Fund property taxes from 2 years prior to the upcoming fiscal year. Resolution 16-143, *Source of Funding for Annual Appropriation to the HIF*, states that the source of funding for the amount equivalent to 2.5% of the actual property tax from 2 years prior must be from the General Fund and may not include MPDU resale recaptures, condominium transfer tax revenues, and end-of-year fund balance. Because of the economic and fiscal impacts of the COVID-

19 emergency, for FY 2021, this resolution does not appropriate an amount from the General Fund that is the equivalent of 2.5% of actual FY 2019 property taxes.

49. The Department of Housing and Community Affairs may allocate up to $2,000,000 from the Housing Initiative Fund for closing cost and down payment assistance programs.

50. The Director of Finance must maintain a record of all payment-in-lieu-of-taxes (PILOT) agreements currently in effect under the Tax-Property Article of the Maryland Code. The record must estimate (in current year dollars) the amount of property taxes abated for each agreement for each of the next 10 fiscal years. As authorized by County Code Section 52-24, the Director of Finance may sign payment-in-lieu-of-taxes agreements for affordable housing that abate annual property tax revenues, up to the following annual limits, for all properties not owned or operated by the Housing Opportunities Commission:

Cumulative Maximum for Non-HOC PILOT Tax Abatements	
FY 21	$19,070,508
FY 22	$20,024,034
FY 23	$20,624,755
FY 24	$21,243,497
FY 25	$21,880,802
FY 26	$22,537,226
FY 27	$23,213,343
FY 28	$23,909,743
FY 29	$25,105,230
FY 30	$25,105,230

The Director of Finance must not sign any payment-in-lieu-of-taxes agreement that would increase the total amount of abated property tax revenues above any of the listed annual limits without prior approval of the Council by resolution.

51. As required by Charter Section 209 and as a condition of spending any funds appropriated in this resolution, the Office of Management and Budget must provide to the Council the second and third quarterly budget analysis of department and office expenditures and revenues no later than 40 days after the end of the second and third fiscal quarters.

52. As a condition of spending any funds appropriated in this resolution and not disapproved or reduced under Charter Section 306, the Executive must transmit to the Council any recommended budget savings plan or similar action. As used in this paragraph, "similar action" includes any recommendation to spend less than 90% of the funds appropriated for any non-competitive contract award listed in Section G of this resolution. Any budget savings plan or similar action is subject to review and approval by the Council. This paragraph does not apply to any hiring freeze which applies to all or substantially all departments and offices of County Government. For FY 2020, the Chief Administrative Officer must transmit two status reports to the Council on identified positions receiving initial funding in FY 2021. The first report must be provided no later than August 30, 2020 and must identify whether a decision has been made to freeze a position or approve

an exemption. The second report must provide the status for these positions as of November 6, 2020 and be transmitted no later than November 20, 2020. If a position is identified in the November report as having received an exemption, the report must also include the date the position was posted for recruitment. The Chief Administrative Officer must also notify the Council within 15 days of a decision to "freeze" a proposed procurement that would result in a new program being delayed or eliminated or result in a significant break in the operation of an ongoing program.

53. The County Executive must inform the Council within 30 days if the Executive has made any change in the fund balance policy for any non-tax supported fund in County Government or any addition or elimination of any non-tax supported fund in County Government.

54. As a condition of spending any funds appropriated in this resolution, the County Executive or a designee must transmit a report to the Council no later than September 30, 2020 on the status of executing the non-competitive contracts for Community Grants as of September 1, 2020. The report must identify each Community Grant that has not been fully executed and its status in the procurement process.

55. As a condition of spending any funds appropriated in this resolution, the Chief Administrative Officer must require any contractor that provides health and human services to enter and update appropriate information in the InfoMontgomery system. Any contractor receiving funds to provide food assistance is required to complete and submit the Montgomery County Food Standardization Survey.

56. This resolution appropriates $2,884,990 to the Climate Response Non-Departmental Account. The County Executive may transfer the entire amount in this NDA to the Department of General Services and Department of Transportation as needed. These funds must only be spent on costs incurred by either Department for snow removal and storm clean-up. Before funds are transferred from this NDA to the Department of Transportation, the Department must spend the $3,422,977 appropriated to the Department for snow removal and storm clean-up.

57. The Department of Environmental Protection may use Water Quality Protection Funds allocated for residential and non-residential Low Impact Development projects for a rebate program. This rebate program is intended to increase the range of incentives to encourage broader participation among residents and businesses in this component of the County's Water Quality Protection program.

58. In FY 2021, when the County Government decides that it will apply for a grant or respond to a granting agency on how it would spend a formula-awarded grant, the Chief Administrative Officer or his designee must notify the Executive Director of the Office of the County Council in writing of the name and purpose of the grant, the amount being requested or the formula-driven award amount, the name of the agency the application is directed to, the term of the grant, and the name of the department or departments that seek

to receive the grant award. This requirement applies when any of the following conditions are met:

- the application is for a new grant of more than $200,000 or formula-driven award of more than $200,000 for a new program;
- the grant or award would require the appropriation of new tax-supported funds in FY 2021 or any future fiscal year; or
- the grant application or proposal to spend formula-driven funds will create a new position in County Government.

Upon request, the Chief Administrative Officer or his designee must send a copy of the grant application or a description of the proposed use of a formula-driven award to the Executive Director of the Office of the County Council within 3 working days after submitting it to the funding agency.

59. In FY 2021, when the County Government decides that it will execute a new lease or lease-purchase agreement that will annually exceed $500,000 in FY 2021 or any future fiscal year, or increase the cost of an existing lease or lease-purchase agreement annually by more than $500,000, the Chief Administrative Officer or his designee must notify the Executive Director of the Office of the County Council in writing, at least 14 days before executing the new or modified lease, of the location of the property that will be leased, the County programs that will occupy the leased space, and the cost of the lease in FY 2021 and future fiscal years. For any new lease, the cost should include the estimated cost for build-out and maintenance and utilities if this cost would be paid directly by the County and not the property owner. For any continuing lease, increases in costs for taxes and utilities are not subject to this provision.

60. This resolution appropriates $1,384,692 to the Office of Human Rights. The Office of Human Rights must continue to process cases alleging a violation of relevant State and Federal anti-discrimination laws in addition to cases alleging a violation of the County Human Rights Law.

61. This resolution appropriates $540,000 to the Department of Health and Human Services to provide legal representation to low-income county residents in deportation proceedings and eligibility screening for these services. Contracts funded by this appropriation must comply with Section H of Resolution 18-1144.

62. This resolution appropriates $700,000 to the Office of Emergency Management and Homeland Security to continue the grant program that provides security enhancements to faith-based organizations that have experienced or are at higher risk of experiencing hate crimes. For FY 2021, these funds must be used to expand the eligibility for these grants to ethnic or racial-based non-profit organizations at a higher risk of being the victim of hate crimes.

63. As a condition of spending funds appropriated in this resolution, the Office of Human Resources, and each Department and Office of County Government, must provide accurate

and timely information to the County Ethics Commission regarding the status of employees in the respective Department or Office that the Commission needs to administer the County Ethics Law and particularly the law's financial disclosure provisions.

64. This resolution appropriates funds in Sections A-F in the Personnel Cost category for the County Government contribution to employee retirement accounts and funds. These funds must be spent as provided in County Code Chapter 33 as amended by Expedited Bill 11-11, *Personnel – Retirement Plans – Contributions*.

65. The Council appropriates $4,001,496 from the Water Quality Protection Fund, which consists of $415,600 to the Maryland-National Capital Park and Planning Commission's Montgomery County Planning Department and $3,585,896 to the Department of Parks for expenses incurred to perform the following activities:

    (a) Maintenance and Management of Streams, Lakes, Ponds, Non-tidal Wetlands, and Stormwater Management Facilities;
    (b) Compliance with NPDES Permit for Industrial Sites;
    (c) Compliance with NPDES Municipal Permit for Small, Separate, Storm Sewer Systems;
    (d) Special Protection area reviews and enforcement (not covered by fees);
    (e) Developing and monitoring stream buffers;
    (f) Forest conservation enforcement in and abutting stream buffers;
    (g) Environmental sections on comprehensive master plans related to water quality; and,
    (h) Review of stormwater management concepts.

66. This resolution appropriates $25,245,719 to the Utilities Non-Departmental Account (NDA) for the cost of electricity, natural gas, and other energy-related use and operating costs. When the County executes an Energy Services Agreement or manages the project without the assistance of an Energy Services Company for capital renovations to energy related equipment to produce long-term utility savings in County facilities, the County Executive may transfer up to $5 million from this Account to the Debt Service Fund to pay principal and interest related to the energy-related equipment. The following conditions apply to the use of this transfer authority:

    (a) The program must not require any new FY 2021 tax-supported appropriation or future tax-supported funds.
    (b) The Department of Finance evaluates whether annual savings provided under the Energy Services Agreement or other County project should be guaranteed by the County's contracted Energy Services Company or validated by other credible means to ensure that the savings and any additional revenue that result from the Energy Services Agreement are equal to or greater than the debt service costs related to the capital renovations over the life of the project financing.
    (c) The Executive must notify the Council in writing within 30 days after each transfer.

67. This resolution appropriates $40,699,250 to the Department of Permitting Services. The Council's approved Fiscal Plan for the Department of Permitting Services Enterprise Fund estimates that in FY 2021 the County will receive $35,155,342 in revenues from licenses and permits and total revenues of $36,955,342. The end of year FY 2021 fund balance is estimated to be $5,961,092.

68. In FY 2021, the Director of Finance must transfer $3,000,000 in parking fee revenues from the Bethesda Parking Lot District to the Silver Spring Parking Lot District to repay the FY 2020 transfer that was made to cover a shortfall in operating funds.

69. In FY 2021, the Director of Finance must transfer $3,000,000 in parking fee revenues from the Silver Spring Parking Lot District to the Bethesda Parking Lot District to cover a shortfall in operating funds. The Council expects these funds to be repaid in FY 2022 through a transfer from the Bethesda Parking Lot District to the Silver Spring Parking Lot District.

70. In FY 2021, the Director of Finance must transfer $220,000 from the Bethesda Parking Lot District to the Wheaton Parking Lot District to cover a shortfall in operating funds. The Council expects these funds to be repaid by FY 2027 through a transfer from the Wheaton Parking Lot District to the Bethesda Parking Lot District.

71. This resolution re-appropriates $167,000 from FY 2020 to the Economic Development Fund for the Meso Scale Diagnostics Economic Development Fund Agreement. The Department of Finance must not disburse funds for this purpose before the Council receives a memorandum from the Executive identifying certain amendments to the Meso Scale Diagnostics Economic Development Fund Agreement that would necessitate additional funding from Montgomery County.

72. This resolution appropriates $500,000 to the Biotechnology Investor Incentive Program for the purposes of the calculation stipulated in Section 20-76A(B) of the County Code.

73. This resolution appropriates $66,000 to the Cybersecurity Supplement Program. This appropriation along with $434,000 of FY 2020 Economic Development Fund funds re-appropriated in Provision #3 results in a FY 2021 appropriation of $500,000 for this program and for the purposes of the calculation stipulated in Section 20-76D(B) of the County Code.

74. This resolution re-appropriates the unencumbered balance of the $750,000 Special Appropriation to the Legislative Branch Communications Outreach Non-Departmental Account adopted on May 15, 2018 by Resolution No. 18-1117.

75. No funds appropriated in this resolution may be spent on a sponsorship of $10,000 or more. Expenditures on a sponsorship must not be divided into amounts less than $10,000 or funded by multiple departments or offices in order to avoid this requirement. The Chief Administrative Officer must also transmit to the Council quarterly reports within 15 days of the end of each fiscal quarter listing all expenditures on sponsorships.

76. This resolution appropriates $5,159,418 to the Economic Development Fund that must be allocated as follows:

Existing Programs	**Amount**
MOVE Program	$750,000
Biotechnology Investor Incentive Program	$500,000
Small Business Assistance Program	$450,000
SBIR/STTR Program	$425,000
Cybersecurity Supplement Program	$66,000
Impact Assistance Fund	$150,000
Microlending	$150,000
Existing Agreements	**Amount**
JBG Companies (U.S. HHS property in Rockville)	$1,300,000
ViaSat	$250,000
Federal Realty Investment Trust	$250,000
Autolus Limited	$200,000
Aurinia Pharma	$140,000
REGENXBIO	$100,000

The remaining appropriation may be allocated to personnel costs or other economic development projects identified by the Executive that does not exceed the threshold established in Section 20-75 (c) of the County Code.

77. This resolution appropriates $5,992,589 to the Early Care and Education Non-Departmental Account (NDA). The Executive must report quarterly on the expenditures/encumbrances from the NDA and provide notice at least ten (10) days before executing or encumbering and expenditure of $500,000 or more. The funds appropriated in the NDA must be placed in a General Fund account in which any unspent funds will be re-appropriated every year.

78. This resolution appropriates $375,000 to the Children's Opportunity Fund Non-Departmental Account (NDA) to be administered by the Department of Health and Human Services in partnership with the Greater Washington Community Foundation. In FY 2021, these funds must only be used to enhance existing programs and services.

79. This resolution appropriates $250,000 to the Skills for the Future Non-Departmental Account (NDA) to support grants and pilot projects that give low-income youth access to high quality science, technology, engineering, arts, and mathematics (STEAM) programming. The Executive must report to the Council by December 15, 2020 on the expenditures/encumbrances from the NDA through December 1, 2020. The funds appropriated in the NDA must be placed in a General Fund account in which any unspent funds will be re-appropriated every year.

80. This resolution appropriates $400,000 to the Climate Change Planning Non-Departmental Account (NDA). Funds in this NDA must be used for the prioritization of greenhouse gas reduction strategies, developing an implementation plan to meet the County's goal of an 80 percent reduction in greenhouse gas emissions by 2027 and a 100 percent reduction by 2035, and to develop climate change adaptation strategies. Only after the previously described work is completed may funds be used for other climate change-related initiatives. The Executive must transmit within 15 days after the end of a month a report on the previous month's expenditures from this account.

This is a correct copy of Council action.

Selena Mendy Singleton, Esq.
Clerk of the Council

FY21 OPERATING BUDGET FOR MONTGOMERY COUNTY GOVERNMENT

The Council approves and appropriates the following amounts.

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
SECTION A: GENERAL FUND (Tax Supported)			
GENERAL GOVERNMENT			
COUNTY COUNCIL APPROPRIATION	11,643,531	968,559	12,612,090
BOARD OF APPEALS APPROPRIATION	522,606	36,239	558,845
OFFICE OF INSPECTOR GENERAL APPROPRIATION	1,742,084	93,528	1,835,612
OFFICE OF LEGISLATIVE OVERSIGHT APPROPRIATION	1,986,868	45,388	2,032,256
MERIT SYSTEM PROTECTION BOARD APPROPRIATION	244,874	14,504	259,378
OFFICE OF ZONING AND ADMINISTRATIVE HEARINGS APPROPRIATION	597,547	60,757	658,304
CIRCUIT COURT APPROPRIATION	10,210,049	2,338,331	12,548,380
STATE'S ATTORNEY'S OFFICE APPROPRIATION	17,742,895	778,138	18,521,033
MONTGOMERY COUNTY BOARD OF ELECTIONS APPROPRIATION	4,392,773	3,891,333	8,284,106
COMMUNITY ENGAGEMENT CLUSTER APPROPRIATION	3,722,588	514,521	4,237,109
OFFICE OF THE COUNTY ATTORNEY APPROPRIATION	5,528,478	832,885	6,361,363
OFFICE OF THE COUNTY EXECUTIVE APPROPRIATION	4,864,018	819,689	5,683,707
ETHICS COMMISSION APPROPRIATION	326,359	38,907	365,266
DEPARTMENT OF FINANCE APPROPRIATION	12,672,910	2,632,670	15,305,580
DEPARTMENT OF GENERAL SERVICES APPROPRIATION	14,556,955	17,305,881	31,862,836
OFFICE OF HUMAN RESOURCES APPROPRIATION	5,388,718	2,454,076	7,842,794
OFFICE OF HUMAN RIGHTS APPROPRIATION	1,247,567	137,125	1,384,692
OFFICE OF INTERGOVERNMENTAL RELATIONS APPROPRIATION	935,035	201,393	1,136,428
OFFICE OF LABOR RELATIONS APPROPRIATION	1,127,640	378,030	1,505,670
OFFICE OF MANAGEMENT AND BUDGET APPROPRIATION	6,089,601	291,161	6,380,762
OFFICE OF PROCUREMENT APPROPRIATION	4,458,994	342,080	4,801,074
OFFICE OF PUBLIC INFORMATION APPROPRIATION	5,271,217	193,551	5,464,768
OFFICE OF RACIAL EQUITY AND SOCIAL JUSTICE APPROPRIATION	304,304	277,000	581,304
DEPARTMENT OF TECHNOLOGY SERVICES APPROPRIATION	23,197,318	20,131,460	43,328,778

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
OFFICE OF ANIMAL SERVICES APPROPRIATION	6,099,981	1,653,548	7,753,529
OFFICE OF CONSUMER PROTECTION APPROPRIATION	2,065,758	130,969	2,196,727
DEPARTMENT OF CORRECTION AND REHABILITATION APPROPRIATION	63,082,138	7,913,936	70,996,074
OFFICE OF EMERGENCY MANAGEMENT AND HOMELAND SECURITY APPROPRIATION	1,181,077	959,240	2,140,317
DEPARTMENT OF POLICE APPROPRIATION	233,576,106	47,705,534	281,281,640
SHERIFF'S OFFICE APPROPRIATION	20,778,420	3,879,255	24,657,675
DEPARTMENT OF TRANSPORTATION APPROPRIATION	23,088,712	23,429,515	46,518,227
DEPARTMENT OF HEALTH AND HUMAN SERVICES APPROPRIATION	135,280,688	116,174,044	251,454,732
DEPARTMENT OF PUBLIC LIBRARIES APPROPRIATION	33,366,596	8,738,096	42,104,692
OFFICE OF AGRICULTURE APPROPRIATION	673,458	318,395	991,853
DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS APPROPRIATION	7,075,657	1,564,564	8,640,221
DEPARTMENT OF ENVIRONMENTAL PROTECTION APPROPRIATION	2,067,141	1,291,390	3,358,531
SUBTOTAL DEPARTMENTAL ACCOUNTS	**667,110,661**	**268,535,692**	**935,646,353**

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
NON-DEPARTMENTAL ACCOUNTS			
ARTS AND HUMANITIES COUNCIL APPROPRIATION	0	5,623,159	5,623,159
BOARDS, COMMITTEES AND COMMISSIONS APPROPRIATION	0	22,950	22,950
CHARTER REVIEW COMMISSION APPROPRIATION	0	1,150	1,150
CHILDREN'S OPPORTUNITY FUND APPROPRIATION	0	375,000	375,000
CLIMATE CHANGE PLANNING APPROPRIATION	0	400,000	400,000
CLIMATE RESPONSE APPROPRIATION	0	2,884,990	2,884,990
COMPENSATION AND EMPLOYEE BENEFIT ADJUSTMENTS APPROPRIATION	187,846	994,200	1,182,046
CONFERENCE AND VISITORS BUREAU APPROPRIATION	0	1,632,834	1,632,834
CONFERENCE CENTER APPROPRIATION	119,668	415,737	535,405
CONSOLIDATED RETIREE HEALTH BENEFIT TRUST - COLLEGE APPROPRIATION	0	5,523,000	5,523,000
CONSOLIDATED RETIREE HEALTH BENEFIT TRUST - MCPS APPROPRIATION	0	69,358,879	69,358,879
COUNTY ASSOCIATIONS APPROPRIATION	0	74,728	74,728
DEVICE CLIENT MANAGEMENT APPROPRIATION	0	9,284,350	9,284,350
EARLY CARE AND EDUCATION APPROPRIATION	67,458	5,925,131	5,992,589
GRANTS TO MUNICIPALITIES IN LIEU OF SHARES TAX APPROPRIATION	0	28,020	28,020
GROUP INSURANCE RETIREES APPROPRIATION	0	47,106,273	47,106,273
HISTORICAL ACTIVITIES APPROPRIATION	0	150,000	150,000
HOMEOWNERS' ASSOCIATION ROAD MAINTENANCE REIMB. APPROPRIATION	0	62,089	62,089
HOUSING OPPORTUNITIES COMMISSION APPROPRIATION	0	6,824,693	6,824,693
INCUBATOR PROGRAMS - ECONOMIC DEVELOPMENT PARTNERSHIP APPROPRIATION	274,284	2,681,629	2,955,913
INDEPENDENT AUDIT APPROPRIATION	58,215	367,276	425,491
INTERAGENCY TECHNOLOGY, POLICY, AND COORDINATION COMMISSION APPROPRIATION	0	3,000	3,000
LABOR MANAGEMENT RELATIONS COMMITTEE APPROPRIATION	0	100,000	100,000
LEASES APPROPRIATION	100,000	22,606,895	22,706,895
LEGISLATIVE BRANCH COMMUNICATIONS OUTREACH APPROPRIATION	720,510	339,740	1,060,250
METRO WASHINGTON COUNCIL OF GOVERNMENTS APPROPRIATION	0	1,684,519	1,684,519
MONTGOMERY COALITION FOR ADULT ENGLISH LITERACY APPROPRIATION	0	1,857,058	1,857,058

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
MONTGOMERY COUNTY ECONOMIC DEVELOPMENT CORPORATION APPROPRIATION	0	5,007,750	5,007,750
MOTOR POOL FUND CONTRIBUTION APPROPRIATION	0	107,082	107,082
PAYMENTS TO MUNICIPALITIES APPROPRIATION	0	8,297,779	8,297,779
PRISONER MEDICAL SERVICES APPROPRIATION	0	20,000	20,000
PUBLIC TECHNOLOGY, INC. APPROPRIATION	0	20,000	20,000
RETIREE HEALTH BENEFITS TRUST APPROPRIATION	0	12,255,660	12,255,660
RISK MANAGEMENT (GENERAL FUND) APPROPRIATION	0	22,231,024	22,231,024
ROCKVILLE PARKING DISTRICT APPROPRIATION	0	418,700	418,700
SKILLS FOR THE FUTURE APPROPRIATION	0	250,000	250,000
STATE POSITIONS SUPPLEMENT APPROPRIATION	60,756	0	60,756
STATE PROPERTY TAX SERVICES APPROPRIATION	12,000	3,553,615	3,565,615
STATE RETIREMENT CONTRIBUTION APPROPRIATION	0	3,754	3,754
TAKOMA PARK LIBRARY ANNUAL PAYMENTS APPROPRIATION	0	185,973	185,973
TAKOMA PARK POLICE REBATE APPROPRIATION	0	1,227,572	1,227,572
TELECOMMUNICATIONS APPROPRIATION	0	5,356,382	5,356,382
VISION ZERO APPROPRIATION	125,989	48,837	174,826
WORKING FAMILIES INCOME SUPPLEMENT APPROPRIATION	0	20,105,090	20,105,090
WORKSOURCE MONTGOMERY, INC. APPROPRIATION	0	1,265,594	1,265,594
Community Grants NDA:			
NDA - COMMUNITY GRANTS APPROPRIATION	0	10,417,374	10,417,374
Community Grants NDA Total	**0**	**10,417,374**	**10,417,374**
SUBTOTAL NON-DEPARTMENTAL ACCOUNTS	**1,726,726**	**277,099,486**	**278,826,212**
UTILITIES APPROPRIATION	0	25,245,719	25,245,719
TOTAL NON-DEPARTMENTAL ACCOUNTS	**1,726,726**	**302,345,205**	**304,071,931**
TOTAL COUNTY GOVERNMENT GENERAL FUND TAX SUPPORTED APPROPRIATION	**668,837,387**	**570,880,897**	**1,239,718,284**

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
SECTION B: SPECIAL FUNDS: TAX SUPPORTED (Tax Supported)			
URBAN DISTRICTS FUNDS			
BETHESDA URBAN DISTRICT APPROPRIATION	106,478	3,262,627	3,369,105
SILVER SPRING URBAN DISTRICT APPROPRIATION	2,647,399	1,186,654	3,834,053
WHEATON URBAN DISTRICT APPROPRIATION	1,545,388	886,700	2,432,088
TOTAL URBAN DISTRICTS FUNDS APPROPRIATION	**4,299,265**	**5,335,981**	**9,635,246**
DEPARTMENT OF TRANSPORTATION:			
MASS TRANSIT FUND			
DIVISION OF TRANSIT SERVICES APPROPRIATION	82,762,989	66,478,146	149,241,135
WSTC OPERATING CONTRIBUTION APPROPRIATION	0	123,741	123,741
TOTAL MASS TRANSIT FUND APPROPRIATION	**82,762,989**	**66,601,887**	**149,364,876**
FIRE AND RESCUE SYSTEM			
MONTGOMERY COUNTY FIRE AND RESCUE SERVICE	188,218,429	36,650,998	224,869,427
DEPARTMENT OF RECREATION			
RECREATION APPROPRIATION	27,685,195	15,430,902	43,116,097
DEPARTMENT OF FINANCE			
ECONOMIC DEVELOPMENT FUND APPROPRIATION	159,400	5,000,018	5,159,418
TOTAL SPECIAL FUNDS: TAX SUPPORTED	**303,125,278**	**129,019,786**	**432,145,064**
TOTAL TAX SUPPORTED: GENERAL AND SPECIAL FUNDS	**971,962,665**	**699,900,683**	**1,671,863,348**

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL

SECTION C: DEBT SERVICE

GENERAL OBLIGATION BONDS
(Tax Supported)

GENERAL FUND: GENERAL OBLIGATION BONDS APPROPRIATIONS			
GENERAL COUNTY	0	71,740,290	71,740,290
ROADS & STORM DRAINS	0	76,960,090	76,960,090
PUBLIC HOUSING	0	54,840	54,840
PARKS	0	9,248,120	9,248,120
PUBLIC SCHOOLS	0	149,682,120	149,682,120
MONTGOMERY COLLEGE	0	27,510,250	27,510,250
BOND ANTICIPATION NOTES/COMMERCIAL PAPER	0	5,100,000	5,100,000
BOND ANTICIPATION NOTES/LIQUIDITY & REMARKETING	0	2,450,000	2,450,000
COST OF ISSUANCE	0	1,025,000	1,025,000
TOTAL GENERAL FUND: GENERAL OBLIGATION BONDS APPROPRIATION	**0**	**343,770,710**	**343,770,710**
SPECIAL FUNDS: GENERAL OBLIGATION BONDS APPROPRIATIONS			
FIRE AND RESCUE DEBT SERVICE APPROPRIATION	0	8,355,790	8,355,790
MASS TRANSIT DEBT SERVICE APPROPRIATION	0	20,686,890	20,686,890
RECREATION DEBT SERVICE APPROPRIATION	0	10,547,570	10,547,570
TOTAL SPECIAL FUNDS: GENERAL OBLIGATION BONDS APPROPRIATION	**0**	**39,590,250**	**39,590,250**
TOTAL TAX SUPPORTED DEBT SERVICE: GENERAL OBLIGATION BONDS APPROPRIATION	**0**	**383,360,960**	**383,360,960**

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL

LONG & SHORT TERM LEASES AND OTHER DEBT
(Tax Supported)

GENERAL FUND APPROPRIATIONS			
REVENUE AUTHORITY – CROSSVINES PROJECT	0	250,000	250,000
DIGITAL EVIDENCE STORAGE; COUNTY GOVERNMENT	0	210,100	210,100
ROCKVILLE CORE; COUNTY GOVERNMENT	0	1,669,000	1,669,000
REVENUE AUTHORITY - CONFERENCE CENTER	0	987,710	987,710
CORRECTION SECURITY SYSTEM	0	162,000	162,000
TECHNOLOGY MODERNIZATION PROJECT	0	3,647,100	3,647,100
LIBRARIES PHONE SYSTEM MODERNIZATION	0	97,000	97,000
FLEET EQUIPMENT	0	370,000	370,000
PUBLIC SAFETY SYSTEM MODERNIZATION	0	2,823,500	2,823,500
SILVER SPRING MUSIC VENUE	0	294,100	294,100
SITE II ACQUISITION	0	1,238,900	1,238,900
QUALIFIED ENERGY CONSERVATION BOND	0	2,282,690	2,282,690
NDA INCUBATOR	0	931,500	931,500
SPECIAL FUNDS APPROPRIATIONS			
MASS TRANSIT			
RIDE ON BUSES	0	11,773,900	11,773,900
FIRE AND RESCUE			
FIRE AND RESCUE EQUIPMENT	0	3,118,250	3,118,250
FIRE AND RESCUE FUEL MANAGEMENT SYSTEM	0	513,800	513,800

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
FIRE AND RESCUE APPARATUS REPLACEMENT	0	1,472,700	1,472,700
TOTAL TAX SUPPORTED DEBT SERVICE: LONG & SHORT TERM LEASES AND OTHER DEBT APPROPRIATION	**0**	**31,842,250**	**31,842,250**
TOTAL TAX SUPPORTED DEBT SERVICE APPROPRIATION	**0**	**415,203,210**	**415,203,210**
OTHER DEBT (Non-Tax Supported)			
MHI - PROPERTY ACQUISITION	0	10,921,700	10,921,700
WATER QUALITY PROTECTION BONDS	0	8,172,350	8,172,350
WHEATON REDEVELOPMENT	0	2,613,500	2,613,500
TOTAL NON-TAX SUPPORTED DEBT SERVICE APPROPRIATION	**0**	**21,707,550**	**21,707,550**
TOTAL DEBT SERVICE APPROPRIATION	**0**	**436,910,760**	**436,910,760**

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL

SECTION D: GRANT FUNDED OPERATING BUDGET
(Non-Tax Supported)

GRANT FUNDED GENERAL GOVERNMENT DEPARTMENTAL APPROPRIATIONS			
CIRCUIT COURT APPROPRIATION	2,455,531	297,059	2,752,590
STATE'S ATTORNEY'S OFFICE APPROPRIATION	271,726	0	271,726
COMMUNITY ENGAGEMENT CLUSTER APPROPRIATION	71,465	0	71,465
OFFICE OF INTERGOVERNMENTAL RELATIONS APPROPRIATION	0	15,335	15,335
OFFICE OF EMERGENCY MANAGEMENT AND HOMELAND SECURITY APPROPRIATION	975,664	0	975,664
MONTGOMERY COUNTY FIRE AND RESCUE SERVICE APPROPRIATION	125,981	0	125,981
DEPARTMENT OF POLICE APPROPRIATION	148,000	17,000	165,000
SHERIFF'S OFFICE APPROPRIATION	586,521	317,125	903,646
DEPARTMENT OF TRANSPORTATION APPROPRIATION	104,942	0	104,942
DEPARTMENT OF HEALTH AND HUMAN SERVICES APPROPRIATION	49,547,462	37,849,859	87,397,321
DEPARTMENT OF PUBLIC LIBRARIES APPROPRIATION	221,436	86,469	307,905
DEPARTMENT OF RECREATION APPROPRIATION	79,073	0	79,073
DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS APPROPRIATION	2,320,488	7,409,587	9,730,075
SUBTOTAL DEPARTMENTAL APPROPRIATION	**56,908,289**	**45,992,434**	**102,900,723**
GENERAL GOVERNMENT NON-DEPARTMENTAL ACCOUNTS			
FUTURE FEDERAL/STATE/OTHER GRANTS APPROPRIATION	0	20,000,000	20,000,000
SUBTOTAL NON-DEPARTMENTAL ACCOUNT APPROPRIATION	**0**	**20,000,000**	**20,000,000**
SUBTOTAL GRANT FUND GENERAL GOVERNMENT APPROPRIATION	**56,908,289**	**65,992,434**	**122,900,723**
GRANT FUNDED SPECIAL FUND APPROPRIATIONS			
MASS TRANSIT FUND:			

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
DIVISION OF TRANSIT SERVICES APPROPRIATION	1,621,951	3,475,476	5,097,427
SUBTOTAL GRANT FUNDED SPECIAL FUND APPROPRIATION	**1,621,951**	**3,475,476**	**5,097,427**
TOTAL GRANT FUND OPERATING BUDGET APPROPRIATION: GENERAL FUND AND SPECIAL FUND DEPARTMENTAL AND NON-DEPARTMENTAL ACCOUNTS	**58,530,240**	**69,467,910**	**127,998,150**

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
SECTION E: SPECIAL FUNDS: SELF SUPPORTED FUNDS (Non-Tax Supported)			
RECREATION NON-TAX SUPPORTED FUND APPROPRIATION	0	3,600,000	3,600,000
WATER QUALITY PROTECTION FUND FUND APPROPRIATION	9,721,803	19,676,426	29,398,229
CABLE TELEVISION FUND APPROPRIATION ** The expenditure of these funds is controlled by the Cable Television Communication Plan	4,318,138	12,200,442	16,518,580
DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS			
MONTGOMERY HOUSING INITIATIVE FUND APPROPRIATION	2,344,036	32,335,841	34,679,877
MONTGOMERY HOUSING INITIATIVE FUND APPROPRIATION	**2,344,036**	**32,335,841**	**34,679,877**

SECTION F: ENTERPRISE FUNDS (Non-Tax Supported)			
DEPARTMENT OF TRANSPORTATION:			
PARKING DISTRICTS FUND:			
PARKING DISTRICT - BETHESDA APPROPRIATION	2,269,191	7,980,375	10,249,566
DEBT SERVICE APPROPRIATION	0	4,634,250	4,634,250
BETHESDA PARKING DISTRICT APPROPRIATION	**2,269,191**	**12,614,625**	**14,883,816**
PARKING DISTRICT - SILVER SPRING APPROPRIATION	2,540,571	9,028,271	11,568,842
PARKING DISTRICT - WHEATON APPROPRIATION	373,311	1,204,150	1,577,461
TOTAL PARKING DISTRICTS FUND APPROPRIATION	**5,183,073**	**22,847,046**	**28,030,119**
LEAF VACUUMING APPROPRIATION	3,493,804	2,874,082	6,367,886
COMMUNITY USE OF PUBLIC FACILITIES APPROPRIATION	3,501,873	8,352,878	11,854,751
PERMITTING SERVICES APPROPRIATION	30,327,493	10,371,757	40,699,250
SOLID WASTE DISPOSAL APPROPRIATION	11,138,625	109,834,948	120,973,573
SOLID WASTE COLLECTION APPROPRIATION	1,631,299	8,819,403	10,450,702

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
LIQUOR CONTROL FUND:			
LIQUOR CONTROL APPROPRIATION	36,628,614	17,680,090	54,308,704
DEBT SERVICE APPROPRIATION	0	9,247,650	9,247,650
LIQUOR CONTROL APPROPRIATION	**36,628,614**	**26,927,740**	**63,556,354**
TOTAL NON-TAX SUPPORTED: SPECIAL AND ENTERPRISE FUNDS	**108,288,758**	**257,840,563**	**366,129,321**
EMPLOYEE HEALTH SELF INSURANCE FUND APPROPRIATION	2,999,359	291,971,701	294,971,060
SELF INSURANCE INTERNAL SERVICE FUND FUND APPROPRIATION	4,752,323	73,591,398	78,343,721

Section G

FY21 Non-Competitive Contract Award List

Entity	Purpose	Amount	1st Year on list
Agriculture			
Charles Koiner Center for Urban Farming	Provide hands-on learning opportunities for students at the Koiner Farm.	$20,000	FY21 Community Grants
Maryland Agricultural Education Foundation, Inc.	Provides for hands on science activities for MCPS elementary schools related to the "Food, Fiber and You, program".	$69,000	FY16
Montgomery Weed Control, Inc.	Provides for operating expenses related to the control and eradication of noxious weeds on public lands as required by State law.	$15,000	FY02 or before
William F. Willard Farms, LLC	Provides for a program that helps to reduce the County's deer population and donate the harvested deer to local food banks for people in need.	$25,000	FY02 or before
	Subtotal:	**$129,000**	
Animal Services			
Animal Welfare League of Montgomery County, Inc.	Provides for Low-Cost Spay/Neuter Support	$15,450	FY13
Second Chance Wildlife Center, Inc.	Provides for Operational Support for Wildlife	$70,000	FY10
	Subtotal:	**$85,450**	
Board of Elections			
Drake Communications Inc.	Provides for integrated voice response system.	$6,700	FY19
Intab LLC	Provides for election security seals.	$10,000	FY20
	Subtotal:	**$16,700**	
Cable Television Communications Plan			
Montgomery Community Television, Inc. (MCT), also referred to as Access Montgomery Television (AMTV)	Provides for two community media cable television channels and media technology training to County residents and community organizations.	$2,829,061	Prior to FY02
	Subtotal:	**$2,829,061**	
Community Engagement Cluster			
League of Women Voters of Montgomery County, MD, Inc.	Publish a Spanish edition of the general election Voters' Guide.	$10,000	FY21 Community Grants
Liberty's Promise, Inc.	Provide an after-school civic engagement program and internships program for low-income immigrant youth in Montgomery County.	$140,500	FY21 Community Grants
Montgomery Sister Cities, Inc.	Provide for operating support.	$20,000	FY21 Community Grants
Silver Spring Town Center Inc.	Provide for operating support.	$45,000	FY21 Community Grants
	Subtotal:	**$215,500**	
Correction and Rehabilitation			

Entity	Purpose	Amount	1st Year on list
Adventist HealthCare, Inc. d/b/a Adventist HealthCare Shady Grove Medical Center	Provides for hospital treatment of individuals under the custody of the Department of Corrections and Rehabilitation	$600,000	FY02 or before
Catholic Charities of the Archdiocese of Washington, Inc.	Provides for the Prison Re-Entry Welcome Home Program	$51,150	FY10
Holy Cross Health, Inc. d/b/a Holy Cross Germantown Hospital	Provides for hospital treatment of individuals under the custody of the Department of Corrections and Rehabilitation	$250,000	FY17
Identity, Inc. a/k/a Identity of Maryland, Inc.	Provides for Spanish language support and community re-entry services	$91,850	FY09
Medical Faculty Associates, Inc.	Provides for hospital in-patient and emergency room radiological interpretation services for individuals under the custody of the Department of Corrections and Rehabilitation	$120,000	FY02 or before
The ARC Montgomery County, Inc.	Provides for custodial services to the administrative areas at the Montgomery County Correctional Facility	$55,000	FY12
	Subtotal:	**$1,168,000**	

County Executive

Biohealth Innovation, Inc.	Provides for biohealth innovation and entrepreneurship support in Montgomery County	$200,000	FY17
Black Chamber of Commerce of Maryland	Provide technical assistance and training for minority business owners in Montgomery County.	$2,500	FY21 Community Grants
Conference and Visitor's Bureau of Montgomery County, Maryland, Inc.	Provides for promotion of tourism in Montgomery County	$1,632,834	FY02 or before
CoStar Realty Information, Inc.	Provides for online real estate information for the business community in Montgomery County	$55,000	FY02 or before
Crossroads Community Food Network, Inc.	Expand an economic development program to support low-resource residents of the Takoma/Langley Crossroads in building successful local food businesses.	$30,000	FY21 Community Grants
Foundation for the Asian Pacific American Chamber of Commerce, Inc.	Provides for operating support for outreach to businesses in the Asian Pacific community, to increase awareness of the various business assistance programs available.	$20,000	FY18
Hispanic Chamber of Commerce Montgomery County, Inc.	Provides for operating support for outreach to businesses in the Hispanic business community to increase awareness of the various business assistance programs available.	$25,000	FY18
Latino Economic Development Corporation of Washington, D.C.	Provides for training and technical assistance to small businesses and provides for the Wheaton Incubator Without Walls	$333,000	FY18
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	FY21 Community Grants
Launch Workplaces, LLC	Provides for management and renovation of the Silver Spring Innovation Center	$356,000	FY18

Entity	Purpose	Amount	1st Year on list
Launch Workplaces, LLC	Provides for program and portfolio management at the Rockville and Germantown Innovation Centers.	$150,000	FY20
Life Asset, Inc.	Provide a microloan and training program that helps low-income entrepreneurs start or expand microbusinesses, promoting job creation and financial self-sufficiency.	$10,000	FY21 Community Grants
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	FY21 Community Grants
Montgomery County Economic Development Corporation	Provides for economic development efforts on behalf of Montgomery County as approved in Council Bill 25-15	$5,007,750	FY16
Montgomery Housing Partnership, Inc.	Provides for developing and implementing a market strategy to promote businesses in Long Branch and on Bonifant Street curing Purple Line Construction	$95,000	FY19
National Lead for America, Inc.	Provides for a collaborative partnership wherein the County is provided with access to one Fellow who will work with County leadership to complete innovative projects to benefit both the County and its residents.	$51,492	FY21
Rockville Economic Development, Inc.	Provide business counseling, training, and technical assistance to start-up and existing women-owned businesses and entrepreneurs.	$60,000	FY21 Community Grants
The Nonprofit Village Center, Inc.	Provides for operating support for an incubator for nonprofit organizations including shared office space, back office support, equipment, training, etc.	$185,000	FY19
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	FY21 Community Grants
WorkSource Montgomery, Inc.	Provides for workforce development services and the Rx for Employability Program	$1,265,594	FY17
	Subtotal:	**$9,584,170**	

Emergency Management and Homeland Security

Allen Chapel AME Church, Inc.	Provides for a one-time grant to enhance security staffing and security preparations for faith-based facilities at higher risk of hate-based crimes.	$2,000	FY19
Clinton AME Zion Church, Inc.	Provides for a one-time grant to enhance security staffing and security preparations for faith-based facilities at higher risk of hate-based crimes.	$2,000	FY19
Guru Nanak Foundation of America	Provides for a one-time grant to enhance security staffing and security preparations for faith-based facilities at higher risk of hate-based crimes.	$4,750	FY19
International Society for Krishna Consciousness ISKCON of DC	Provides for a one-time grant to enhance security staffing and security preparations for faith-based facilities at higher risk of hate-based crimes.	$1,000	FY19

Entity	Purpose	Amount	1st Year on list
Islamic Community Center of Potomac, Inc.	Provides for a one-time grant to enhance security staffing and security preparations for faith-based facilities at higher risk of hate-based crimes.	$20,000	FY19
Islamic Education Center, Inc.	Provides for a one-time grant to enhance security staffing and security preparations for faith-based facilities at higher risk of hate-based crimes.	$20,000	FY19
Islamic Society of the Washington Area	Provides for a one-time grant to enhance security staffing and security preparations for faith-based facilities at higher risk of hate-based crimes.	$20,000	FY19
Muslim Community Center, Inc.	Provides for a one-time grant to enhance security staffing and security preparations for faith-based facilities at higher risk of hate-based crimes.	$20,000	FY19
Olive Branch Community Church, Inc.	Provides for a one-time grant to enhance security staffing and security preparations for faith-based facilities at higher risk of hate-based crimes.	$1,000	FY19
Reid Temple AME Church	Provides for a one-time grant to enhance security staffing and security preparations for faith-based facilities at higher risk of hate-based crimes.	$4,750	FY19
Takoma Park Seventh-Day Adventist Church	Provides for a one-time grant to enhance security staffing and security preparations for faith-based facilities at higher risk of hate-based crimes.	$4,500	FY19
The Jewish Federation of Greater Washington, Inc.	Provides for a one-time grant to enhance security staffing and security preparations for faith-based facilities at higher risk of hate-based crimes.	$100,000	FY19
	Subtotal:	**$200,000**	

Environmental Protection

Bethesda Green, Inc.	Provide support for the Be Impact Initiative, a sustainable impact management program.	$10,000	FY21 Community Grants
C&O Canal Trust, Inc.	Provide disadvantaged youth with opportunities for skills training, empowerment, and employment opportunities at the C&O Canal National Historical Park.	$19,000	FY21 Community Grants
C&O Canal Trust, Inc.	Provide educational, recreational, and volunteer opportunities for county residents at the C&O Canal National Historical Park.	$30,000	FY21 Community Grants
Conservation Montgomery, Inc.	Provide Home Tree Care 101 workshops to teach homeowners how to maintain trees on their private property.	$10,000	FY21 Community Grants
InterFaith Conference of Metropolitan Washington	Provides for Montgomery County faith communities to engage in climate change education, mitigation, and adaptation work through grassroots organizing.	$10,000	FY21 Community Grants
Montgomery Countryside Alliance, Inc.	Provide for operating support.	$25,000	FY21 Community Grants
Montgomery County Collaboration Council for Children, Youth and Families, Inc.	Provides for oversight and management of the Conservation Corps contract	$287,089	FY07

Entity	Purpose	Amount	1st Year on list
Montgomery County Collaboration Council for Children, Youth and Families, Inc.	Provides for oversight and management of the Conservation Corps contract	$287,087	FY07
One Montgomery Green, Inc.	Provide for operating support.	$55,000	FY21 Community Grants
Poolesville Green, Inc.	Provide environmental education and outreach program and to support the Poolesville Community Garden and PHS Green projects.	$5,000	FY21 Community Grants
	Subtotal:	**$738,176**	

Finance

Bloomberg Finance L.P.	Provides for online investment information.	$65,000	FY20
Dun & Bradstreet, Inc.	Provides for payee monitoring and verification.	$120,000	FY20
	Subtotal:	**$185,000**	

General Services

7th Generation Foundation, Inc.	Provide capital improvements to a therapeutic farm animal sanctuary for children with neurodevelopmental disorders, anxiety, or trauma histories (carryover of FY19 $25,000 encumbrance)	$0	FY19 Cost Sharing: MCG
7th Generation Foundation, Inc.	Provide capital improvements to a therapeutic farm animal sanctuary for transitional age youth with mental health issues toward workforce development (carryover of FY20 $25,000 encumbrance)	$0	FY20 Cost Sharing: MCG
A Wider Circle, Inc.	Provide for the renovation of A Wider Circle headquarters (carryover of FY19 $100,000 encumbrance)	$0	FY19 Cost Sharing: MCG
A Wider Circle, Inc.	Provides for renovation of headquarters (carryover of FY18 $50,000 encumbrance)	$0	FY18 Cost Sharing: MCG
A Wider Circle, Inc.	Provides for renovation of recently-purchased headquarters (carryover of FY17 $50,000 encumbrance)	$0	FY17 Cost Sharing: MCG
A Wider Circle, Inc.	Remodeling and redesign of current headquarters that will better serve MC residents in the Silver Spring area.	$100,000	FY21 Cost Sharing: MCG
A Wider Circle, Inc.	Support headquarters renovation, increasing capacity to serve Montgomery County residents (carryover of FY20 $100,000 encumbrance)	$0	FY20 Cost Sharing: MCG
Audubon Naturalist Society of the Central Atlantic States, Inc.	Provide funding for an Accessible Trail at Woodend Nature Sanctuary.	$200,000	FY21 Cost Sharing: MCG
CASA de Maryland, Inc.	Provide for capital improvements at the Rockville Welcome Center (carryover of FY19 $100,000 encumbrance)	$0	FY19 Cost Sharing: MCG
CASA de Maryland, Inc.	Provide for capital improvements at the Rockville Welcome Center (carryover of FY20 $150,000 encumbrance)	$0	FY20 Cost Sharing: MCG
CASA de Maryland, Inc.	Provide funding to support the Rockville Welcome Center Capital Project.	$150,000	FY21 Cost Sharing: MCG

Entity	Purpose	Amount	1st Year on list
Chabad of Bethesda, Inc.	Provides for perimeter enclosure (carryover of FY18 $10,000 encumbrance)	$0	FY18 Cost Sharing: MCG
Charles E. Smith Jewish Day School of Greater Washington, Inc.	Project replaces roof of lower building, HVAC system, and cooling tower. $600K has been committed within the Governor's FY21 budget.	$100,000	FY21 Cost Sharing: MCG
Charles E. Smith Jewish Day School of Greater Washington, Inc.	Provide increased safety and security for the school community by providing physical security enhancements to the Lower School campus (carryover of FY19 $20,000 encumbrance)	$0	FY19 Cost Sharing: MCG
Charles E. Smith Jewish Day School of Greater Washington, Inc.	Provide increased safety and security for the school community by providing physical security enhancements to the Lower School campus (carryover of FY20 $100,000 encumbrance)	$0	FY20 Cost Sharing: MCG
Colesville Presbyterian Church	Provides for mag locks (carryover of FY18 $1,200 encumbrance)	$0	FY18 Cost Sharing: MCG
Congregation B'nai Tzedek	Provides for electronic door access controls (carryover of FY18 $10,000 encumbrance)	$0	FY18 Cost Sharing: MCG
Cornerstone Montgomery, Inc.	Provide funding for planning and renovations/upgrades to the Southport facility in Bethesda (carryover of FY20 $50,000 encumbrance)	$0	FY20 Cost Sharing: MCG
Easter Seals Serving DC|MD|VA, Inc.	Provide for the capital renovation to the Inter-Generational Center in Silver Spring to repair and prevent flooding and update playground (carryover of FY19 $50,000 encumbrance)	$0	FY19 Cost Sharing: MCG
Easter Seals Serving DC|MD|VA, Inc.	Provide funding to replace HVAC systems at the Harry and Jeanette Weinberg Intergenerational Center in Silver Spring.	$50,000	FY21 Cost Sharing: MCG
Evangelical Lutheran Church of the Redeemer, Damascus, Maryland	Provides for partial funding for window and door film (carryover of FY18 $2,500 encumbrance)	$0	FY18 Cost Sharing: MCG
EveryMind, Inc.	Provide support for improvements to EveryMind's headquarters facility (carryover of FY20 $75,000 encumbrance)	$0	FY20 Cost Sharing: MCG
Family Services, Inc.	Provide for construction of an UpCounty Nonprofit Hub (carryover of FY19 $100,000 encumbrance)	$0	FY19 Cost Sharing: MCG
Family Services, Inc.	Provide for the development of an UpCounty Nonprofit Hub.	$100,000	FY21 Cost Sharing: MCG
Friends House Retirement Community, Inc.	Provide for the Friends House expansion project.	$100,000	FY21 Cost Sharing: MCG
Friends House Retirement Community, Inc.	Provide funds for the Friends House expansion project (carryover of FY20 $100,000 encumbrance)	$0	FY20 Cost Sharing: MCG
Glen Echo Park Partnership for Arts and Culture, Inc.	Preserves its historic carousel and band organ (carryover of FY18 $98,161 encumbrance)	$0	FY18 Cost Sharing: MCG
Glen Echo Park Partnership for Arts and Culture, Inc.	Provide for the preservation of the historic carousel building (carryover of FY19 $250,000 encumbrance)	$0	FY19 Cost Sharing: MCG

Entity	Purpose	Amount	1st Year on list
Glen Echo Park Partnership for Arts and Culture, Inc.	Provides for the restoration of the historic Spanish Ballroom exterior (carryover of FY20 $88,833 encumbrance)	$0	FY20 Cost Sharing: MCG
Great and Small, Inc. aka Great and Small	Provide capital support to repair and replace pasture fencing at the Rickman Farm Horse Park.	$18,000	FY21 Cost Sharing: MCG
Guru Nanak Foundation of America, Inc.	Provides for exterior lighting; CCTV upgrade (carryover of FY18 $12,500 encumbrance)	$0	FY18 Cost Sharing: MCG
Hebrew Home of Greater Washington, Inc.	Provide capital funds for security enhancements at the Charles E. Smith Life Communities.	$25,000	FY21 Cost Sharing: MCG
Hebrew Home of Greater Washington, Inc.	Provide capital funds for support the installation of audio frequency induction loops on the Charles E. Smith Life Communities campus.	$49,000	FY21 Cost Sharing: MCG
Hebrew Home of Greater Washington, Inc.	Provide funds to purchase emergency evacuation equipment for the Hebrew Home of Greater Washington.	$12,500	FY21 Cost Sharing: MCG
Imagination Stage, Inc.	Provides for repairs of the HVAC control system, adds supplemental duct heaters, and replaces damaged flooring (carryover of FY20 $41,150 encumbrance)	$0	FY20 Cost Sharing: MCG
Islamic Center of Maryland, Inc.	Provide capital funds for construction of a free clinic, senior lounge, handicap ramps, and ensure bathrooms are ADA compliant at the Islamic Center of Maryland.	$200,000	FY21 Cost Sharing: MCG
Islamic Center of Maryland, Inc.	Provides for alarm system (carryover of FY18 $19,620 encumbrance)	$0	FY18 Cost Sharing: MCG
Islamic Supreme Council of America, Inc. a/k/a Islamic Supreme Council of America	Provides for exterior pole lights; motion sensors; intercoms (carryover of FY18 $8,476 encumbrance)	$0	FY18 Cost Sharing: MCG
Jewish Council for the Aging of Greater Washington, Inc.	Provides for improvements for the safety, accessibility and utility of the JCA Bronfman Center and the Albert & Helen Misler Adult Day Center (carryover of FY16 $50,000 encumbrance)	$0	FY16 Cost Sharing: MCG
Jewish Council for the Aging of Greater Washington, Inc.	Provides for Improvements to the safety, accessibility and utility of the Albert & Helen Misler Adult Day Center (carryover of FY18 $50,000 encumbrance)	$0	FY18 Cost Sharing: MCG
Jewish Foundation for Group Homes, Inc.	Provide capital funds to expand residential services into the UpCounty area.	$100,000	FY21 Cost Sharing: MCG
Manna Food Center, Inc.	Provide funding to expand warehouse capacity to increase services (carryover of FY20 $100,000 encumbrance)	$0	FY20 Cost Sharing: MCG
Montgomery Community Television, Inc.	Provides for a professional grade audio booth to the Rockville studio, and enhancements to the new Silver Spring location (carryover of FY20 $43,598 encumbrance)	$0	FY20 Cost Sharing: MCG

Entity	Purpose	Amount	1st Year on list
Montgomery County Green Bank Corporation	Provides for the Contractor to expand programs, as defined in Article I, using appropriated funds from the mergers of Exelon Corporation and Pepco Holdings and Altagas Ltd and WGL Holdings, Inc. (carryover of FY19 $21,000,000 encumbrance)	$0	FY19 or before
National Capital Bnai Brith Assisted Housing Corporation	Grant will rehabilitate two aging elevators in 42 unit assisted housing build serving extremely low income MC seniors.	$75,000	FY21 Cost Sharing: MCG
Organization For Advancement Of And Service For Individuals With Special Needs (OASIS), Inc	Provide capital funding for accessible work-space expansion.	$13,862	FY21 Cost Sharing: MCG
Rebuilding Together Montgomery County Inc.	Provide funds to purchase a box truck.	$30,000	FY21 Cost Sharing: MCG
Rockville Science Center, Inc.	Provides matching funds for a State Bond Bill granted to the RSC in 2014 for the development of a facility (carryover of FY16 $15,000 encumbrance)	$0	FY16 Cost Sharing: MCG
Round House Theatre, Inc.	Renovate Round House's Bethesda facility into a dynamic, flexible theatre that supports RHT's goal of becoming a nationally-recognized theatre (carryover of FY19 $250,000 encumbrance)	$0	FY19 Cost Sharing: MCG
Round House Theatre, Inc.	Renovate Round House's Bethesda facility into a dynamic, flexible theatre that supports RHT's goal of becoming a nationally-recognized theatre (carryover of FY20 $250,000 encumbrance)	$0	FY20 Cost Sharing: MCG
Sandy Spring Museum, Inc.	Provides for improvements to the exterior of the museum's building and grounds (carryover of FY20 $80,000 encumbrance)	$0	FY20 Cost Sharing: MCG
Strathmore Hall Foundation, Inc.	Provides matching funds (G.O. Bonds) to a State grant for capital improvements to Strathmore Mansion (carryover of FY17 $1,398,000 encumbrance)	$0	FY17 Cost Sharing: MCG
Sugarland Ethno-History Project, Inc.	Provide capital funds for roof replacement at St. Paul Community Church.	$25,000	FY21 Cost Sharing: MCG
The American Film Institute, Inc., aka The American Film Institute	Provides for operating support for the Silver Theatre	$806,261	FY02 or before
The ARC Montgomery County, Inc.	Provides capital support to isolate and/or replace asbestos-containing flooring in a child care facility (carryover of FY20 $35,000 encumbrance)	$0	FY20 Cost Sharing: MCG
The ARC Montgomery County, Inc.	Provides for fuel site cleaning and trash removal	$10,200	FY02 or before
The Cambodian Buddhist Society, Inc.	Provides for video surveillance; outdoor lighting (carryover of FY18 $4,492 encumbrance)	$0	FY18 Cost Sharing: MCG
The First Baptist Church of KenGar, Kensington	Emergency Back-Up Generator supporting Security Cameras, Flood-Lighting, Certified Food Pantry site and elementary school bus stop.	$10,000	FY21 Cost Sharing: MCG
The Ivymount School, Inc.	Provide capital funds for roof replacement at the Ivymount School.	$125,000	FY21 Cost Sharing: MCG

Entity	Purpose	Amount	1st Year on list
The Ivymount School, Inc.	Provide for emergency preparedness systems and procedures to insure a safe environment for a vulnerable special education student population (carryover of FY20 $125,000 encumbrance)	$0	FY20 Cost Sharing: MCG
The Menare Foundation, Inc.	Provide for Farmhouse Restoration (carryover of FY19 $9,958 encumbrance)	$0	FY19 Cost Sharing: MCG
The Menare Foundation, Inc.	Provides one-time funds to complete historic barn restorations (carryover of FY20 $19,000 encumbrance)	$0	FY20 Cost Sharing: MCG
The Muslim Community Center, Inc.	Provides for building a facility for at-risk seniors (carryover of FY15 $250,000 encumbrance)	$0	FY15 Cost Sharing: MCG
The Olney Theatre Center for the Arts, Inc.	Provide capital improvements to meet the community's growing demand for arts and education programs (carryover of FY20 $250,000 encumbrance)	$0	FY20 Cost Sharing: MCG
The Olney Theatre Center for the Arts, Inc.	Provide capital improvements to meet the community's growing demand for arts and education programs in our part of the County (carryover of FY19 $650,000 encumbrance)	$0	FY19 Cost Sharing: MCG
Tikvat Israel Congregation, Inc.	Provides for partial funding for upgrade to current camera system (carryover of FY18 $15,000 encumbrance)	$0	FY18 Cost Sharing: MCG
Warren Historic Site Committee, Inc.	Provide capital funds for roof and floor stabilization at the Warren Historic Site.	$50,000	FY21 Cost Sharing: MCG
Warrior Canine Connection, Inc.	Provide for repairs and renovations for WCC headquarters to continue to heal the visible and invisible wounds of combat veterans (carryover of FY19 $50,000 encumbrance)	$0	FY19 Cost Sharing: MCG
Warrior Canine Connection, Inc.	Provide for repairs and renovations for WCC headquarters to continue to heal the visible and invisible wounds of combat veterans (carryover of FY20 $50,000 encumbrance)	$0	FY20 Cost Sharing: MCG
Warrior Canine Connection, Inc.	Provide for repairs/renovations for a new headquarters to continue healing the visible and invisible wounds of combat Veterans.	$50,000	FY21 Cost Sharing: MCG
Warrior Canine Connection, Inc.	Provides for repairs and renovations for a new headquarters to continue healing the visible and invisable wounds of combat Veterans (carryover of FY18 $50,000 encumbrance)	$0	FY18 Cost Sharing: MCG
Warrior Canine Connection, Inc.	Provides for repairs and renovations for a new headquarters to continue healing the visible and invisible wounds of combat Veterans (carryover of FY17 $50,000 encumbrance)	$0	FY17 Cost Sharing: MCG
Young Israel Shomrai Emunah of Greater Washington, Inc.	Provides for CCTV improvements; vehicle obstructions (carryover of FY18 $12,000 encumbrance)	$0	FY18 Cost Sharing: MCG
Young Mens Christian Association of Metropolitan Washington (YMCA Bethesda-Chevy Chase)	Provide ADA compliant facilities in order to meet the needs of the elderly and disabled communities (carryover of FY18 $125,000 encumbrance)	$0	FY18 Cost Sharing: MCG

Entity	Purpose	Amount	1st Year on list
Young Mens Christian Association of Metropolitan Washington (YMCA Bethesda-Chevy Chase)	Provide ADA compliant facilities to meet the needs of the elderly and disabled community (carryover of FY19 $125,000 encumbrance)	$0	FY19 Cost Sharing: MCG
Young Mens Christian Association of Metropolitan Washington (YMCA Bethesda-Chevy Chase)	Provide ADA compliant facilities to meet the needs of the elderly and disabled community (carryover of FY20 $125,000 encumbrance)	$0	FY20 Cost Sharing: MCG
	Subtotal:	**$2,399,823**	

Health and Human Services

Adventist Healthcare, Inc.	Provide assisted living services for mental health consumers who are referred by the County.	$567,724	FY15
African Communities Together, Inc.	Provide for a comprehensive citizenship program for African immigrants.	$25,000	FY21 Community Grants
Alzheimer's Disease and Related Disorders Association, Inc.	Provides for education and support for Alzheimer's disease sufferers and their caregivers, and resources to help the community better understand the disease.	$105,635	FY10
American Diversity Group, Inc.	Provide oral health treatment and education for elementary school students and the parents.	$25,375	FY21 Community Grants
American Muslim Senior Society, Inc.	Provide tools, resources, and technical expertise for senior adults from diverse communities.	$35,000	FY21 Community Grants
Asbury Foundation, Inc.	Provide support for the Gaithersburg Beloved Community Initiative.	$17,000	FY21 Community Grants
Asian American LEAD Leadership, Empowerment and Development for Youth and Family, Inc.	Provide social programs and academic development for low-income/underserved Asian Pacific American youth.	$85,000	FY21 Community Grants
Asian American LEAD Leadership, Empowerment and Development for Youth and Family, Inc.	Provides high quality academic enrichment programs including after-school tutoring and mentoring programs, which include parent engagement to 50 low-income students at multiple Montgomery County Public School sites.	$136,100	FY10
Asian Indians for Community Service, Inc.	Address the vital needs and well-being of Asian seniors.	$15,000	FY21 Community Grants
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	FY21 Community Grants
Asylum Seeker Assistance Project Corporation	Provide a social service program to ensure asylum-seeking Montgomery County residents are able to meet their basic needs.	$35,000	FY21 Community Grants
Avery Road Alumni Association, Inc.	Provide peer services and needed life skills to those new in substance abuse recovery or in need.	$20,000	FY21 Community Grants
Ayuda, Inc.	Provide legal interpretation and document translation services to ensure equal access to justice for limited-English proficient and Deaf community members.	$50,000	FY21 Community Grants

Entity	Purpose	Amount	1st Year on list
Ayuda, Inc.	Provides legal assistance to County residents in non-citizen deportation or removal proceedings.	$148,320	FY19
Bender JCC of Greater Washington, Inc.	Bender JCC's Parkinson's Wellness Initiative improves the quality of life for individuals living with Parkinson's disease, their families and caregivers.	$12,500	FY21 Community Grants
Bender JCC of Greater Washington, Inc.	Provide kosher nutrition, health and wellness services, and socialization to at-risk seniors.	$40,000	FY21 Community Grants
Bender JCC of Greater Washington, Inc.	Provides education about aging and vision issues to UpCounty residents.	$4,525	FY02 or Before
Bender JCC of Greater Washington, Inc.	Provides for transportation for the Camp JCC inclusion Program for children and young adults with disabilities.	$30,000	FY21
Best Buddies International, Inc.	Provides peer to peer mentoring activities for individuals with intellectual and developmental disabilities.	$35,810	FY02 or Before
Bethesda Cares, Inc.	Housing-Rapid Rehousing Program targeting Veterans with and without disabilities and those who need ongoing rental assistance and social services support.	$283,263	FY16
Bethesda Cares, Inc.	Provide emergency assistance for rent and utilities.	$45,000	FY21 Community Grants
Bethesda Cares, Inc.	Provides homeless outreach services, eviction prevention assistance, utilities and daily lunches (Bethesda). Outreach services must be for Bethesda, North Bethesda, Kensington, North Kensington, Wheaton, Friendship Heights, Chevy Chase and Silver Spring.	$393,911	FY02 or Before
Bethesda Help, Inc.	Provide emergency assistance for rent, utilities and prescriptions to eligible residents of Southern Montgomery County.	$6,000	FY21 Community Grants
Bethesda Help, Inc.	Provide emergency food assistance.	$8,000	FY21 Community Grants
Bethesda Metro Area Village, Inc.	Provides for for operating support.	$15,000	FY21
Big Brothers Big Sisters of the National Capital Area, Inc.	Provide a one-to-one mentoring program.	$35,000	FY21 Community Grants
Boys & Girls Clubs of Greater Washington, Inc	Provide support for the Watkins Mill Boys & Girls Branch.	$80,000	FY21 Community Grants
Boys & Girls Clubs of Greater Washington, Inc.	Provide Germantown youth with comprehensive after-school academic enrichment program, Power Hour, including homework assistance, tutoring, and literacy support.	$45,000	FY21 Community Grants
Boys & Girls Clubs of Greater Washington, Inc.	Provide Triple Play after-school program that focuses on fitness, nutrition, healthy lifestyle and positive relationship education for Germantown youth.	$25,000	FY21 Community Grants
Bradley Hills Village, Inc.	Provides for operating support.	$12,500	FY21
Capital Area Food Bank, Inc.	Provides for the Family Markets program (three sites) to serve 200 low income families at each of 27 Family Market events.	$107,030	FY15

Entity	Purpose	Amount	1st Year on list
Capital Area Food Bank, Inc.	Provides healthy food to enrolled families through Family Markets, a school-based, client choice pantry program.	$60,000	FY21
Capital Area Food Bank, Inc.	Provides low-income seniors with monthly groceries including shelf-stable items, fresh produce, and nutrition and health resources.	$40,000	FY21
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.	$20,000	FY21 Community Grants
CaringMatters, Inc. (formerly Hospice Caring)	Provides volunteer visits to terminally ill individuals and their families and supports training of volunteers to help provide hospice caring services.	$12,612	FY02 or Before
Carribean Help Center, Inc.	Provides for immigration services, public awareness and elderly assistance program.	$40,000	FY21
Carribean Help Center, Inc.	Provides for operating support	$30,000	FY21
Carribean Help Center, Inc.	Provides social service assistance to Caribbean and African immigrants.	$26,121	FY02 or Before
CASA de Maryland, Inc.	Provide financial assistance to support citizenship-eligible legal permanent residents in attaining citizenship.	$50,000	FY21 Community Grants
CASA de Maryland, Inc.	Provide outreach and education on the naturalization process, application assistance, and wraparound financial services to promote civic and economic integration.	$30,000	FY21 Community Grants
CASA de Maryland, Inc.	Provides comprehensive immigration relief screenings, direct representation to DACA and other relief eligible beneficiaries, and direct referrals for complex cases.	$165,000	FY21 Community Grants
CASA de Maryland, Inc.	Provides for public program enrollment assistance and case management leading to improved access to community resources that support wellness and self-sufficiency.	$118,830	FY21
Catalpha Advertising and Design, Inc.	Provides a media advertising campaign to educate residents about rape and sexual assault.	$24,000	FY10
Catholic Charities of the Archdiocese of Washington, Inc.	Provides a Housing First program of affordable permanent housing in the form of Rapid Rehousing which offers "time limited" rental assistance and social services support.	$378,125	FY19
Catholic Charities of the Archdiocese of Washington, Inc.	Provide a bilingual office supervisor to support emergency assistance, case management and referral services.	$58,853	FY21 Community Grants
Catholic Charities of the Archdiocese of Washington, Inc.	Provide a range of culturally competent social services for immigrant residents in crisis.	$48,926	FY21 Community Grants
Catholic Charities of the Archdiocese of Washington, Inc.	Provide administrative support for the successful operations of transitional housing services and a robust network of program volunteers.	$48,651	FY21 Community Grants

Entity	Purpose	Amount	1st Year on list
Catholic Charities of the Archdiocese of Washington, Inc.	Provide an Employment Case Manager to support employment and educational services in Montgomery County.	$56,096	FY21 Community Grants
Catholic Charities of the Archdiocese of Washington, Inc.	Provide employment referrals and job readiness workshops to Latino and new-immigrant residents.	$54,539	FY21 Community Grants
Catholic Charities of the Archdiocese of Washington, Inc.	Provide medical and dental services, health education and social services to low-income immigrant residents of Montgomery County.	$40,248	FY21 Community Grants
Catholic Charities of the Archdiocese of Washington, Inc.	Provide Spanish literacy education for non-literate, Spanish-speaking Montgomery County immigrant residents.	$15,883	FY21 Community Grants
Catholic Charities of the Archdiocese of Washington, Inc.	Provides emergency assistance, including Family Support Specialists.	$209,947	FY02 or Before
Catholic Charities of the Archdiocese of Washington, Inc.	Provides for the Strong Families Initiative to build resilient families and positive youth in communities with high gang involvement.	$180,250	FY18
Cedar Ridge Community Church, Inc.	Provide a food security and fresh produce program.	$1,700	FY21 Community Grants
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	FY21 Community Grants
CentroNia, Inc.	Provide high-quality, full-day early childhood education to underserved children in Takoma Park, Maryland.	$55,000	FY21 Community Grants
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	FY21 Community Grants
Child Center and Adult Services, Inc.	Provide the Healthy Mothers Healthy Babies Program for low-income and uninsured women with perinatal depression.	$65,000	FY21 Community Grants
Chinese Culture and Community Service Center, Inc.	Provide culturally competent mental health education and direct services to the Asian immigrants community.	$65,000	FY21 Community Grants
Chinese Culture and Community Service Center, Inc.	Provide preventive health services, such as labs and cancer screenings, to the uninsured and under insured county residents.	$23,000	FY21 Community Grants
Chinese Culture and Community Service Center, Inc.	Provide support for the STOP B Program.	$120,000	FY21 Community Grants
Circle of Rights, Inc.	Provide stroke prevention information to low-income County residents.	$18,000	FY21 Community Grants
Colesville Council of Community Congregations, Inc.	Provides a clothes closet (C-4) to provide clothing and household goods to low income families.	$0	FY18
Columbia Lighthouse for the Blind, Inc.	Provide comprehensive rehabilitation services and Support Service Provider to Montgomery County residents who are deaf/blind.	$25,000	FY21 Community Grants
Columbia Lighthouse for the Blind, Inc.	Provide independent living skills training to Montgomery County seniors suffering from vision loss.	$10,000	FY21 Community Grants

Entity	Purpose	Amount	1st Year on list
Comfort Cases, Inc.	Provide new essential and comfort items to youth in foster care.	$25,000	FY21 Community Grants
Commission on Accreditation of Rehabilitation Facilities	Provides for an accreditation survey of program(s) in HHS BHCS based on established international consensus standards.	$27,000	FY18
Community Bridges, Inc.	Provide mentoring, college and career planning, and mentoring support for low income girls and families.	$80,000	FY21 Community Grants
Community Bridges, Inc.	Provides for a program to help girls, between ages 8 and 19, from diverse backgrounds to become exceptional students, positive leaders and healthy young women.	$185,112	FY02 or Before
Community Clinic, Inc.	Provide funding for electronic diagnostic equipment.	$43,703	FY21 Community Grants
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.	$45,000	FY21 Community Grants
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.	$50,000	FY21 Community Grants
Community Reach of Montgomery County, Inc.	Enhance the Mansfield Kaseman Health Clinic's medical team with an in-house Medical Director.	$60,000	FY21 Community Grants
Community Reach of Montgomery County, Inc.	Enhancing access to healthcare through patient navigation, specialty care referrals, and health education.	$65,000	FY21 Community Grants
Community Reach of Montgomery County, Inc.	Provide permanent supportive housing for formerly homeless individuals at the Jefferson House Personal Living Quarters (men) and Rockland House (women).	$22,000	FY21 Community Grants
Community Reach of Montgomery County, Inc.	Provide weekly in-home care services, home repairs/maintenance, and case management to enable lower income seniors to age in place.	$47,000	FY21 Community Grants
Community Reach of Montgomery County, Inc.	Support Immigrant Education through the Naturalization Program and childcare/tutoring for the children of the English Language education adult students.	$28,000	FY21 Community Grants
Conflict Resolution Center of Montgomery County	Provide conflict resolution services to non-English-speaking residents through a program that provides services in Spanish and other languages.	$13,260	FY21 Community Grants
Conflict Resolution Center of Montgomery County	Provide conflict resolution/restorative practice services for Montgomery County schools, serving youth, families and school staff.	$36,800	FY21 Community Grants
Conflict Resolution Center of Montgomery County	Provides for an increase in conflict resolution services to inmates and their families.	$15,000	FY21 Community Grants
Conflict Resolution Center of Montgomery County	Provides for conflict resolution services to assist seniors and their families in Montgomery County.	$16,700	FY21 Community Grants
Cornerstone Montgomery, Inc.	Housing Support Services - Housing Coordinator & Housing Facilitator.	$137,600	FY18

Entity	Purpose	Amount	1st Year on list
Cornerstone Montgomery, Inc.	Provide case management services to consumers who do not meet the criteria for targeted case management services in the Maryland Public Mental Health System (PMHS).	$103,170	FY16
Cornerstone Montgomery, Inc.	Provides residential rehabilitation services and support services for transition aged clients referred by Montgomery County.	$128,995	FY21
Cornerstone Montgomery, Inc.	Provides residential rehabilitation services for adults with serious mental illness by providing supervised living units.	$520,399	FY02 or Before
Court Appointed Special Advocate Montgomery County, Maryland, Inc.	Provides court related services for at-risk youth referred by the County.	$119,145	FY02 or Before
Crossroads Community Food Network, Inc.	Provide for the farmers market nutrition incentive program and complementary healthy eating education program.	$58,000	FY21 Community Grants
Cultural & Diversity Enrichment Services-USA,Inc. (CADES-USA)	Provide cultural and diversity enrichment education and leadership skills for economically disadvantaged youth.	$44,000	FY21 Community Grants
DC & MD Justice for our Neighbors, Inc.	To provide high-quality immigration legal services to low-income immigrants.	$20,000	FY21 Community Grants
Diaspora Resources of Ethiopians in the America's Metropolises, DREAM North American Corp. (D.R.E.A.M.)	Provide for the senior DREAM program.	$30,000	FY21 Community Grants
Don Bosco Cristo Rey Work-Study of the Archdiocese of Washington, Inc.	Provides career mentoring and job skills training to at-risk youth through internship opportunities in certain County government departments.	$55,000	FY16
Easter Seals Serving DC|MD|VA, Inc.	Provide medical adult day services to Montgomery County low-income residents with special needs.	$55,000	FY21 Community Grants
Easterseals Serving DC|MD|VA, Inc.	Provide inclusive early childhood education for children ages 6 weeks to 5 years in a unique intergenerational setting.	$70,000	FY21 Community Grants
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	FY21 Community Grants
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	FY21 Community Grants
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.	$30,000	FY21 Community Grants
EveryMind, Inc.	Provide Mental Health First Aid trainings to increase understanding of mental illness, addiction, and how to help someone in crisis.	$40,000	FY21 Community Grants
EveryMind, Inc.	Provides a confidential, supportive mental health hotline for County residents and a youth suicide prevention hotline.	$387,936	FY02 or Before

Entity	Purpose	Amount	1st Year on list
EveryMind, Inc.	Provides for support for the Serving Together program providing coordinated community resources for veterans, active duty service members, and their families.	$150,000	FY21
EveryMind, Inc.	Provides for social media campaign on suicide/substance use prevention by developing content and posting Btheone messaging, news and updates weekly.	$6,000	FY21
EveryMind, Inc.	Provides for suicide prevention and crisis intervention services.	$45,000	FY21
EveryMind, Inc.	Provides for suicide survivor recovery groups for adults who have attempted suicide	$17,775	FY21
EveryMind, Inc.	Provides increased outreach efforts, community education, community connectivity, service provision, and coordination specific to the Montgomery County military related community (Military Outreach Initiative).	$41,800	FY13
EveryMind, Inc.	Provides multicultural outreach services for Everymind Inc.'s New Capacity & Outreach for Multicultural Mental Health Opportunities Now program (N'Common).	$224,568	FY07
EveryMind, Inc.	Provides state identification cards and birth certificates for individuals who are homeless and have a mental illness or a co-occurring substance use disorder in order to allow behavioral health, medical, entitlements, and other support services.	$72,345	FY18
FAIR Fund, Inc. (dba FAIR Girls)	Provide trafficking victims client-centered, trauma-informed case management, including safe housing, training community partners to create referral pathways.	$30,000	FY21 Community Grants
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.	$55,000	FY21 Community Grants
Family Learning Solutions, Inc.	Provide partnerships of College enrolled/College graduates meeting with highschool students to inform on post-highschool life expectations and goals.	$10,000	FY21 Community Grants
Family Learning Solutions, Inc.	Provides after-school Enrichment Program, mentoring/tutoring services and in-school positive youth development for 30 (9-12th grade) at-risk low-income primary and secondary students via Family Network Connections Program in the down-County area.	$59,524	FY02 or Before
Family Services, Inc.	Provide academic, social, and emotional support during and after school for at-risk minority males at Gaithersburg Middle School.	$40,000	FY21 Community Grants

Entity	Purpose	Amount	1st Year on list
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	FY21 Community Grants
Family Services, Inc.	Provide support for the Thriving Germantown Community HUB.	$80,000	FY21 Community Grants
Family Services, Inc.	Provides a consumer-run drop-in center for mentally ill adults.	$241,538	FY21
Family Services, Inc.	Provides a program of supervised visitation and monitored exchange of children for families with court orders requiring parents visits or exchanges of children to be supervised or monitored at a neutral and accessible location.	$538,554	FY18
Family Services, Inc.	Provides a substance abuse prevention program to high-risk children, their parents/guardians and siblings - "Dare to be You Program".	$149,682	FY17
Family Services, Inc.	Provides early intervention services for first time parents who are at risk for engaging in child abuse. Provides intensive home visitation services and home-based family support services.	$598,984	FY06
Family Services, Inc.	Provides for free comprehensive services to at-risk parents-to-be and parents with children aged birth to 48 months through the Family Discovery Center.	$113,406	FY16
Family Services, Inc.	Provides for the Creating Healthy Bonds program to reduce the impacts of parental incarceration on children and families of inmates at the Montgomery County Correctional Facility.	$35,000	FY21
Family Services, Inc.	Provides residential rehabilitation services and support services for transition aged clients referred by Montgomery County.	$135,776	FY02 or Before
Family Services, Inc.	Provides residential rehabilitation services for adults with serious and persistent mental illness.	$157,066	FY02 or Before
Family Services, Inc.	Provides substance abuse prevention and recovery support services to adolescents and their families in Montgomery County.	$363,673	FY13
Family Services, Inc.	State certified Youth Services Bureau provides deliquency, youth suicide and drug and alcohol abuse prevention and youth development services to children, youth and their families.	$28,545	FY15
First African Methodist Episcopal Church of Gaithersburg, Inc.	Provide support for the SHARE food program for low-income families.	$8,500	FY21 Community Grants
Florence Crittenton Services of Greater Washington, Inc.	Provide for a positive youth development program to empower vulnerable teen girls to overcome obstacles to academic and personal success.	$55,000	FY21 Community Grants
Florence Crittenton Services of Greater Washington, Inc.	Provide for a social and emotional learning program for middle school girls to develop skills that are essential for academic success.	$35,000	FY21 Community Grants

Entity	Purpose	Amount	1st Year on list
Florence Crittenton Services of Greater Washington, Inc.	Provides for County Match for Crittenton	$150,000	FY19
Florence Crittenton Services of Greater Washington, Inc.	Provides for two best-practice programs: The SNEAKERS program and The PEARLS Program.	$12,039	FY13
Freshfarm Markets, Inc.	Serve as access point connecting urban residents to healthy food options, with a focus on supporting low-income and minority families.	$15,000	FY21 Community Grants
Gaithersburg HELP, Inc.	Provide free rides to medical appointments and other essential destinations for seniors and persons with disabilities.	$8,000	FY21 Community Grants
Gaithersburg HELP, Inc.	Provide support for the basic needs of food, diapers, and formula for low-income residents in Gaithersburg/Montgomery Village area.	$45,000	FY21 Community Grants
Generation Hope, LLC	Provide teen parents with tuition support, mentoring, academic/life/professional skills, tutoring, and case management to make college a reality.	$20,000	FY21 Community Grants
Greater Stonegate Village, Inc.	Provides for operating support.	$10,000	FY21
Greater Washington Community Foundation, Inc.	Provides for the administration of the entity and the awarding of grants through a competitive process that will support services aimed at supporting and stabilizing children, youth and families with their multiple needs aimed towards closing the achievement gap.	$636,450	FY18
Have A Dream, Inc.	Provide a six-week breakfast-and-lunch no-fee academic camp that bridges the gap from one school year to the next in Takoma Park.	$45,000	FY21 Community Grants
Health Management Consultants, LLC	Provides technical assistance to support CARF accreditation process.	$50,000	FY19
Heart to Hand, Inc.	Provides for outreach and education for individuals affected by HIV/AIDS.	$100,000	FY18
Hebrew Home of Greater Washington, Inc.	Provide operating support for the ElderSAFE Center.	$50,000	FY21 Community Grants
HIAS, Inc.	Provides legal assistance to County residents in non-citizen deportation or removal proceedings.	$106,090	FY19
Holy Cross Health, Inc.	Provides cancer and tobacco outreach, education, screening, diagnostic and treatment services for the Cancer & Tobacco Program serving the low-income and minority populations.	$75,000	FY03
House of Divine Guidance, Inc.	Provide operating support for the Winter Haven Emergency Shelter for women and children.	$10,000	FY21 Community Grants
Housing Opportunities Commission	Provides special needs and support services for mentally ill adults.	$24,915	FY07
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.	$80,000	FY21

Entity	Purpose	Amount	1st Year on list
Identity, Inc.	Provide support to the Family Reunification and Strengthening Program.	$125,000	FY21
Identity, Inc.	Provides for case management services to low-income, primarily Latino youth and families to connect them with resources and safety-net services.	$133,475	FY21
Identity, Inc.	Provides positive youth development programming.	$368,532	FY02 or Before
Imagination Library of Montgomery County, Maryland, Inc.	Provides for mailing free, age-appropriate books to children from birth to age five.	$13,000	FY21 Community Grants
Impact Silver Spring, Inc.	Provide support for the Neighborhood Opportunity Network Initiative.	$222,640	FY21 Community Grants
Impact Silver Spring, Inc.	Provides leadership training courses for Silver Spring residents.	$286,913	FY02 or Before
Interfaith Works, Inc.	Provide on-site security at the Day Program, Overflow, and Women's Shelter.	$53,581	FY17
Interfaith Works, Inc.	Provide operational support for the Interfaith Works Women's Center.	$50,000	FY21
Interfaith Works, Inc.	Provide Overnight Shelter Services 7 days a week 8:00 PM to 7:00 AM during Nov 01 - March 31. Case Management Services as needed.	$304,602	FY06
Interfaith Works, Inc.	Provide permanent supportive housing and case management services at Becky's House and Priscilla's House for women with mental health and/or medical conditions.	$574,491	FY13
Interfaith Works, Inc.	Provide shelter services as cooling or warming centers for Hyperthermia and Hypothermia. Day program provides Vocational Services, Case Management, outreach and in-reach services.	$675,310	FY02 or Before
Interfaith Works, Inc.	Provide support to assist faith communities in meeting community needs.	$80,000	FY21 Community Grants
Interfaith Works, Inc.	Provides Eviction Prevention & Utility Assistance grants.	$146,153	FY02 or Before
Interfaith Works, Inc.	Provides funding to collect and distribute of clothing to low income individuals.	$56,095	FY02 or before
Interfaith Works, Inc.	Provides on-site security at Overflow and Women's Shelter.	$63,036	FY13
Interfaith Works, Inc.	Provides permanent supportive housing and supportive services to the most vulnerable and chronically homeless consumers.	$553,585	FY05
International Rescue Committee (IRC) Inc.	Provides for culturally proficient job placement and upgrade services with interpretation to ensure refugees residing in Montgomery County are economically self-sufficient.	$30,000	FY21 Community Grants
Inwood House Development Corporation	Provide support for cleaning of apartments for disabled adults and seniors who are extremely low-income.	$16,800	FY21 Community Grants

Entity	Purpose	Amount	1st Year on list
Jewish Council for the Aging of Greater Washington, Inc.	Provide in-school and after-school intergenerational mentoring and tutoring for at-risk children and youth.	$50,000	FY21 Community Grants
Jewish Council for the Aging of Greater Washington, Inc.	Provide support for JCA's early memory loss program, Kensington Club.	$40,000	FY21 Community Grants
Jewish Council for the Aging of Greater Washington, Inc.	Provide support for the 50+ Employment Expo.	$75,000	FY21 Community Grants
Jewish Council for the Aging of Greater Washington, Inc.	Provide support for VillageRides to expand and enhance volunteer driving in Montgomery County.	$40,000	FY21 Community Grants
Jewish Council for the Aging of Greater Washington, Inc.	Provides a resource center on intergenerational programs and resources (this includes $100,000 from MCPS).	$217,963	FY02 or Before
Jewish Council for the Aging of Greater Washington, Inc.	Provides subsidized employment in nonprofit agencies to adults 55 and older.	$45,476	FY02 or Before
Jewish Council for the Aging of Greater Washington, Inc.	Provides support for the Career Gateway program for Montgomery County residents age 50 and over.	$40,000	FY21 Community Grants
Jewish Council for the Aging of Greater Washington, Inc.	Provides support for the Escorted Transportation Program to meet the transportation needs of low income older adults and residents with disabilities and to fill the gaps not met by other programs and services.	$128,213	FY14
Jewish Foundation for Group Homes, Inc.	Provides 24-hour supervised, group living for an adult with a serious and persistent mental illness	$34,290	FY02 or Before
Jewish Social Service Agency (JSSA)	Provide support for a Child and Adolescent therapist, co-located at community provider sites, who provides assessment, referral, and connection to services.	$36,050	FY21 Community Grants
Jewish Social Service Agency (JSSA)	Provide support for a Senior Services Care Manager to support expanded caseload of frail low-income seniors, allowing them to successfully age in place.	$41,200	FY21 Community Grants
Jewish Social Service Agency (JSSA)	Provide support for a specialist serving adolescents and adults with disabilities, providing job coaching, training, and support to help them secure employment.	$42,500	FY21 Community Grants
Jewish Social Service Agency (JSSA)	Provide support fore a clinical social worker, specializing in early childhood and evidence-based interventions, serves children (ages 2 to 7) with behavioral issues.	$56,560	FY21 Community Grants
Jewish Social Service Agency (JSSA)	Provides mental health and substance abuse prevention services and activities to low-income children and their families including assessment, diagnosis, psychotherapy, medication monitoring, and crisis intervention.	$54,681	FY02 or Before
Kemp Mill Village	Provide for operating support.	$10,000	FY21
Kentlands Community Foundation, Inc.	Provides for operating support.	$10,000	FY21
Kids In Need Distributors, Inc.	Provide weekend food to grades K-8 students who receive Free And Reduced Meals at MCPS schools.	$20,000	FY21

Entity	Purpose	Amount	1st Year on list
Kids in Need Distributors, Inc.	Provides for use of effective models to increase the number of Montgomery County Public School elementary students being served by the Weekend Food bag/ SmartSacks Program.	$73,130	FY18
Kids in Need Distributors, Inc.	Provides Weekend Food Bags / Smart Sacks Program - Expansion.	$53,581	FY17
KIND, Inc. d/b/a Kids in Need of Defense	Provide pro-bono legal services for unaccompanied immigrant and refugee minors.	$50,000	FY21 Community Grants
KIND, Inc. d/b/a Kids in Need of Defense	Provides legal assistance to County residents in non-citizen deportation or removal proceedings	$126,690	FY19
KindWorks, Inc.	Provide for operating support.	$30,000	FY21 Community Grants
Korean Association of the State of Maryland Metropolitan Area, Inc.	Provides social services to Korean speaking people with limited English proficiency who reside in the County.	$30,162	FY02 or Before
Korean Community Service Center Of Greater Washington, Inc.	Provide emergency financial assistance and wrap-around social services to low-income Asian American and immigrant residents.	$20,000	FY21 Community Grants
Korean Community Service Center Of Greater Washington, Inc.	Provide for KCSC's Senior Empowerment Program to assist low-income senior Asians residing in Eastern Montgomery County.	$20,000	FY21 Community Grants
Korean Community Service Center of Greater Washington, Inc.	Provides outreach services to low-income Montgomery County residents with limited English proficiency.	$52,095	FY07
Korean Community Service Center Of Greater Washington, Inc.	Provides support for the Keystone Project to assist victims of domestic violence in the Korean community.	$55,000	FY21 Community Grants
Korean Community Service Center Of Greater Washington, Inc.	Provides support for the Strengthening Asian Families through Empowerment and Services (SAFES) program.	$55,000	FY21
Latin American Youth Center, Inc.	Provide individual and family counseling, psychoeducational group sessions, and referrals to other mental health providers.	$65,000	FY21 Community Grants
Latin American Youth Center, Inc.	Provides for Gang Prevention programs.	$160,356	FY10
Latino Child Care Association of Maryland, Inc.	Provides for operating support.	$50,000	FY21 Community Grants
Lead4Life, Inc.	Provide services to disconnected youth with a concentration on the African American population through a Positive Youth Development approach.	$10,000	FY21 Community Grants
Lead4Life, Inc.	Provides for Assistance to disconnected youth in East County to promote self-sufficiency.	$44,290	FY18
Leadership Montgomery Education Foundation, Inc.	Provide programs to build capacity to address racial disparities and to advance racial equity in Montgomery County.	$40,000	FY21 Community Grants
Legal Aid Bureau, Inc.	Provide enhanced access to legal services for low-income families through a medical-legal partnership providing advocacy, outreach, and education.	$40,000	FY21 Community Grants

Entity	Purpose	Amount	1st Year on list
Legal Aid Bureau, Inc.	Provides legal representation and consultation to seniors and focuses on legal issues related to benefits such as Social Security, Medicare, eviction, housing and nursing homes.	$76,830	FY02 or Before
Literacy Council of Montgomery County, MD, Inc.	Provide under-skilled and under-credentialed adults with educational and workplace skills necessary to obtain family-sustaining jobs.	$35,000	FY21 Community Grants
Little Falls Village Corp.	Provide for operating support.	$30,000	FY21
Lt. Joseph P. Kennedy Institute, Inc.	Provide nursing services and interest-based, community integration activities for adults with multiple and severe disabilities.	$45,000	FY21 Community Grants
Lt. Joseph P. Kennedy Institute, Inc.	Provide support for Community Companions after-school, respite, and summer camp program for children and youth with disabilities and their families.	$150,000	FY21
Lt. Joseph P. Kennedy Institute, Inc.	Provide therapeutic, community-integrated services to children and youth with disabilities.	$60,000	FY21 Community Grants
Lt. Joseph P. Kennedy Institute, Inc.	Provides an ongoing program of after-school care of children, teens and young adults with multiple disabilities.	$80,637	FY02 or Before
Lt. Joseph P. Kennedy Institute, Inc.	Provides an ongoing program of specialized services to adults with multiple disabilities.	$344,005	FY02 or Before
Lutheran Social Services of the National Capital Area, Inc.	Provide emergency assistance for rent, utilities, health care for newly arrived refugees.	$42,000	FY21 Community Grants
Madison House Autism Foundation, Inc.	Provide job readiness and life skills training for highly impacted county adults with Autism and other Intellectual/Developmental Disabilities	$50,000	FY21 Community Grants
Madison House Autism Foundation, Inc.	Provide off-campus educational experiences for neuro-typical and neuro-diverse Montgomery County youth at Madison Fields, Madison House Autism Foundation.	$25,000	FY21 Community Grants
Manna Food Center, Inc.	Provide food support and nutrition education to underserved areas via a mobile kitchen and pop up pantry.	$45,000	FY21
Manna Food Center, Inc.	Provide healthy foods for weekend meals to elementary school students experiencing hunger and food insecurity.	$54,000	FY21
Manna Food Center, Inc.	Provides distribution of food to hungry and low income residents of Montgomery County.	$251,099	FY02 or Before
Manna Food Center, Inc.	Provides for use of effective models to increase the number of Montgomery County Public School elementary students being served by the Weekend Food bag/ SmartSacks Program.	$73,130	FY18
Manna Food Center, Inc.	Provides locally grown produce to County residents experiencing food insecurity.	$40,000	FY21
Manna Food Center, Inc.	Provides Weekend Food Bags / Smart Sacks Program - Expansion	$53,581	FY17

Entity	Purpose	Amount	1st Year on list
Mary's Center for Maternal and Child Care, Inc.	Provide support for four non-billable patient care positions at our new, expanded community health center at 344 University Boulevard W.	$45,000	FY21 Community Grants
Maryland Treatment Centers, Inc.	Provides a day treatment program for delinquent youth.	$428,835	FY10
Maryland Treatment Centers, Inc.	Provides comprehensive after-school substance abuse treatment to adolescents involved with Crossroads Youth Opportunity Center (CYOC) and the Up County Youth Opportunity Center (UCYOC)	$80,000	FY13
Maryland Vietnamese Mutual Association, Inc.	Provide assistance to immigrants to prepare and apply for naturalization in order to become US Citizens.	$15,000	FY21 Community Grants
Maryland Vietnamese Mutual Association, Inc.	Provides various support services including tutoring, empowerment and mentoring (TEAM) Program, VPEP, GAPS and NAAS to the immigrant community in Montgomery County.	$76,211	FY10
Meals On Wheels of Central Maryland, Inc.	Provide for expansion of HDMP program, including personnel expenses for a site coordinator and a driver and food and delivery costs.	$26,000	FY21 Community Grants
Mercy Health Clinic, Inc.	Provide primary and specialty care for low-income, uninsured patients, and patients with Medicaid.	$85,000	FY21 Community Grants
Mercy Health Clinic, Inc.	Provide support for the on-site pharmacy program serving low-income, uninsured residents of Montgomery County.	$35,000	FY21 Community Grants
Mid-County United Ministries, Inc.	Provide emergency assistance for vital utility services for neediest neighbors in the highest poverty area.	$25,000	FY21 Community Grants
Mid-County United Ministries, Inc.	Provides staffing to assist low-income residents who are experiencing housing related and other emergencies.	$20,751	FY02 or Before
Ministries United Silver Spring Takoma Park, Inc.	Provide housing, utilities, prescriptions, food and other types of assistance.	$30,000	FY21 Community Grants
Mobile Medical Care, Inc.	Partially fund MobileMed's Specialty Care Coordinator to help low-income, uninsured patients access and navigate essential specialty health resources.	$30,000	FY21 Community Grants
Mobile Medical Care, Inc.	Provide for development of a Quality Improvement program.	$60,000	FY21 Community Grants
Montgomery County Collaboration Council for Children, Youth and Families, Inc.	Provide current information to Montgomery County residents on medical, legal, and behavioral issues and supports related to opioid and substance abuse.	$97,044	FY17
Montgomery County Collaboration Council for Children, Youth and Families, Inc.	Provides community based services for youth with intensive mental health needs and their families and wrap around services to prevent youth violence and gang activities	$916,909	FY07
Montgomery County Collaboration Council for Children, Youth and Families, Inc.	Provides for a Disproportionate Minority Contact Reduction Coordinator	$105,060	FY18
Montgomery County Collaboration Council for Children, Youth and Families, Inc.	Provides for a re-engagement and youth drop-in center and Youth Development Program	$140,000	FY21

Entity	Purpose	Amount	1st Year on list
Montgomery County Collaboration Council for Children, Youth and Families, Inc.	Provides for administration and monitoring of funds locally designated for pathway to services; Montgomery County's local access mechanism (LAM), a single point of contact for families and providers to access services for children with severe social, emotional and behavioral problems	$53,580	FY18
Montgomery County Collaboration Council for Children, Youth and Families, Inc.	Provides for implementation of Healthy Montgomery Behavioral Health Task Force recommendations.	$24,500	FY18
Montgomery County Collaboration Council for Children, Youth and Families, Inc.	Provides for InfoMontgomery	$107,558	FY14
Montgomery County Collaboration Council for Children, Youth and Families, Inc.	Provides for operating support	$45,935	FY14
Montgomery County Collaboration Council for Children, Youth and Families, Inc.	Provides the Bridges to the Future program which expands and sustains the existing Child and Adolescent System of Care (SOC) by adding a specialized Child Crisis Stabilization Service to the current Crisis Services program to reach, engage, and provide services	$1,467,376	FY17
Montgomery County Federation of Families for Children's Mental Health, Inc.	Provides support services to children with mental, emotional, and behavioral disorders and their families	$356,065	FY05
Montgomery County Food Council, Inc.	Provide for staff to support and expand Food Council initiatives to foster a healthy and sustainable local food system.	$60,000	FY21
Montgomery County Food Council, Inc.	Provides for continued planning, implementation and oversight of the "A Food Secure Montgomery" plan.	$85,509	FY18
Montgomery County Language Minority Health Project, Inc.	Provide patient navigation services to facilitate access to age and gender appropriate cancer screenings to Proyecto's patient population.	$50,000	FY21 Community Grants
Montgomery County Maryland Bar Foundation, Inc.	Montgomery County Maryland Bar Foundation provides pro bono legal services to low income citizens of the County who have no other means to employ an attorney. Legal Services primarily include: consumer, family, and individual.	$56,318	FY02 or Before
Montgomery County Maryland Bar Foundation, Inc.	Provide legal services for pro bono case referrals and brief legal advice clinics to low income residents.	$50,000	FY21 Community Grants
Montgomery County Muslim Foundation, Inc.	Provide Food assistance to needy and low income residents of Montgomery County.	$110,000	FY21 Community Grants
Montgomery County Muslim Foundation, Inc.	Provide services to seniors to meet their social, intellectual, mental, and physical health needs.	$70,000	FY21 Community Grants
Montgomery County Muslim Foundation, Inc.	Provide support for Youth Empowerment Program.	$12,000	FY21 Community Grants
Montgomery Hospice, Inc.	Provide compassionate, specialized medical and emotional care for children with life-limiting illnesses, keeping children in their homes surrounded by family.	$35,000	FY21 Community Grants

Entity	Purpose	Amount	1st Year on list
Montgomery Hospice, Inc.	Provide volunteer services to support terminally-ill patients and their families.	$41,059	FY21 Community Grants
Muslim Community Center, Inc.	Provide clinical case management for Medicare, Medicaid and uninsured Montgomery County residents.	$40,000	FY21 Community Grants
Muslim Community Center, Inc.	Provide for implementation of quality measures consistent with the standard of care for controlling diabetes and other chronic diseases.	$34,000	FY21 Community Grants
Muslim Community Center, Inc.	Provide for increased access to quality eye care services for uninsured and underinsured Montgomery County residents.	$24,940	FY21 Community Grants
Muslim Community Center, Inc.	Provide handicap access shuttle van transportation services for patients from major public transportation hub stands to and from the Clinic.	$60,288	FY21 Community Grants
Muslim Community Center, Inc.	Provide increased access to gynecological services for better cancer screening for uninsured and underinsured Montgomery County residents.	$88,324	FY21 Community Grants
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	FY21
NAMI Montgomery County (MD), Inc.	Provide mental health education and support for teachers and youth through presentation and an evidence based suicide prevention program.	$20,000	FY21
NAMI Montgomery County (MD), Inc.	Provides a parent training program for families of individuals suffering from mental illness.	$8,525	FY04
National Capital Bnai Brith Assisted Housing Corporation	Provide funding to pay for extremely low income residents who cannot afford the Medication Administration fee and/or overnight security fee.	$33,000	FY21 Community Grants
National Capital Bnai Brith Assisted Housing Corporation	Provides for a supplement by the Area Agency on Aging for the cost of one meal per day in Congregate Housing Service Program (CHSP) facilities.	$45,990	FY18
National Compadres Network, Inc.	Provides for La Cultura Cura training to HHS SON staff and community leaders to help them implement the needed supports to serve youth who are at the highest risk and gang involved individuals in the community.	$26,264	FY18
Nonprofit Montgomery, Inc.	Provide collaborative education and promotion of early care for children.	$50,000	FY21 Community Grants
Nonprofit Montgomery, Inc.	Provide training for County nonprofits in program evaluation so they can better measure and assess program impact.	$50,000	FY21
NonProfit Montgomery, Inc.	Provides for an Employer Early Care and Education Toolkit for Montgomery County through the Montgomery Moving Forward Initiative	$25,000	FY20
Nonprofit Montgomery, Inc.	Provides for Operating Support and the Financial Reporting and management Institute (FIRM).	$174,620	FY15
Nourish Now, Inc.	Provide food donations for at-risk youth.	$5,000	FY21 Community Grants

Entity	Purpose	Amount	1st Year on list
Nourish Now, Inc.	Provide support for the Family Food Distribution Program, which provides food assistance to low to moderate income residents in the County.	$35,000	FY21 Community Grants
Nourish Now, Inc.	Provide support for the Food Rescue Program.	$40,000	FY21 Community Grants
Nueva Vida, Inc.	Deliver physical and behavioral health education workshops and events for disadvantaged Latino families.	$41,000	FY21 Community Grants
Olney Help, Inc.	Provide emergency assistance for rent, utilities, and prescriptions.	$10,000	FY21 Community Grants
Olney Help, Inc.	Provide emergency food assistance delivered to households.	$15,000	FY21 Community Grants
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.	$13,000	FY21
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	FY21 Community Grants
Oxford House, Inc.	Provides for three new Substance Use Recovery Residences to serve as a safe, self-run, self-supportive, peer-operated, recovery-oriented sober home for individuals who have opioid, substance use, or co-occurring mental health disorders	$89,468	FY21
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	FY21 Community Grants
Partners in Care Foundation, Inc.	Provides for use of and technical support for the Contractor's online risk assessment and alert system for improving medication usage among seniors.	$10,000	FY18
Pathways to Housing DC, Inc. d/b/a Pathways to Housing DC	Provides for permanent supportive housing for clients with substance dependent disorders or co-occurring disorders.	$78,866	FY20
Poolesville Area Senior Center, Inc.	Provide for operating support.	$25,000	FY21 Community Grants
Potomac Community Resources, Inc.	Provide respite care programs for teens and adults with profound to moderate intellectual and developmental disabilities and complex medical needs.	$50,000	FY21
Potomac Community Resources, Inc.	Provide support for PCR's programs, which ensure "vital living" for Montgomery County residents with intellectual and developmental disabilities.	$30,000	FY21 Community Grants
Potomac Community Resources, Inc.	Provides support services to assist persons with developmental disabilities and their families to identify, develop and establish resources for helping individuals with developmental disabilities remain in their community.	$80,459	FY02 or Before

Entity	Purpose	Amount	1st Year on list
Pride Youth Services, Inc.	Provide youth development programming specifically for African American male teens ages 14-18 years old.	$20,000	FY21 Community Grants
Qiagen, LLC	Provides for Quantiferon-TB Gold Plus Tubes.	$20,000	FY18
Rainbow Place Shelter for Homeless Women, Inc.	Provide on site case management for people transitioning out of homelessness.	$45,000	FY21
Rainbow Place Shelter for Homeless Women, Inc.	Provides Seasonal Emergency Shelter for women at Rainbow Place.	$59,000	FY02 or Before
Red Wiggler Foundation, Inc.	Provide opportunities for people with and without disabilities to come together to work, learn, and grow healthy food.	$70,000	FY21 Community Grants
Reginald S. Lourie Center for Infants and Young Children, Inc.	Provide for operating support.	$115,000	FY21 Community Grants
Reginald S. Lourie Center for Infants and Young Children, Inc.	Provides a Therapeutic Nursery Program for children ages three and four who have significant delays in their social and emotional development who cannot be accommodated in a mainstream pre-school setting.	$163,210	FY03
Reginald S. Lourie Center for Infants and Young Children, Inc.	Provides Court Related Mental Health Services/ Attachment and Bonding Studies, Attachment Centered Evaluation and Treatment Services for Child Welfare Services.	$121,551	FY03
Relias, LLC	Provides the Behavioral Health Essential training package to support the Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation process.	$52,000	FY18
Rockville Area Village Exchange, Inc.	Provide resources, information and operational financial support to local Montgomery County community groups to establish and build their local Village.	$10,000	FY21
Rockville Help, Inc.	Provide emergency assistance with food, rent, security deposits, utilities, and prescriptions to families in need in Rockville, Maryland.	$10,000	FY21 Community Grants
Rosaria Communities Foundation, Inc.	Provide independent living opportunities for people with intellectual and physical disabilities within an involved community.	$30,000	FY21 Community Grants
Silver Spring Village, Inc.	Provide for operating support.	$30,000	FY21
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	FY21 Community Grants
Springvale Terrace, Inc.	Provides for a supplement by the Area Agency on Aging for the cost of one meal per day in Congregate Housing Service Program (CHSP) facilities.	$43,800	FY18
St. Camillus Catholic Church	Provide nutritionally adequate, culturally appropriate food to be distributed to families in need.	$25,000	FY21
St. Joseph's House, Ltd.	Provide for home-based care provider for students with intellectual and developmental disabilities.	$20,000	FY21

Entity	Purpose	Amount	1st Year on list
Stepping Stones Shelter Inc.	Provide emergency shelter to households with minor children in Montgomery County.	$35,923	FY21
Stepping Stones Shelter, Inc.	Provide employment counseling to homeless and formerly homeless families.	$55,000	FY21
Suburban Hospital, Inc.	Provides community cancer and tobacco outreach education, screening, diagnostic, and treatment services for the Cancer & Tobacco Program serving the low-income and minority populations.	$75,000	FY03
The Affiliated Sante Group, Inc.	Provide a program through operation of a consumer run drop in center, providing recovery-based services and social/recreational activities for adults recovering from the effects of a psychiatric illness at its Silver Spring location.	$123,333	FY15
The Arc Montgomery County, Inc.	Provide medical child care tuition waivers for low- to moderate-income families experiencing temporary financial crises.	$30,000	FY21
The Arc Montgomery County, Inc.	Provides recreational services after school, all day during the summer, and on all Montgomery County holidays.	$61,946	FY02 or Before
The BUILD Program Corporation	Provides for Crisis Intervention and Gang Intervention Training and Certification for gang intervention and youth violence intervention specialists.	$37,195	FY15
The Dwelling Place, Inc.	Provide housing and case management to homeless families with children.	$25,000	FY21
The Dwelling Place, Inc.	To provide for leasing cost for permanent housing program for families with children.	$13,522	FY18
The George B. Thomas, Sr. Learning Academy, Inc.	Provide support for the Rising Stars pre-K program.	$25,000	FY21 Community Grants
The George B. Thomas, Sr. Learning Academy, Inc.	Provides Saturday School for tutoring and mentoring to enhance the academic performance and achievement of children in grades 1 through 12.	$983,165	FY03
The Latino Student Fund	Provide academic support for PreK-12th grade Hispanic youth and their adult family members.	$30,000	FY21 Community Grants
The Metropolitan Washington Ear, Inc.	Provides access to current news and information to people who are blind, visually impaired, or have a physical disability.	$62,079	FY02 or Before
The Montgomery County Coalition for the Homeless, Inc.	Case Management/support services for formerly homeless families in the Partnership for Permanent Housing	$263,644	FY17
The Montgomery County Coalition for the Homeless, Inc.	HUD Match (Keys First) provide Permanent Supportive Housing and supports. Includes case management and other supportive services to formerly chronically homeless single adults and families.	$92,698	FY17
The Montgomery County Coalition For The Homeless, Inc.	Provide 24/7 emergency shelter and supportive services.	$150,000	FY21

Entity	Purpose	Amount	1st Year on list
The Montgomery County Coalition for The Homeless, Inc.	Provide permanent supportive housing for formerly homeless adults in CHIP who were frequent users of costly emergency and corrections systems.	$70,000	FY21
The Montgomery County Coalition for the Homeless, Inc.	Provides permanent, and supportive housing for homeless persons.	$106,508	FY03
The Montgomery County Coalition for the Homeless, Inc.	Provides affordable, permanent, supportive housing to homeless individuals and families.	$2,280,969	FY07
The Montgomery County Coalition for the Homeless, Inc.	Provides emergency and overnight shelter and case management to homeless men.	$957,079	FY02 or Before
The Montgomery County Coalition for the Homeless, Inc.	Provides for permanent supportive housing to most vulnerable and chronically homeless individuals.	$576,222	FY13
The Montgomery County Coalition for the Homeless, Inc.	Provides for security at the men's emergency and overnight shelter.	$52,530	FY18
The Montgomery County Coalition for the Homeless, Inc.	Provides funding for winter overflow shelters for homeless men.	$370,865	FY13
The Montgomery County Coalition for the Homeless, Inc.	Provides housing and support for chronically homeless persons (Home First Program)	$117,257	FY07
The Montgomery County Coalition for the Homeless, Inc.	Provides permanent support housing individuals and families (Seneca Heights Apartments).	$644,400	FY05
The Montgomery County Coalition for the Homeless, Inc.	Provides Permanent Supportive Housing targeting Veterans (Operation Homecoming) with and without disabilities and those who need ongoing rental assistance and social services support.	$497,467	FY16
The Montgomery County Coalition for the Homeless, Inc.	To provide permanent supportive affordable housing for formerly homeless individuals.	$570,618	FY13
The National Center for Children and Families, Inc.	Provide support for the Futurebound Transitional Housing program.	$100,120	FY21
The National Center for Children and Families, Inc.	Provides a cash match to Housing and Urban Development (HUD) Continuum of Care grants for supportive services to Permanent Housing.	$136,417	FY10
The National Center for Children and Families, Inc.	Provides emergency shelter and comprehensive services to homeless families to support their transition to stable housing.	$275,000	FY21
The National Center for Children and Families, Inc.	Provides for a count of youth that can be integrated into the Continuum of Care (COC) annual point in time count.	$49,498	FY19
The Oasis Institute Corp.	Provide intergenerational literacy-based tutoring program serving older adults, students in grades K-5 and staff at twenty-one Montgomery County Public Schools.	$19,800	FY21 Community Grants
The Primary Care Coalition of Montgomery County, Maryland, Inc.	Proivdes for colorectal cancer screening and treatment to low-income, uninsured adults residents of Montgomery County. The scope of work includes subcontracts with medical care providers and health care facilities which specialize in colorectal cancer	$325,500	FY02 or Before

Entity	Purpose	Amount	1st Year on list
The Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides community-based minority outreach and health education services (LHI).	$151,531	FY18
The Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides community-based minority outreach and health education services (LIEED).	$119,105	FY18
The Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides for Care for Kids health program, plus specialty care coordination, teen pregnancy prevention.	$1,357,220	FY02 or Before
The Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides for community-based minority outreach and health education services.	$236,318	FY02 or Before
The Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides for specialty care coordination for children with chronic and serious medical conditions.	$80,000	FY18
The Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides health care services for low-income, uninsured adults (Montgomery Cares).	$12,304,030	FY02 or Before
The Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides pharmaceutical support services for low-income persons with a mental illness.	$59,733	FY03
The Rock Creek Foundation for Mental Health, Inc.	Provides a highly supervised residential rehabilitation program for head-injured adults with a serious and persistent mental illness.	$209,560	FY02 or Before
The Rock Creek Foundation for Mental Health, Inc.	Provides residential rehabilitation services for adults with mental illness.	$59,482	FY02 or Before
The Senior Connection of Montgomery County, Inc.	Provide for the expansion of a transportation network for seniors in Montgomery County.	$50,000	FY21
The Senior Connection of Montgomery County, Inc.	Provides supportive services to seniors in Montgomery County.	$122,348	FY05
The Shepherd's Table, Inc.	Provides Homeless In-Reach and Outreach services to homeless individuals at Progress Place.	$289,532	FY02 or Before
The Tree House Child Advocacy Center of Montgomery County MD, Inc.	Provide forensic medical services for child victims of abuse and neglect.	$50,000	FY21
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	FY21
The Tree House Child Advocacy Center of Montgomery County, MD, Inc.	Provides 'one stop' services to sexually and physically abused children.	$941,722	FY18
TLC-The Treatment and Learning Centers, Inc.	Provide employment readiness skills for youth with disabilities.	$7,774	FY21 Community Grants
Torture Abolition and Survivors Support Coalition International	Provide culturally-sensitive, trauma-informed legal representation and career development services to advance equity for asylum seekers who are survivors of torture	$75,000	FY21 Community Grants
TransCen, Inc.	Provides support services for people with disabilities.	$37,221	FY02 or Before
Upcounty Community Resources, Inc.	Provide social, respite, therapeutic, fitness and enrichment activities for adults with developmental and intellectual disabilities.	$71,500	FY21
Upper Montgomery Assistance Network, Inc.	Provide emergency financial assistance to families facing homelessness or utility loss.	$50,000	FY21 Community Grants

Entity	Purpose	Amount	1st Year on list
Us Helping Us, People Into Living, Inc.	Provide support for complimentary, comprehensive health screening to assess health risks among Montgomery County residents.	$40,000	FY21 Community Grants
Vietnamese Americans Services, Inc.	Provide improvemed health care access to the Vietnamese community in Montgomery County.	$50,400	FY21 Community Grants
Vietnamese Americans Services, Inc.	Provide services to Vietnamese seniors and sustain the first Vietnamese adult day care center in Montgomery County.	$50,000	FY21 Community Grants
Village of Takoma Park, Inc.	Provide for operating support.	$10,000	FY21
Villages of Kensington MD, Inc.	Provide for operating support.	$10,000	FY21
Washington Youth Foundation, Inc.	Provides a mentoring program for youth who are enrolled in secondary schools in Montgomery County.	$76,211	FY10
Washington Youth Foundation, Inc.	Provides after-school and weekend English and math tutoring program for low income students who have limited English proficiency in Montgomery County.	$51,487	FY07
Way Station, Inc.	Provides site-based and in-home respite care services to children and adolescents who are referred by the County or its designee.	$110,000	FY05
WellSky Corporation	Provides for updates, maintenance and enhancements for the HMIS.	$136,706	FY20
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	FY21 Community Grants
Women Who Care Ministries, Inc.	Provide operating support for the Kids Weekend Meal Program.	$190,000	FY21
Women Who Care Ministries, Inc.	Provides for use of effective models to increase the number of Montgomery County Public School elementary students being served by the Weekend Food bag/ SmartSacks.	$73,130	FY18
Women Who Care Ministries, Inc.	Provides Weekend Food Bags / Smart Sacks Program - Expansion.	$53,581	FY17
WorkSource Montgomery, Inc.	Provides the Helping Individuals Reach Employment (HIRE) Program to residents living in the Eastern Region of Montgomery County	$154,438	FY18
WUMCO Help, Inc.	Provide emergency assistance for rent/mortgage and utilities.	$10,000	FY21 Community Grants
YMCA of Metropolitan Washington, Inc.	Provide case management and training for volunteers in intensive one-on-one mentoring program for court-involved male and female youth of color.	$40,000	FY21 Community Grants
YMCA of Metropolitan Washington, Inc.	Provides an after-school program for middle school youth in the high-risk community of Rosemary Hills. Program includes mentoring, life-skills training, homework help, and literacy improvement.	$119,990	FY13

Entity	Purpose	Amount	1st Year on list
YMCA of Metropolitan Washington, Inc.	Provides at-risk youth with trauma-informed, academic-focused, out-of-school-time enrichment services, intensive homework help and mentoring, and other services for adults.	$70,000	FY21 Community Grants
YMCA of Metropolitan Washington, Inc.	Provides mentors to children in foster homes for the Youth Links Mentoring Program.	$77,548	FY02 or Before
YMCA of Metropolitan Washington, Inc.	State certified Youth Services Bureau provides deliquency, youth suicide and drug and alcohol abuse prevention and youth development services to children, youth and their families.	$26,707	FY15
YMCA of Metropolitan Washington, Inc.	To establish Long Branch Collective Action for Youth initiative, a collaborative effort to improve agency coordination and outcomes for youth.	$85,000	FY21 Community Grants
YMCA of Metropolitan Washington, Inc. (Bethesda-Chevy Chase)	Provides for prevention, early intervention, and community development services to elementary, middle and high school-aged youth.	$65,815	FY02 or Before
YMCA of Metropolitan Washington, Inc. (Silver Spring)	Provides after school activities and substance abuse prevention and delinquency services for youth in the Carroll Avenue/Quebec Terrace areas of Silver Spring.	$41,885	FY02 or Before
	Subtotal:	**$53,204,160**	

Housing and Community Affairs

A Wider Circle, Inc.	Provide support for the Workforce Development Program.	$45,000	FY21 Community Grants
A Wider Circle, Inc.	Provides support for the Neighborhoods to Call Home program within the HIF	$225,000	FY18
Asian Pacific American Legal Resource Center	Provide legal assistance to low-income Asian immigrants seeking immigration relief.	$30,000	FY21 Community Grants
CASA de Maryland, Inc.	Provide low-income primarily immigrant workers with vocational and workplace safety and health training that increases their employability and earning potential.	$45,000	FY21 Community Grants
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	FY21 Community Grants
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	FY21
CASA de Maryland, Inc.	Provides for Housing Initiative Funds (HIF) for tenant counseling and housing initiatives	$250,000	FY04
CASA de Maryland, Inc.	Provides for Housing Initiative Funds (HIF) for the Pine Ridge Community Center	$146,340	FY06
CollegeTracks, Inc.	Provide services to low-income, first-generation-to-college students to enroll, persist, and graduate from college or technical school.	$330,000	FY21 Community Grants

Entity	Purpose	Amount	1st Year on list
Collegiate Directions, Inc.	Provide comprehensive support for low-income, first generation students in Montgomery County to access and complete college.	$75,000	FY21 Community Grants
Community Reach of Montgomery County, Inc.	Provide financial assistance to residents facing eviction/utility termination, prescription cost assistance, and referrals for dental/vision services, clothing, and food.	$20,000	FY21
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.	$27,000	FY21 Community Grants
Eastern Montgomery Emergency Assistance Network	Provide emergency housing, utility or prescription assistance to referred customers in Eastern Montgomery County.	$25,000	FY21
Ethiopian Community Center, Inc.	Provide workforce and youth development programs to improve employment, academic, and socio-emotional outcomes for Ethiopian residents in the County.	$45,000	FY21 Community Grants
Fenton Village, Inc.	Provide enhanced public awareness of the business community in Fenton Village.	$20,000	FY21 Community Grants
Future Link, Inc.	Provide an extensive outreach program with individualized academic and career supports for at-risk youth.	$39,100	FY21 Community Grants
Future Link, Inc.	Provide authentic internship work experiences for at-risk County youth keeping them motivated, persisting with their education, and on-track towards self-sufficiency.	$27,300	FY21 Community Grants
Habitat for Humanity Metro Maryland, Inc.	Provide improvements and critical repairs of residences of low-income, non-senior households.	$40,000	FY21
Home Care Partners, Inc.	Provide for home aide services to help low-income seniors and adults with disabilities remain at home.	$40,000	FY21 Community Grants
Housing Unlimited, Inc.	Provide funding to expand the organization's permanent affordable housing for persons who are homeless and have psychiatric disabilities.	$80,000	FY21
Housing Unlimited, Inc.	Provides for Community Housing Development Organization (CHDO) operating support	$40,000	FY02 or before
Interfaith Works, Inc.	Provide support for the Interfaith Clothing Center.	$60,000	FY21 Community Grants
Interfaith Works, Inc.	Provide support for the Interfaith Works Connections program.	$40,000	FY21 Community Grants
Interfaith Works, Inc.	Provide support for the Vocational Services Program.	$66,000	FY21 Community Grants
Latin American Youth Center, Inc.	Improve workforce readiness of youth ages 16-24 through internships, job readiness activities, industry-specific training and job placement services.	$45,000	FY21 Community Grants
Latin American Youth Center, Inc.	Provide a mentoring program for middle school boys of color.	$55,000	FY21 Community Grants

Entity	Purpose	Amount	1st Year on list
MentorPrize, Incorporated	Recruit adult mentors to form quality relationships with underserved individuals.	$15,000	FY21 Community Grants
Montgomery County Historical Society, Inc.	Provides for education and outreach programs	$150,000	FY02 or before
Montgomery Housing Partnership, Inc.	Provide funding for the Great Achievers Toward Outstanding Results (GATOR) program for children in grades K-5.	$25,000	FY19
Montgomery Housing Partnership, Inc.	Provide on-site after-school educational activities for children living in MHP's affordable rental units.	$183,718	FY21 Community Grants
Montgomery Housing Partnership, Inc.	Provides for Community Housing Development Organization (CHDO) operating support	$60,000	FY02 or before
Montgomery Housing Partnership, Inc.	Provides for the Focused Neighborhood Revitalization Program	$120,000	FY06
Montgomery Housing Partnership, Inc.	Provides supportive services for owners and managers of multifamily rental properties with 50 or fewer units in Montgomery County.	$140,000	FY05
Rebuilding Together Montgomery County, Inc.	Provide critical home repairs and accessibility modifications to low-income qualified homeowners throughout Montgomery County	$65,000	FY21
Rebuilding Together Montgomery County, Inc.	Provides for assistance to low-income homeowners including home repairs, accessibility modifications, and referrals to other community resources	$300,000	FY02 or before
Sunflower Bakery, Inc.	Provide skills training, employee development and job search guidance and expand outreach to potential students and employers.	$44,540	FY21 Community Grants
The Montgomery County Coalition for the Homeless, Inc.	Provides additional support for the Partnership for Permanent Housing (PPH) program within the HIF	$170,326	FY18
The Shepherd's Table, Inc.	Provide daily meals for individuals experiencing homelessness, food insecurity, or in need of nourishment.	$35,000	FY21 Community Grants
Washington Youth Foundation, Inc.	Provide educational and academic support for low-income immigrant students.	$50,000	FY21 Community Grants
	Subtotal:	**$3,289,324**	

Human Resources

The Ivymount School, Inc.	Provide vocational training and support for independent living for young adults with developmental disabilities.	$40,000	FY21 Community Grants
The Ivymount School, Inc.	Provides financial support for the Project SEARCH program	$30,000	FY14
TransCen, Inc.	Provides support for a public intern project for people with disabilities	$50,000	FY14
	Subtotal:	**$120,000**	

Labor Relations

UnionSoft, LLC	Provides for an automated grievance tracking and document management system	$7,995	FY14

Entity	Purpose	Amount	1st Year on list
	Subtotal:	**$7,995**	

NDA - Legislative Branch Communications Outreach

Edu-Futuro, Inc.	Provides for production and broadcast of four episodes of Li-nea Directa, the region's longest running television program dedicated to Latino public service	$20,000	FY16
	Subtotal:	**$20,000**	

Parking District Services

HUB Parking Technology USA, Inc.	Provides for maintenance services to existing Pay on Foot Equipment (Garage 11, 60, 61)	$286,000	FY02 and Before
IPS Group, Inc.	Provides for Solar Powered Single Space Credit Card Enabled Meters	$340,000	FY14
IPT, LLC (Paylock)	Provides for Self-Release Vehicle Immobilization Services	$0	FY15
	Subtotal:	**$626,000**	

Public Libraries

Literacy Council of Montgomery County	Provides for free functional reading and writing lessons to adults who live or work in Montgomery County as well as English as a second language to foreign-born adults and tutor training for volunteer certification	$141,000	FY02 or before
Montgomery County Coalition for Adult English Literacy	Provides for strengthening the countywide adult English literacy network with resources, training, collaborations, and advocacy to support a thriving community and optimal workforce	$1,857,058	FY08
	Subtotal:	**$1,998,058**	

Recreation

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	FY21 Community Grants
Adventist Community Services of Greater Washington, Inc.	Provide November and December holiday meals to economically vulnerable community members as part of the ACSGW Thrive Initiative.	$10,000	FY21 Community Grants
Adventist Community Services of Greater Washington, Inc.	Provides for operating support for the Piney Branch Pool	$200,000	FY15
Audubon Naturalist Society of the Central Atlantic States, Inc.	Provide after-school nature education programs for Title 1 schools.	$18,000	FY21 Community Grants
Create Calm, Inc.	Provide enhanced education and leadership skills for socially disconnected young people through yoga and mindfulness classes and training.	$10,000	FY21 Community Grants
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	FY21 Community Grants

Entity	Purpose	Amount	1st Year on list
Elite Soccer Youth Development Academy, Inc.	Provide support to youth participating in a Soccer Academy, Health Programs, and a Educational/Leadership Youth Development Program.	$100,000	FY21 Community Grants
Equipment Connections for Children, Inc.	Provide support for the Equipment Donation Program for children with disabilities.	$16,500	FY21 Community Grants
Finding Your FootPrint Foundation, Inc.	Provide yoga, meditation, and self-care practices for youth dealing with day to day social and behavioral issues.	$5,000	FY21 Community Grants
GapBuster, Inc.	Provide workforce development and job training for Disconnected Youth targeting ages 14 to 24 through STEM/computer training.	$100,000	FY21 Community Grants
Girls on the Run of Montgomery County, MD, Inc.	Provide financial aid and shoes to under served girls in order for them participate in a positive youth development program.	$15,000	FY21 Community Grants
Great and Small, Inc.	Provide operating support for equine-assisted activities serving individuals with special needs.	$19,000	FY21 Community Grants
Heritage Tourism Alliance of Montgomery County, Inc.	Provide operating support for Heritage Montgomery.	$100,000	FY21 Community Grants
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	FY21 Community Grants
Hispanic Business Foundation of Maryland, Inc.	Provides for operating support for BEST Business Empowerment Center.	$22,000	FY21 Community Grants
Horizons of Washington, Inc.	Provide out-of-school time academic enrichment for low-income K-8th grade students, with an emphasis on literacy and STEAM.	$25,000	FY21 Community Grants
Housing Opportunities Community Partners, Inc.	Provide environmental science/STEM activities to low-income middle-school youth at summer day camps.	$37,000	FY21 Community Grants
Identity, Inc.	Provides funding for the Saving Lives Through Soccer Program	$160,000	FY21
Impact Silver Spring, Inc.	Provide a community-centered approach to shape, support, and grow a network of micro-businesses and worker-owned cooperatives.	$30,000	FY21 Community Grants
Impact Silver Spring, Inc.	Provide high quality and accessible recreational sports programs in Long Branch, Wheaton and Aspen Hill	$97,500	FY21 Community Grants
Interfaith Works, Inc.	Provides for Parent Leadership training and workshops for EBB Elementary staff, parents and school administration	$80,000	FY19
Japanese Americans' Care Fund, Inc.	Provide support for the library of Japanese language media and activities for Japanese Americans' of all age groups, especially the elderly.	$30,000	FY21 Community Grants
Jewish Council for the Aging of Greater Washington, Inc.	Provides for bus services in areas that surround the five full-service senior centers	$635,300	FY14
Junior Achievement of Greater Washington, Inc. A/K/A Junior Achievement of Greater Washington	Provide an experiential financial literacy program for middle school students in Montgomery County.	$25,000	FY21 Community Grants

Entity	Purpose	Amount	1st Year on list
KEEN Greater DC, LLC	Provide free, non-competitive one-to-one programs of exercise, fitness and fun to youth with significant disabilities.	$10,000	FY21 Community Grants
Leveling The Playing Field, Inc.	Provide for operating support.	$20,000	FY21 Community Grants
Leveling The Playing Field, Inc.	Provide resources to allow low-income kids to enjoy the mental and physical benefits of youth sports participation.	$25,000	FY21 Community Grants
Maryland Senior Olympics Commission, LTD	Provide for operating support.	$25,000	FY21 Community Grants
MOCO KIDSCO, Inc. dba KID Museum	Provide operating support for the KID Museum.	$195,000	FY21 Community Grants
Moco Kidsco, Inc. dba KID Museum	Provides for unique interactive experiences for elementary and middle school-aged children that integrate hands-on science, technology, engineering and art & math learning (Skills for the Future)	$200,000	FY18
Montgomery County Collaboration Council for Children, Youth, and Families, Inc.	Provides for Excel Beyond the Bell programs	$171,000	FY19
Montgomery County Collaboration Council for Children, Youth, and Families, Inc.	Provides for the Excel Beyond the Bell program	$421,120	FY15
Montgomery County Collaboration Council for Children, Youth, and Families, Inc.	Provides reporting for Excel Beyond the Bell programs	$5,000	FY17
Passion for Learning, Inc.	Provide Information and Communication Technology (ICT) and college readiness programs for low-income middle school students.	$50,000	FY21 Community Grants
Per Scholas, Inc.	Provide technology training, career development and job placement services for Montgomery County residents who are un/underemployed.	$50,000	FY21 Community Grants
Queens Royal Priest Hood, Inc.	Provide utoring, homework assistance, intro to robotics, games, and group activities to help students improve social skills while encouraging team work.	$10,000	FY21 Community Grants
Retouch International Ministries, Inc.	Provide an enrichment After School Program for girls in Montgomery County who are at risk of underachievement.	$10,000	FY21 Community Grants
Scotland Storm Community Development, Inc.	Provide free academic and athletic after-school and summer programs for underserved youth from the historic Scotland Community in Potomac, Maryland.	$45,000	FY21 Community Grants
So What Else, Inc.	Provide educational and recreational after-school programs each semester for underserved East County youth.	$35,000	FY21 Community Grants
Spirit Club Foundation, Inc.	Provide operating funds to develop and implement supportive exercise and fitness programs for people with disabilities.	$25,000	FY21 Community Grants
The First Tee of Greater Washington, DC Corporation A/K/A First Tee of Washington, DC	Provide social, fun, healthy, and life enhancing opportunities for girls to keep them engaged and enjoying golf in Montgomery County.	$10,000	FY21 Community Grants

Entity	Purpose	Amount	1st Year on list
Unity Christian Fellowship, Inc.	Provide support for the Educational and Life Skills Program activities to help Montgomery County youth excel academically and socially.	$35,000	FY21 Community Grants
Unity Christian Fellowship, Inc.	Provide support for the Game Changer Conference for Young Males.	$17,000	FY21 Community Grants
UNITY Youth Development Corporation	Provide academic and athletic financial assistance opportunities to low income, high risk families to include athletics, STEM, life skills and leadership.	$75,000	FY21 Community Grants
Village Youth & Family Center, Inc.	Provide afterschool programming for young women to build a healthy sense of self, community and belonging through yoga and art.	$5,000	FY21 Community Grants
Washington Area Bicyclist Association, Inc.	Provide a youth bicycle safety program to Montgomery County's public school youth through the Excel Beyond the Bell after-school program.	$30,000	FY21 Community Grants
	Subtotal:	**$3,294,420**	

Recycling and Resource Management

A Wider Circle	Provides for Waste Reduction through the pick-up of usable furniture and donation to families in need.	$164,920	FY02 or before
	Subtotal:	**$164,920**	

Sheriff

Asian/Pacific Islander Domestic Violence Resource Project, Inc.	Provide culturally and linguistically specific services to Asian/Pacific Islander residents of Montgomery County who are survivors of domestic/sexual violence.	$25,000	FY21
Catholic Charities of the Archdiocese of Washington, Inc.	Provides pro bono immigration legal services for survivors of violence and abuse through direct services and pro bono training.	$74,000	FY21
Court Watch Montgomery, Inc.	Provide court protections and services that reduce intimate partner violence.	$30,000	FY21 Community Grants
DVS Legal Services, Inc.	Provide free legal representation to survivors of domestic violence for protective order and family law cases.	$20,000	FY21
House of Ruth Maryland, Inc.	Sustain full-time family/child therapist presence at the Montgomery County Family Justice Center serving victims of intimate partner violence.	$20,000	FY21 Community Grants
Montgomery County Family Justice Center Foundation, Inc.	Promote respect in teen dating relationships and raise community awareness about the prevalence of teen dating violence.	$5,000	FY21
Montgomery County Family Justice Center Foundation, Inc.	Provides for operating support.	$50,000	FY21
Opening New Doors Foundation, Inc.	Provide comprehensive, intensive case management and therapeutic services to victims and survivors of domestic violence and their children.	$35,000	FY21 Community Grants
The CareerCatchers, Inc.	Provide individualized and sustained career counseling to Domestic Violence victims and their families.	$60,000	FY21

Entity	Purpose	Amount	1st Year on list
The Greater Washington Jewish Coalition Against Domestic Abuse, Inc.	Provide clinical and legal services to victims of intimate partner violence, sexual assault, stalking, and elder abuse, in Montgomery County.	$200,000	FY21
The Greater Washington Jewish Coalition Against Domestic Abuse, Inc.	Provide dating violence prevention programming to teens and young adults in Montgomery County.	$30,000	FY21 Community Grants
The 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	FY21
	Subtotal:	**$584,464**	
Technology Services			
Gandhi Brigade, Inc.	Provides for youth leadership and employment potential through media training, community engagement, and community service.	$70,000	FY21
Most Valuable Kids, Inc.	Provide for upgraded IT systems.	$2,500	FY21 Community Grants
Older Adults Technology Services, Inc.	Provides for planning, design, and delivery of intensive high-quality technology training programs designed specifically for older adult learners	$320,000	FY17
	Subtotal:	**$392,500**	
Transit Services			
Jewish Council for the Aging of Greater Washington, Inc.	Provides for fixed route service to communities in Montgomery County (Tobytown,surrounding area.) These areas do not have the density to warrant regular fixed route service.	$495,709	FY17
Jewish Council for the Aging of Greater Washington, Inc.	Provides for Transportation information referral through Connect-a-Ride connects an individual with services and other programs that are available	$153,860	FY02 or before
Transportation Action Partnership	Provides for alternative transportation outreach to alleviate congestion, and thereby meet the Master Plan-stipulated mode share objective, manage parking needs N.Beth TMD	$624,729	FY02 or before
	Subtotal:	**$1,274,298**	
Transportation			
Graffiti Abatement Partners, Inc.	Provides for graffiti abatement	$15,000	FY02 or before
Montgomery Weed Control, Inc.	Provides for expenses related to control and eradication of noxious weeds on public lands as required by State law.	$32,000	FY02 or before
	Subtotal:	**$47,000**	
	Total:	**$82,574,019**	

Entity	Purpose	Amount	1st Year on list
	Developmentally Disabled Providers		
Health and Human Services			
Abilities Network, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Ardmore Enterprises, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY18
CALMRA, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Caroline Center, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
CHI Centers, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Community Options, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY16
Community Services for Autistic Adults and Children, Inc. (CSAAC)	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Community Support Services, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Compass, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Devotion Care, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY17
Family Service Foundation, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Full Citizenship of Maryland, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before

Entity	Purpose	Amount	1st Year on list
Head Injury Rehabilitation and Referral Services, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
IHCOS Care Associates, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY16
Inclusion Services, Inc. (formerly known as Sykesville Woods Services, Inc.)	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY16
Jewish Foundation for Group Homes, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Jewish Social Service Agency (JSSA)	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Latter Rain, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY21
Living Hope, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY21
Lt. Joseph P. Kennedy Institute, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Medsource Community Services, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
National Children's Center, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Pool of Bethesda Community Services, Inc.	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY21
Q-Care, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY16

Entity	Purpose	Amount	1st Year on list
Rehabilitation Opportunities Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Renoxx Caregivers, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY21
Saint Coletta of Greater Washington, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY10
SEEC Corporation (SEEC)	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Sunrise Community of Maryland, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY21
Target Community & Educational Services, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
The Arc Montgomery County, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
The Chimes, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
The Jubilee Association of Maryland, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
The Rock Creek Foundation for Mental Health, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
TLC-The Treatment and Learning Centers, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Unified Community Connections, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY21

Entity	Purpose	Amount	1st Year on list
United Community Supports of Maryland (formerly LaTonya's House, Inc.)	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY16
Work Opportunities Unlimited Contracts, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
	DD Providers Total	**$17,562,175**	

Entity	Purpose	Amount	1st Year on list
	Adult Medical Day Care Providers		
Health and Human Services			
A-Plus Adult Medical Day Care Center Corporation	Provides for Adult Medical Daycare Services.	$0	FY19
Adult Day Health, Inc.	Provides for Adult Medical Daycare Services.	$0	FY19
Chinese Culture and Community Service Center, Inc.	Provides for Adult Medical Daycare Services.	$0	FY19
Easter Seals Serving DC/MD/VA, Inc.	Provides for Adult Medical Daycare Services.	$0	FY19
Evergreen Adult Medical Daycare Center, Inc.	Provides for Adult Medical Daycare Services.	$0	FY19
Holy Cross Health, Inc.	Provides for Adult Medical Daycare Services.	$0	FY19
Jasmine Medical Daycare Center, Inc.	Provides for Adult Medical Daycare Services.	$0	FY19
JSK Care Group, LLC t/a Bella's Reserve	Provides for Adult Medical Daycare Services.	$0	FY19
Loving Care, LLC	Provides for Adult Medical Daycare Services.	$0	FY19
Montgomery Adult Day Care, Inc.	Provides for Adult Medical Daycare Services.	$0	FY19
Winter Growth, Inc.	Provides for Adult Medical Daycare Services.	$0	FY19
Worldshine International, LLC	Provides for Adult Medical Daycare Services.	$0	FY19
	Adult Medical Day Care Providers Total	**$651,012**	
	Grand Total	**$100,787,206**	

Resolution No.:	19-473
Introduced:	May 21, 2020
Adopted:	May 21, 2020

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

SUBJECT: Approval of and Appropriation for the FY 2021 Operating Budget of the Montgomery County Public School System

Background

1. As required by the Education Article, Sections 5-101 and 5-102 of the Maryland Code, the Board of Education sent to the County Executive and the County Council the FY 2021 Operating Budget for the Montgomery County Public School (MCPS) system as shown below.

2. The Executive sent to the Council his recommendations regarding this budget on March 16, 2020.

3. As required by Section 304 of the County Charter, the Council held public hearings on the Operating Budget and the Executive's recommendations on April 16, 2020.

4. The appropriation in this resolution is based on the following projected revenues for FY 2021:

State:	$ 798,259,622
Federal:	$ 83,806,189
Other:	$ 13,881,204
Enterprise:	$ 80,928,149
Special Revenue:	$ 1,769,775

5. This appropriation requires a local contribution of $1,751,862,120 to Montgomery County Public Schools.

6. Of the funds appropriated in this resolution, $61,040,626 is appropriated to meet the State's FY 2021 requirement for the County to fund the shift of teacher pension costs from the State to the County. The State requires that this payment be included in the calculation of the Maintenance of Effort requirement, and that the Montgomery County Public Schools must reimburse the State for this amount of teacher pension costs.

7. This resolution re-appropriates the full amount of FY 2020 MCPS Current Fund balance or $25,000,000 from the MCPS Current Fund balance, whichever amount is less.

8. The Superintendent submitted to the Council proposed changes by State category to meet the approved expenditure level as reflected in this appropriation.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

1. The Council approves the FY 2021 Operating Budget for the Montgomery County Public School system and appropriates the funds as shown below.

FY 2021 OPERATING BUDGET FOR MONTGOMERY COUNTY PUBLIC SCHOOLS

The Council approves and appropriates the following amounts:

I. Current Funds	BOE Request February 2020	Council (Reduction/ Addition)	Council Approved Budget
Category			
1 Administration	60,785,061	(1,166,140)	59,618,921
2 Mid-level Administration	161,983,562	(4,426,574)	157,556,988
3 Instructional Salaries	1,102,583,256	(30,453,810)	1,072,129,446
4 Textbooks and Instructional Supplies	35,269,146	488,675	35,757,821
5 Other Instructional Costs	22,219,380	(107,000)	22,112,380
6 Special Education	381,137,927	(5,890,742)	375,247,185
7 Student Personnel Services	15,796,734	362,935	16,159,669
8 Health Services	2,383,056	-	2,383,056
9 Student Transportation	120,711,284	(996,000)	119,715,284
10 Operation of Plant and Equipment	149,597,575	(1,200,000)	148,397,575
11 Maintenance of Plant	43,089,669	-	43,089,669
12 Fixed Charges	619,646,703	(783)	619,645,920
14 Community Services	995,221	-	995,221
Subtotal, including specific grants	**2,716,198,574**	**(43,389,439)**	**2,672,809,135**
Less Specific Grants	109,137,741	1,313,395	110,451,136
Subtotal, Spending Affordability	**2,607,060,833**	**(44,702,834)**	**2,562,357,999**

II. Enterprise Funds

37 Instructional Television Fund	1,769,775	-	1,769,775
51 Real Estate Management Fund	4,967,149	-	4,967,149
61 Food and Nutritional Services Fund	60,399,980	-	60,399,980
71 Field Trip Fund	2,914,182	-	2,914,182
81 Entrepreneurial Fund	18,446,838	(5,800,000)	12,646,838
Subtotal, Enterprise Funds	**88,497,924**	**(5,800,000)**	**82,697,924**
TOTAL BUDGET for MCPS	**2,804,696,498**	**(49,189,439)**	**2,755,507,059**

2. This resolution appropriates $10,031,204 for the account titled "Provision for Future Supported Projects", which provides funds for specific programs designated in a grant, contribution, reimbursement, or other non-county funding source received in FY 2021. When MCPS receives funds for a program from one of these sources, MCPS may transfer funds from this appropriation to the program. The following conditions are established on the use of this transfer authority:

   a) The program must not require any present or future County funds.

   b) Subject to the balance in the account, any amount can be transferred in FY 2021 for any program which meets at least one of the following four conditions: (1) the amount is $200,000 or less; (2) the program was funded in FY 2020; (3) the program was included in the FY 2021 budget; (4) the program was funded by the Council in a supplemental or special appropriation in FY 2021. Any program that does not meet one of these four conditions must be funded by a supplemental or special appropriation.

   c) MCPS must notify the Executive and the Council within 30 days after each transfer.

3. Any appropriation authorized in this resolution for any expenditure funded by non-County funds is contingent on the receipt of the non-County funds.

4. This resolution re-appropriates or appropriates revenue received from non-County sources for programs funded in whole or in part from those non-County funds:

   a) together with matching County funds, if any; and

   b) to the extent that the program period approved by the non-County source encompasses more than one fiscal year, in order to complete the grant program under the terms of receipt of the non-County revenues.

5. This resolution re-appropriates the fund balance of the Warehouse account.

6. The Council continues the procedure for transfers adopted in Resolution 12-889. This procedure applies only to the non-County portion of grant programs, and therefore only applies to those grant programs for which MCPS keeps separate accounts for County and non-County funds.

   a) The Council will not take action on these transfers, so the transfers will be automatically approved after 30 days, as provided by State law.

   b) MCPS staff must report each transfer to the Executive and the Council within 30 days after the transfer.

7. The following provision applies when MCPS receives more non-County funds than were budgeted for a project that also receives some County funds:

   a) Council approval is not required to substitute non-County funds for County funds. In this case, there is no change in the appropriation.

   b) Council approval is required to increase the appropriation. The Council may decide to substitute non-County funds for the County funds instead of increasing the appropriation.

8. This resolution re-appropriates encumbered appropriations, permitting them to be spent in FY 2021. Unencumbered appropriations lapse at the end of FY 2020 except as re-appropriated elsewhere in this resolution.

This is a correct copy of Council action.

Selena Mendy Singleton, Esq.
Clerk of the Council

Resolution No.:	19-474
Introduced:	May 21, 2020
Adopted:	May 21, 2020

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

SUBJECT: Approval of and Appropriation for the FY 2021 Operating Budget for Montgomery College

Background

1. As required by the Education Article, Section 16-301 of the Maryland Code, the Board of Trustees sent to the County Executive and the County Council an FY 2021 Operating Budget for Montgomery College.

2. The Executive sent to the Council his recommendations regarding this budget.

3. As required by Section 304 of the County Charter, the Council held public hearings on the Operating Budget and the Executive's recommendations on April 16, 2020.

4. The appropriation in this resolution is based on the following projected resources for all funds for FY 2021:

Tax Supported:	
State Aid:	$41,848,829
Tuition & Tuition Related Charges:	$75,252,727
Other Student Fees:	$ 1,494,472
Other Tax-supported Revenues:	$ 4,519,936
Non-Tax Supported:	
Enterprise Funds:	$30,650,272
Grants:	$18,782,000

5. This appropriation requires a local contribution of $145,799,696 to Montgomery College. The tax-supported appropriation is $268,915,660.

6. This resolution re-appropriates $1,919,936 of FY 2020 Montgomery College Current Fund Balance. This leaves Montgomery College with a budgeted reserve of $4,345,805 for FY 2021. This represents 3.0% of budgeted resources in the Current Fund, minus the County contribution, consistent with Council Resolution 17-312, *Reserve and Selected Fiscal Policies.*

Action

The County Council for Montgomery County, Maryland approves the following resolution:

1. The Council approves the FY 2021 Operating Budget for Montgomery College and appropriates the funds as shown on page 3 of this resolution.

2. Any appropriation for and spending on any project funded by non-County funds is contingent on the receipt of the non-County funds.

3. The Council re-appropriates encumbered appropriations, permitting them to be spent in FY 2021. Any unencumbered appropriation lapses at the end of FY 2020, except as re-appropriated elsewhere in this resolution.

FY21 Montgomery College Operating Budget

The Council approves and appropriates the following amounts.

		Tax-Supported Funds				Non Tax-Supported Funds								TOTAL ALL
	Category	Current Fund	Grants	Maintenance and Repair	Sub-total tax-supported funds	WDCE[1]	Auxiliary Services	Cable TV	Grants	Transpor-tation	50th Anniv. Endowment	Major Facilities Reserve Fund	Sub-total, non-tax supported funds	Grand Total
10	Instruction	89,823,861			89,823,861	13,021,393							13,021,393	102,845,254
40	Academic Support	44,710,311			44,710,311	3,700,265		1,796,800					5,497,065	50,207,376
50	Student Services	34,590,480			34,590,480	2,685,132							2,685,132	37,275,612
60	Operations& Maintenance	43,832,058		350,000	44,182,058	1,255,382						2,000,000	3,255,382	47,437,440
70	Institutional Support	49,094,804			49,094,804								-	49,094,804
80	Scholarships/Fellowships	6,114,146			6,114,146	50,000							50,000	6,164,146
	Auxiliary Services						1,941,300			4,200,000			6,141,300	6,141,300
	50th Anniv Endowment				-								-	-
	Grants and Contracts		400,000		400,000				18,782,000				18,782,000	19,182,000
	TOTAL	268,165,660	400,000	350,000	268,915,660	20,712,172	1,941,300	1,796,800	18,782,000	4,200,000	-	2,000,000	49,432,272	318,347,932

1 WDCE = Workforce Development and Continuing Education

4. The Council re-appropriates or appropriates revenue received from non-County sources for any program funded in whole or in part from those non-County funds:

   a) together with matching County funds, if any; and

   b) to the extent that the program period approved by the non-County source encompasses more than one fiscal year in order to complete the grant program, under the terms of receipt of non-County revenues.

5. The Council continues the procedure for transfers adopted in Resolution 12-890. This procedure applies only to the non-County portion of grant programs, and it applies only to those grant programs for which the College keeps separate accounts for County and non-County funds.

   a) The Council will not take action on these transfers, so the transfers will be automatically approved after 30 days, as provided by State law.

   b) College staff must report each transfer to the Executive and the Council within 30 days.

6. This resolution appropriates $1,500,000 for the account titled "Various State, Federal, & Private Grants & Contracts", which provides funds for specific programs designated in a grant, contribution, reimbursement, or other non-county funding source received in FY 2021. When the College receives funds for a program from one of these sources, the College may transfer funds from this appropriation to the program. The following conditions are established on the use of this transfer authority:

   a) The program must not require any present or future County funds.

   b) Subject to the balance in the account, any amount can be transferred in FY 2021 for any program which meets at least one of the following four conditions: (1) the amount is $200,000 or less; (2) the program was funded in FY 2020; (3) the program was included in the FY 2021 budget; (4) the program was funded by the Council in a supplemental or special appropriation in FY 2021. Any program that does not meet one of these four conditions must be funded by a supplemental or special appropriation.

   c) The College must notify the Executive and the Council within 30 days after each transfer.

This is a correct copy of Council action.

Selena Mendy Singleton, Esq.
Clerk of the Council

Resolution No: 19-475
Introduced: May 21, 2020
Adopted: May 21, 2020

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

SUBJECT: Approval of the Montgomery County Portion of the FY 2021 Maryland-National Capital Park and Planning Commission Operating Budget and Approval of the FY 2021 Planning Activities Workprogram

Background

1. As required by the Maryland Code, Land Use Article, Section 18-104, the Maryland-National Capital Park and Planning Commission (M-NCPPC) sent to the County Executive the Montgomery County portion of the FY 2021 Operating Budget. The Planning Board also submitted to the Council the Semi-Annual Report, which includes the workprogram for Planning Activities in the Montgomery County Park and Planning Departments.

2. The Executive sent to the County Council the proposed budget with his recommendations.

3. As required by Section 304 of the County Charter, the Council held public hearings on the Operating Budget and the Executive's recommendations on April 16, 2020.

Action

The County Council for Montgomery County, Maryland approves the following resolution for the Maryland-National Capital Park and Planning Commission:

1. The Council approves the FY 2021 Operating Budget in the amounts shown below.

Part I. Administration Fund				
	M-NCPPC Jan 2020 Request	**Council Changes**		**Council Approved Expenditures**
		Additions	**Subtractions**	
Commissioners' Office **(Note 1)**	1,265,196		(30,000)	1,235,196
Planning Department				
Planning Director's Office	1,441,992			1,441,992
Management Services	1,270,426			1,270,426
Communications Division	1,575,036			1,575,036
Functional Planning & Policy **(Notes 2 & 3)**	3,054,058		(325,000)	2,729,058
Area 1 **(Note 4)**	1,692,059		(25,000)	1,667,059
Area 2 **(Note 3)**	2,250,563		(200,000)	2,050,563
Area 3 **(Note 5)**	1,693,553		(25,000)	1,668,553
Dev. Applications & Regulatory Coordination	919,206			919,206
Information Technology and Innovation	3,611,371			3,611,371
Research and Special Projects **(Note 6)**	1,139,647		(175,000)	964,647
Support Services **(Note 7)**	2,632,120		(31,260)	2,600,860
Subtotal Planning and Commissioners' Office	**21,280,031**	**-**	**(781,260)**	**20,498,771**
Central Administrative Services				
Department of Human Resources and Management **(Note 8)**	2,459,657		(2,390)	2,457,267
Department of Finance **(Notes 8 & 9)**	2,254,622		(28,587)	2,226,035
Legal Department **(Notes 8 & 10)**	1,639,427		(60,782)	1,578,645
Merit System Board	87,200			87,200
Office of Inspector General **(Notes 8 & 11)**	391,353		(63,808)	327,545
Corporate IT **(Notes 8 & 12)**	1,735,335		(50,635)	1,684,700
Support Services	653,092			653,092
Subtotal Central Administrative Services	**9,220,686**	**-**	**(206,202)**	**9,014,484**
Nondepartmental **(Note 13)**	2,470,689		(734,174)	1,736,515
Total Administration Fund	**34,236,602**	**-**	**(1,751,636)**	**32,484,966**

Note 1: Reduction to Planning Board and staff training, and diversity event support

Note 2: Reduction in professional services to support Mixed-Use Trip Generation Tool, Historic Preservation at 40, and Bikeway Branding Plan

Note 3: Reduction to reflect Jan. 2020 Appropriation for the I-270 Transit Corridor Functional Master Plan ($100k FPP; $200k Area 2)

Note 4: Reduction in professional services to support Urban Loading and Delivery Management Study

Note 5: Reduction in professional services to support Noise Guidelines Update

Note 6: Reduction in professional services to support Equity Opportunity Index, and Mixed-Use Development: Current Status and Future Trends

Note 7: Reduction in CPI increases for supplies and contractual increases for services; continuity of services adjustment for CWIT project share

Note 8: Reduction or adjustment in Commission-wide IT Project funding

Note 9: Reduction in funding for Supplier Diversity Program position

Note 10: Elimination of restoration of FY20 personnel lapse reduction

Note 11: Elimination of additional Inspector position, and training and peer review contract funding

Note 12: Elimination of new help desk initiative

Note 13: Elimination of compensation marker, and reduction of reclassification marker

Part II. Park Fund				
	M-NCPPC Jan 2020 Request	**Council Changes**		**Council Approved Expenditures**
		Additions	**Subtractions**	
Director of Parks **(Note 7)**	1,589,025		(49)	1,588,976
Public Affairs & Community Partnerships **(Notes 7, 14 & 15)**	3,612,639		(269,412)	3,343,227
Management Services **(Notes 7 & 16)**	2,844,865		(151,817)	2,693,048
Information Technology & Innovation **(Note 7)**	2,728,668		(39,400)	2,689,268
Park Planning and Stewardship **(Notes 7, 14 & 17)**	6,711,207		(227,209)	6,483,998
Park Development **(Notes 7 & 18)**	4,143,841		(100,697)	4,043,144
Park Police **(Notes 7 & 14)**	15,018,761		(24,600)	14,994,161
Horticulture, Forestry & Environmental Education **(Notes 7 & 14)**	10,662,939		(33,625)	10,629,314
Facilities Management **(Notes 7, 14 & 19)**	13,885,513		(514,657)	13,370,856
Northern Parks **(Notes 7, 14 & 20)**	11,026,996		(139,870)	10,887,126
Southern Parks **(Notes** 7, **14, 20 & 21)**	15,708,914		(366,359)	15,342,555
Support Services **(Notes 7, 8 & 22)**	12,745,320		(210,395)	12,534,925
Subtotal Park Operations	**100,678,688**	**-**	**(2,078,090)**	**98,600,598**
Nondepartmental **(Note 13)**	8,026,045		(1,928,107)	6,097,938
Debt Service	7,165,410			7,165,410
Total Park Fund	**115,870,143**	**-**	**(4,006,197)**	**111,863,946**

Note 14: Elimination of anniversary increase to seasonal funding

Note 15: Elimination of requested funding to enhance customer service, ADA publications, and Events for Parks Activation

Note 16: Elimination of requested funding to enhance labor relations and program access

Note 17: Elimination of requested funding to enhance equity analysis

Note 18: Elimination of requested funding to enhance procurement

Note 19: Elimination of requested funding to enhance facility condition assessments, court resurfacing, and electrical upgrades to carbon producing facilities

Note 20: Elimination of stormwater management positions due to limited WQPF funding

Note 21: Elimination of requested funding to enhance athletic field project design and construction management, renovation inspection, and nutrient management

Note 22: Elimination of requested funding to enhance the internship program; reduced funding for capital equipment debt service

Part III. Grants				
	M-NCPPC Jan 2020 Request	**Council Changes**		**Council Approved Expenditures**
		Additions	**Subtractions**	
Admin Fund Future Grants	150,000	-		150,000
Park Fund Future Grants	400,000	-		400,000
Total Expenditures	**550,000**	**-**		**550,000**

Part IV. Self Supporting Funds				
	M-NCPPC Jan 2020 Request	Council Changes		Council Approved Expenditures
		Additions	Subtractions	
Enterprise Fund **(Note 13)**	10,634,588	-	(85,479)	10,549,109
Property Management Fund **(Note 13)**	1,586,500	-	(9,829)	1,576,671
Total Expenditures	**12,221,088**	**-**		**12,125,780**

Part V. Advanced Land Acquisition Debt Service Fund				
	M-NCPPC Jan 2020 Request	Council Changes		Council Approved Expenditures
		Additions	Subtractions	
Debt Service	142,600	-		142,600
Total Expenditures	**142,600**	**-**		**142,600**

Part VI. Internal Service Funds				
	M-NCPPC Jan 2020 Request	Council Changes		Council Approved Expenditures
		Additions	Subtractions	
Risk Management Fund **(Note 13)**	3,613,275	-	(9,951)	3,603,324
Capital Equipment Fund	3,656,413	-	-	3,656,413
CIO/CWIT Fund **(Notes 8 & 13)**	1,987,970		(36,135)	1,951,835
Wheaton Headquarters Building Fund	2,794,400	-		2,794,400
Total Expenditures	**12,052,058**	**-**		**12,005,972**

Part VII. Special Revenue Fund				
	M-NCPPC Jan 2020 Request	Council Changes		Council Approved Expenditures
		Additions	Subtractions	
Park Activities	2,967,428	-		2,967,428
Planning Activities	4,385,001	-		4,385,001
Total Expenditures	**7,352,429**	**-**	**-**	**7,352,429**

2. In accordance with the Council's Continuity of Services budget approach, this resolution does not include funds to provide merit pay increments, cost of living adjustments, and/or lump sum payments.

3. The Council requests that the Planning Board send to the Council and to the Executive, within 20 days after the end of each quarter, a budget report for that quarter.

4. The Council requests that the Planning Board send to the Council and to the Executive, within 20 days after the end of each quarter, a report of authorized positions (career and contractual) and filled versus vacant positions (career and contractual) on the first day of each month.

5. The Council appropriates $150,000 for Future Grants in the Administration Fund and $400,000 for Future Grants in the Park Fund, which provide funds for specific programs designated in a grant, contribution, reimbursement, or other non-county funding source received in FY 2021. If the actual amount received exceeds the limit in either the Administration or Park Fund, the Commission may use the total of $550,000 as the limit for both funds after notifying the Council in writing of this intent (including information on prospective grants). Whenever M-NCPPC receives funds for a program from a grant source, M-NCPPC may transfer funds from these appropriations to the program. The following conditions are established on the use of this transfer authority:

   a) The program must not require any present or future County funds.

   b) Subject to the balance in the account, any amount can be transferred in FY 2021 for any program that meets at least one of the following four conditions: (1) the amount is $200,000 or less; (2) the program was funded in FY 2020; (3) the program was included in the FY 2021 budget; (4) the program was funded by the Council in a supplemental or special appropriation in FY 2021. Any program that does not meet one of these four conditions must be funded in a supplemental or special appropriation.

   c) M-NCPPC must notify the Executive and the Council after each transfer within one month after the transfer occurs.

7. The Council approves the revenue transfer of $1,615,120 from the County Government General Fund to the Interagency Agreements Special Revenue Fund for maintenance of Montgomery County Public School fields.

8. The Council appropriates $4,001,496 from the Water Quality Protection Fund, which consists of $415,600 to the Planning Department and $3,585,896 to the Department of Parks, for expenses incurred to perform the following activities:

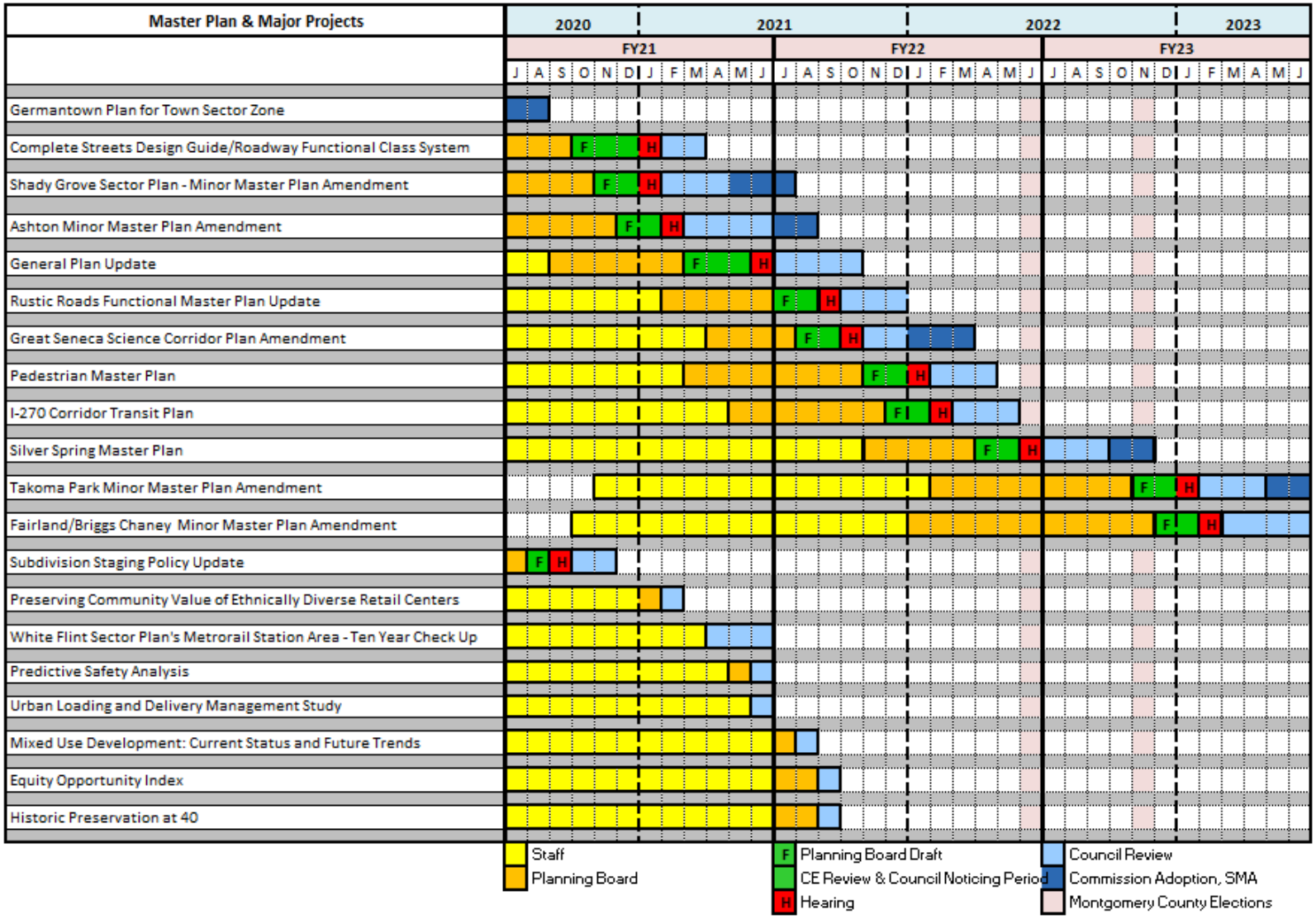
   - Maintenance and Management of Streams, Lakes, Ponds, Non-tidal Wetlands, and Stormwater Management Facilities;
   - Compliance with NPDES Permit for Industrial Sites;
   - Compliance with NPDES Municipal Permit for Small, Separate, Storm Sewer Systems;
   - Special Protection area reviews and enforcement (not covered by fees);
   - Developing and monitoring stream buffers;
   - Forest conservation reviews and enforcement in and abutting stream buffers;
   - Environmental sections on comprehensive master plans related to water quality; and
   - Review of stormwater management concepts.

9. The Council approves the master plan schedule attached to this resolution. The following studies included in the attached schedule did not receive funding for professional services: Predictive Safety Analysis, Urban Loading and Delivery Management Study, Mixed-Use Development: Current Status and Future Trends, Equity Opportunity Index, and Historic Preservation at 40.

This is a correct copy of Council action.

Selena Mendy Singleton, Esq.,
Clerk of the Council

FY21 Proposed Master Plan and Major Projects Schedule
April 2020



Resolution No.:	19-476
Introduced:	May 21, 2020
Adopted:	May 21, 2020

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

SUBJECT: Approval of the FY 2021 Administrative Expense Budget of the Washington Suburban Transit Commission

Background

1. As required by Section 87-15 of the County Code, the Washington Suburban Transit Commission sent to the County Executive and to the County Council a FY 2021 administrative expense budget.

2. The Executive sent to the Council his recommendations regarding this budget.

3. As required by Section 304 of the County Charter, notice of public hearing was given, and a public hearing was held by the Council.

Action

The County Council for Montgomery County, Maryland approves the following resolution for the Washington Suburban Transit Commission:

> The Council approves the FY 2021 administrative expense budget in the amount of $382,474, of which $123,741 is the Montgomery County share.

This is a correct copy of Council action.

Selena Mendy Singleton, Esq.
Clerk of the Council

Resolution No.:	19-477
Introduced:	May 21, 2020
Adopted:	May 21, 2020

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

SUBJECT: Approval of the FY 2021 Aggregate Operating Budget

Background

1. Section 305 of the County Charter requires the affirmative vote of 7 Councilmembers to approve the aggregate operating budget if that budget exceeds the adopted spending affordability guidelines then in effect. Section 305 excludes from the aggregate operating budget:

   - Specific grants;
   - Enterprise Funds;
   - Tuition and tuition-related charges at Montgomery College;
   - Washington Suburban Sanitary Commission.

2. Section 20-60 of the County Code requires the Council to set spending affordability guidelines by resolution no later than the second Tuesday in February. The guidelines must specify a ceiling on the aggregate operating budget for FY 2021.

3. Section 305 of the Charter requires that at least 6 Councilmembers must approve the aggregate operating budget if that budget exceeds the budget for the preceding year by more than the rate of inflation, as measured by the annual average increase in the Consumer Price Index for all urban consumers in the Washington-Baltimore Metropolitan area for the 12-month period preceding December 1, which was 1.27% percent for the 12-month period preceding December 1, 2019.

4. On May 23, 2019, in Resolution 19-133, the Council approved the FY 2020 aggregate operating budget in the amount of $5,023,849,028. If that aggregate operating budget increased at the 1.27% percent rate of inflation for the 12-month period preceding December 1, 2019, it would be $5,087,820,170.

5. In Resolution No. 19-357 adopted February 11, 2020, the Council adopted the following spending affordability guideline for the FY 2021 aggregate operating budget.

- FY 2021 ceiling on the aggregate operating budget $5,087,820,170

Action

The County Council for Montgomery County, Maryland approves the following resolution:

The Council approves the FY 2021 aggregate operating budget in the amount of $5,085,507,002, as calculated on the attached page. Because the FY 2021 aggregate operating budget does not exceed the FY 2021 ceiling on the aggregate operating budget of $5,087,820,170, 7 affirmative votes are not required to adopt this resolution.

This is a correct copy of Council action.

Selena Mendy Singleton, Esq.
Clerk of the Council

The FY 2021 aggregate operating budget excludes enterprise funds, specific grants, and tuition and tuition-related charges at the College and is calculated as follows.

Fund or District	**Appropriation ($)**
General Fund	1,239,718,284
Fire District	224,869,427
Economic Development Fund	5,159,418
Mass Transit	149,364,876
Recreation District	43,116,097
Urban District	9,635,246
Montgomery County Public Schools	2,562,357,999
Montgomery College	268,915,660
Maryland-National Capital Park and Planning Commission:	
Administration Fund	32,484,966
Park Fund	104,698,536
Debt Service on County Bonds and Leases	415,203,210
Debt Service on Park Bonds	7,308,010
Current Revenue for the Capital Budget	65,928,000
Current Revenue for PAYGO	32,000,000
Total Appropriations	5,160,759,729
Less College Tuition and Tuition-Related Charges	(75,252,727)
FY 2021 AGGREGATE OPERATING BUDGET	**5,085,507,002**
SUMMARY:	
Montgomery County Public Schools	2,562,357,999
Montgomery College	268,915,660
County Government	1,584,725,809
Maryland-National Capital Park and Planning Commission	134,191,109
Retiree Health Insurance Pre-Funding	90,129,932
Debt Service on County Bonds and Park Bonds	422,511,220
Current Revenue and PAYGO for Capital Budget	97,928,000
Total Appropriations	5,160,759,729
Less College Tuition and Tuition-Related Charges	(75,252,727)
FY 2021 AGGREGATE OPERATING BUDGET	**5,085,507,002**
Aggregate Operating Budget for FY 2020	5,023,849,028
$ increase	61,657,974
% change	1.23%

Resolution No:	19-478
Introduced:	May 21, 2020
Adopted:	May 21, 2020

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

SUBJECT: Approval of the FY 2021-2026 Capital Improvements Program for the Washington Suburban Sanitary Commission

Background

1. As required by Section 23-304 of the Public Utilities Article of the Maryland Code, before October 1 of each year, the Washington Suburban Sanitary Commission (Commission) must prepare and submit to the County Executive and County Council of Montgomery County a 6-year Capital Improvements Program (CIP) for water and sewer facilities.

2. On September 18, 2019, the Commission transmitted its Proposed CIP for Fiscal Years 2021-2026.

3. On January 15, 2020, the County Executive transmitted his recommendations regarding the Commission's Proposed CIP for FY 2021-2026.

4. Section 23-306 of the Public Utilities Article of the Maryland Code authorizes the Council to approve, disapprove, or modify the Commission's CIP.

5. Section 23-305 of the Public Utilities Article of the Maryland Code requires that before final action on the Commission's CIP is taken, public hearings must be held on the Program. The Council held public hearings on the Commission's FY 2021-2026 CIP on February 5, 2020 and February 6, 2020.

6. The Council considered the recommendations of the Executive and the Montgomery County Planning Board regarding the Commission's FY 2021-2026 CIP and reviewed the project description forms.

7. The Council recognizes that the information and documentation contained in the Commission's FY 2021-2026 CIP are an integral part of the Comprehensive Water Supply and Sewerage Systems Plan which must be submitted to the State Department of the Environment in accordance with Section 9-501 et seq. of the Environment Article of the Maryland Code.

8. On May 7, 2020, the Montgomery County and Prince George's County Councils jointly reviewed their respective proposed additions to, deletions from, increases to, and decreases in

the Commission's capital and operating budgets and further considered all proposed changes. The Councils approved the Commission' Proposed FY2021-2026 CIP with no changes.

Action

The County Council for Montgomery County, Maryland approves the following resolution for the Washington Suburban Sanitary Commission:

1. The Council approves the projects in the Washington Suburban Sanitary Commission's Proposed CIP for FY 2021-2026 as transmitted on September 18, 2019.

2. The Council approves the close out of the projects in Part I.

This is a correct copy of Council action.

Selena Mendy Singleton, Esq.
Clerk of the Council

PART I: Washington Suburban Sanitary Commission Capital Projects To Be Closed Out

The Washington Suburban Sanitary Commission has authorized the close out of the following capital projects

Project Number	Project Name
P023811	Clarksburg Triangle Outfall Sewer, Part 2
P033807	Patuxent WFP Phase II Expansion
P143802	Potomac WFP Corrosion Mitigation
P113802	Potomac WFP Outdoor Substation No. 2 Replacement

Resolution No.:	19-479
Introduced:	May 21, 2020
Adopted:	May 21, 2020

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

SUBJECT: Approval of the FY 2021 Capital and Operating Budgets for the Washington Suburban Sanitary Commission

Background

1. Section 17-202 of the Public Utilities Article of the Maryland Code requires the Washington Suburban Sanitary Commission (Commission) each year to submit proposed capital and operating budgets to the County Executives of Montgomery and Prince George's Counties for their recommendations. The Executives in turn transmit the budgets to the respective County Councils for amendment and approval. Both Councils, through joint action, may recommend rates for water consumption and sewer use charges and ad valorem tax levies as the Councils deem necessary.

2. The Montgomery County Council on November 5, 2019, by Resolution No. 19-293 recommended the following spending control limits for the Commission's FY20 Water and Sewer Capital and Operating Budgets:

Water and Sewer Rate Increase	7.0%
New Water and Sewer Debt	$409,921,527
Water and Sewer Debt Service	$313,865,000
Water and Sewer Operating Fund Expenditures	$837,659,746

3. The Prince George's County Council on October 29, 2019 by Resolution No. CR-093-2019 recommended the following limits.

Water and Sewer Rate Increase	7.0%
New Water and Sewer Debt	$409,921,527
Water and Sewer Debt Service	$313,865,000
Water and Sewer Operating Fund Expenditures	$837,659,746

4. In accordance with Section 17-202 of the Public Utilities Article of the Maryland Code, on March 1, 2020, the Commission submitted to the Executives of Montgomery and Prince George's Counties its Proposed FY 2021 Budget, which included an FY 2021 Operating Budget totaling $856,200,000 and an FY 2021 Capital Budget totaling $606,729,000 as well as the record of the public hearing held by the Commission on the Proposed 2021 Budget.

The Commission's Water and Sewer portions of the FY 2021 Capital and Operating budgets assume the following:

Water and Sewer Rate Increase	7.0%
New Water and Sewer Debt	$409,921,527
Water and Sewer Debt Service	$313,865,000
Water and Sewer Operating Fund Expenditures	$842,522,744

5. The Executives of Montgomery and Prince George's Counties transmitted to the respective Councils their recommendations on the Commission's proposed budgets.

6. The Montgomery County Council advertised and held public hearings on the Commission's proposed budgets on the proposed Capital Improvements Program on February 5, 2020 and 6, 2020 and on the proposed Operating Budget and Capital Budget on April 16, 2020.

7. The Montgomery County Council recommended approval of the Commission's FY 2021 Operating and Capital Budgets with amendments. The Council recommend approval of the Commission's FY2021 Operating Budget at $849,656,222 million ($6.5 million less than the Commission's Proposed Operating Budget) and a combined water/sewer volumetric rate increase of 6.0 percent (compared to the 7.0 percent rate increase in the Commission's Proposed budget). This recommendation was transmitted to the Prince George's County Council by letter dated May 4, 2020.

8. The Prince George's County Council advertised and held a public hearing on the Commission's Proposed Operating and Capital Budgets on April 20, 2020.

9. The Prince George's County Council recommended approval of the Commission's FY 2021 Operating and Capital Budgets with amendments. The Council recommended approval of the FY2021 WSSC Water Operating Budget at $849,656,222 million ($6.5 million less than the Commission's Proposed Budget) and a combined water/sewer volumetric rate increase of 6.0 percent (compared to the 7.0 percent rate increase in the Commission's Proposed budget). This recommendation was transmitted to the Montgomery County Council by letter dated May 5, 2020.

10. On May 7, 2020, the Montgomery County and Prince George's County Councils jointly reviewed the Commission's FY 2021 Operating and Capital Budgets and approved the Commission's FY 2021 Operating Budget at $849,656,222 million and a combined water/sewer volumetric rate increase of 6.0 percent. The Council's jointly approved the FY 2021 Capital Budget as proposed by WSSC on March 1, 2020.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

1. The following amounts and workyears are approved for the budget of the Washington Suburban Sanitary Commission for the fiscal year beginning July 1, 2020 and ending June 30, 2021.

	Operating	Capital	
Salaries and Wages	$128,369,255	$27,825,829	156,195,084
Heat, Light & Power	20,431,000	--	20,431,000
Regional Sewage Disposal	58,000,000	--	58,000,000
Contract Work	--	353,066,000	353,066,000
Consulting Engineers	--	77,182,800	77,182,800
Contribution to Construction	--	62,216,000	62,216,000
Contract Restoration	--	38,311,000	38,311,000
Materials	--	11,160,840	11,160,840
All Other Items	286,246,967	35,619,418	321,866,385
PAYGO	31,016,000	--	31,016,000
Debt Service	325,593,000	--	325,593,000
Total	$849,656,222	$605,381,887	1,455,038,109

Workyears Authorized: 1,776

2. The Capital Budget includes the first year of the FY 2021-2026 Capital Improvements Program as detailed in Appendix A (Water) and Appendix B (Sewer), which are attached and incorporated.

3. In adopting the Commission's FY 2021 Operating Budget, the Counties and the Commission recognize that although total operating debt service is $325,593,000 and equals 38.3% of the total operating budget, water and sewer operating debt service, the portion of debt service supported by water and sewer rate revenues, is $313,865,000 or 37.5% of the water and sewer operating budget.

4. The Montgomery County Council recommends that the Commission establish water consumption and sewer use rates and charges as detailed in Appendix C, effective July 1, 2020.

5. The Montgomery County Council recommends that the Commission establish the account maintenance fee for all customers as detailed in Appendix D, effective July 1, 2020.

6. The Montgomery County Council recommends that the Commission establish the infrastructure investment fee for all customers as detailed in Appendix E, effective July 1, 2020.

7. The Commission may adopt certain miscellaneous fees and charges as detailed in Appendix F, effective July 1, 2020, and the Commission may delegate to the General Manager the authority to adopt any new fees and charges that may be needed between that date and adoption of the FY 2021 Budget.

8. Any supplement to the Commission's Approved FY 2021 Budget must be submitted in accordance with §17-202 of the Public Utilities Article of the Maryland Code.

9. The Commission must acknowledge the recommendations of the respective County governing bodies regarding certain policies, procedures, and practices, and must:
   a) obtain the approval of both Councils before increasing operating expenditures above $849,656,222;
   b) obtain the approval of both Councils before transferring any funds from any approved expenditure category in the operating or capital budget which exceeds 5% of the approved amount. This transfer authority does not apply to the amount approved for debt service; and
   c) furnish monthly status reports to each Council and Executive on the fiscal and budgetary activities of the Commission under the approved operating and capital budgets, starting with the end of the first quarter of the fiscal year. These reports must be submitted not later than 45 days after the last day of each month.

This is a correct copy of Council action.

Selena Mendy Singleton, Esq.
Clerk of the Council

MONTGOMERY COUNTY WATER PROJECTS

AGENCY NUMBER	PROJECT NAME	in ($000s) YR 1 21
W-46.24	Clarksburg Area Stage 3 Water Main, Part 4	439
W-46.25	Clarksburg Area Stage 3 Water Main, Part 5	408
W-90.04	Brink Zone Reliability Improvements	619
W-113.20	White Oak Water Mains Augmentation	355
	TOTALS	1,821

AGENCY NUMBER	PROJECT NAME	in ($000s) YR 1 21
BI-COUNTY WATER PROJECTS		
W-73.22	Potomac WFP Pre-Filter Chlorination & Air Scour Improvemen	2,991
W-73.30	Potomac WFP Submerged Channel Intake	0
W-73.32	Potomac WFP Main Zone Pipeline	688
W-73.33	Potomac WFP Consent Decree Program	10,500
W-139.02	Duckett & Brighton Dam Upgrades	22
W-161.01	Large Diameter Water Pipe & Large Valve Rehabilitation Progr	58,139
W-172.07	Patuxent Raw Water Pipeline	9,570
W-172.08	Rocky Gorge Pump Station Upgrade	392
W-175.05	Regional Water Supply Resiliency	1,500
W-202.00	Land & Rights-of-Way Acquisition - Bi-County Water	1,512
	TOTALS	85,314

PRINCE GEORGE'S COUNTY WATER PROJECTS

AGENCY NUMBER	PROJECT NAME	in ($000s) YR 1 21
W-12.02	Prince George's County HG415 Zone Water Main	2,201
W-34.02	Old Branch Avenue Water Main	7,772
W-34.04	Branch Avenue Water Transmission Improvements	3,520
W-34.05	Marlboro Zone Reinforcement Main	1,235
W-62.06	Rosaryville Water Storage Facility	0
W-84.02	Ritchie Marlboro Road Transmission & PRV	69
W-84.03	Smith Home Farms Water Main	439
W-84.04	Westphalia Town Center Water Main	342
W-84.05	Prince George's County 450A Zone Water Main	18,403
W-93.01	Konterra Town Center East Water Main	814
W-105.01	Marlton Section 18 Water Main, Lake Marlton Avenue	429
W-111.05	Hillmeade Road Water Main	69
W-120.14	Timothy Branch Water Main	981
W-137.03	South Potomac Supply Improvement, Phase 2	210
	TOTALS	36,484

GRAND TOTAL WATER PROJECTS 123,619

MONTGOMERY COUNTY SEWER PROJECTS

AGENCY NUMBER	PROJECT NAME	in ($000s) YR 1 21
S-84.67	Milestone Center Sewer Main	522
S-84.68	Clarksburg Wastewater Pumping Station & Sewer Improvements	618
S-85.21	Shady Grove Station Sewer Augmentation	5,773
S-85.22	Shady Grove Neighborhood Center	1,367
S-94.13	Damascus Town Center WWPS Replacement	652
S-94.14	Spring Gardens WWPS Replacement	705
	TOTALS	9,637

BI-COUNTY SEWER PROJECTS

AGENCY NUMBER	PROJECT NAME	in ($000s) YR 1 21
S-22.06	Blue Plains WWTP: Liquid Train Projects, Part 2	23,432
S-22.07	Blue Plains WWTP: Biosolids Management, Part 2	11,347
S-22.09	Blue Plains WWTP: Plant-wide Projects	10,811
S-22.10	Blue Plains WWTP: Enhanced Nutrient Removal	294
S-22.11	Blue Plains: Pipelines & Appurtenances	13,622
S-103.02	Piscataway Bioenergy	61,320
S-170.08	Septage Discharge Facility Planning & Implementation	12,461
S-170.09	Trunk Sewer Reconstruction Program	69,491
S-203.00	Land & Rights-Of-Way Acquisition - Bi-County Sewer	283
	TOTALS	203,061

PRINCE GEORGE'S COUNTY SEWER PROJECTS

AGENCY NUMBER	PROJECT NAME	in ($000s) YR 1 21
S-27.08	Westphalia Town Center Sewer Main	141
S-28.18	Konterra Town Center East Sewer	1,992
S-43.02	Broad Creek WWPS Augmentation	166
S-68.01	Landover Mall Redevelopment	649
S-75.21	Mattawoman WWTP Upgrades	3,630
S-77.20	Parkway North Substation Replacement	1,357
S-86.19	Southlake Subdivision Sewer	187
S-96.14	Piscataway WRRF Facility Upgrades	28,284
S-131.05	Pleasant Valley Sewer Main, Part 2	419
S-131.07	Pleasant Valley Sewer Main, Part 1	1,029
S-131.10	Fort Washington Forest No. 1 WWPS Augmentation	22
S-157.02	Western Branch WRRF Process Train Improvements	880
	TOTALS	38,756

GRAND TOTAL SEWER PROJECTS 251,454

WATER AND SEWER RATE SCHEDULES

Rate Schedule Approved for Implementation July 1, 2020

Average Daily Consumption by Customer Unit During Billing Period (Gallons Per Day)	FY 2021 July 1, 2020 Approved		Total
	Water Rates	Sewer Rates	Combined
	Per 1,000 Gallons		
0 - 80.9999	$ 5.35	$ 7.25	$ 12.60
81 - 165.9999	6.04	8.06	14.10
166 - 275.9999	6.96	10.10	17.06
276 & Greater	8.15	13.33	21.48

Approved Flat Rate Sewer Charge - $135.00 per quarter

ACCOUNT MAINTENANCE FEES – APPROVED FOR IMPLEMENTATION JULY 1, 2020

Meter Size	FY 2020 Approved Quarterly Charges	FY 2021 Approved Quarterly Charges
Small Meters		
5/8" to 1"	$ 16.00	$ 16.00
Large Meters		
1-1/2"	16.00	16.00
2"	27.00	27.00
3"	66.00	66.00
4"	142.00	142.00
6"	154.00	154.00
8"	200.00	200.00
10"	246.00	246.00
Detector Check Meters		
2"	33.00	33.00
4"	177.00	177.00
6"	255.00	255.00
8"	461.00	461.00
10"	633.00	633.00
Fire Service Meters		
4"	182.00	182.00
6"	293.00	293.00
8"	452.00	452.00
10"	682.00	682.00
12"	989.00	989.00

This is a quarterly fee which is prorated based on the length of the billing cycle.

Meter Size	FY 2020 Approved Quarterly Charges	FY 2021 Approved Quarterly Charges
Small Meters		
5/8"	$ 11.00	$ 11.00
3/4"	12.00	12.00
1"	14.00	14.00
Large Meters		
1-1/2"	90.00	90.00
2"	185.00	185.00
3"	585.00	585.00
4"	813.00	813.00
6"	1,265.00	1,265.00
8"	2,845.00	2,845.00
10"	4,425.00	4,425.00
Fire		
4"	499.00	499.00
6"	616.00	616.00
8"	2,524.00	2,524.00
10"	2,714.00	2,714.00
12"	5,214.00	5,214.00

This is a quarterly fee which is prorated based on the length of the billing cycle.

MISCELLANEOUS FEES AND CHARGES – APPROVED FOR IMPLEMENTATION JULY 1, 2020

The agency provides a number of services for which separate fees or charges have been established. Recent review of the costs required to provide these services indicates a need to change the amounts charged for some of the services. The fee and charge changes listed below are approved to be effective July 1, 2020.

Inspections, Licenses, and Permits

	Item	FY 2021 Approved Charge
1	**Inspection Fees - Water/Sewer Connection Hookup, Well/Septic Hookup**	
	Plumbing and Gasfitting Inspections	
	New Single Family Detached Dwellings	$ 1,011
	New Attached Dwellings (townhouse/multiplex excluding apartments)	1,011
	All Other Residential:	
	Water/Well Hookup	132
	Meter Yoke Inspection (meter only installation)	132
	Water Hookup Converting from Well (includes 2 inspections)	264
	Sewer/Septic Hookup	132
	First Plumbing Fixture	132
	Each Additional Fixture	53
	SDC Credit Fixture Inspection (per fixture)	48
	Minimum Permit Fee	242
	Permit Reprocessing Fee	73
	Long Form Permit Refund Fee (1B write-up form)	242
	Long Form Permit Re-Issue Fee	242
	All Non-Residential:	
	Plan Review (without Permit Application)	
	25 Fixtures or Less	534
	26-200 Fixtures	2,038
	Over 200 Fixtures	4,061
	2nd or 3rd Review (with or without Permit Application)	
	25 Fixtures or Less	187
	26-200 Fixtures	457
	Over 200 Fixtures	973
	Water/Well Hookup	235
	Meter Yoke Inspection (meter only installation)	235
	Sewer/Septic Hookup	235
	FOG Interceptor	235
	First Plumbing Fixture	235
	Each Additional Fixture	59
	SDC Credit Fixture Inspection (per fixture)	48
	Minimum Permit Fee	337
	Permit Reprocessing Fee	73
	Long Form Permit Refund Fee (1B write-up form)	352
	Long Form Permit Re-Issue Fee	352

WSSCWATER
DELIVERING THE ESSENTIAL

Inspections, Licenses, and Permits

Item	FY 2021 Approved Charge
2 License Fees for the Regulated Trades	
Reciprocal Master Plumber, Gasfitter:	
Initial Registration per type (for 2 years)	$ 123
Registration Renewal all types (for 2 years)	106
Late Registration Renewal	63
Examined Master Plumber, Gasfitter:	
Initial Registration per type (for 4 years)	130
Registration Renewal all types (for 4 years)	130
Late Registration Renewal	63
Cross-connection Technician Registration	32
Sewer and Drain Registration and Renewal (for 2 years)	53
Sewer and Drain Late Renewal Fee	24
Journeyman License Registration:	
Initial Registration (for 2 years)	37
Registration Renewal (for 2 years)	37
Late Registration Renewal	25
License Transfer Fee	31
License Replacement Fee	18
Apprentice License Registration Renewal	13
3 Short Form Permit Fee (up to 3 fixtures) – Non-Refundable	113
4 Long Form Permit Transfer Fee (with Inspection)	194
5 Tapper License Fees	
Permit Fee	363
Duplicate	36
6 Watershed Use Permit Fees	
Boat Removal and Impoundment Fees	
Boat/Craft Removal and Removal Fee	103
Monthly Storage Fee for Removed Boats	82
Watershed Use Permit Fees	
Watershed Use Permit (January 1 - December 31)	72
Single Day Watershed Use Permit	6
Open Season Boat Mooring (March 15 – November 30)	82
Winter Boat Mooring (December 1 – March 14)	57
Rental for the Azalea Garden (4 hours)	77
Rental for the Bio-Brick Pavilion (4 hours)	77
Boarding Stable Entrance Permit	258
Adjacent Landowner Entrance Permit	82
Picnic Permit	
Picnic Permit - groups of 1-5 persons	6
Picnic Permit - groups of 6-10 persons	12
Picnic Permit - groups of 11-15 persons	18
7 Site Utility Inspection Fees (Non-Minor)	
Base Fee	1,133
Pipeline (per foot)	6

WSSCWATER
DELIVERING THE ESSENTIAL

Discharge and Water Protection

Item	FY 2021 Approved Charge
8 Septic Hauler Discharge Permit Fees	
Category I Residential & Septic Waste & Grease	
1 - 49 gallons (per vehicle)	$ 257
50 - 799 gallons (per vehicle)	5,578
800 - 2,999 gallons (per vehicle)	15,910
3,000 - gallons and up (per vehicle)	34,754
January through June	50% of fee
Transfer and/or Replacement Permit Sticker	130
Industrial/Special Waste Disposal Fee (per 1,000 gallons)	366
Zero Discharge Permit Fee	130
Temporary Discharge Permit Fee	130 + Sewer Rate/1,000 gallons
Sewer Rate - Hauled Waste	47/1,000 gallons of truck capacity
9 Industrial Discharge Control Program Fees By Category	
Industrial users subject to Categorical Pretreatment Standards	
Less than 5,000 gpd (double visit)	5,594
Greater than 5,000 gpd (double visit)	8,571
Non-discharging Categorical Industries (zero discharge)	1,507
Significant Industrial User	
Less than 25,000 gpd (single visit - priority pollutant sampling)	5,594
Greater than 25,000 gpd (double visit - priority pollutant sampling)	8,571
Penalty Charge for Late Fee Payment	5% of fee
10 Discharge Authorization Permit Fees	
Significant Industrial User – Initial Permit (for 4 years)	6,651
Significant Industrial User – Renewal (for 4 years)	3,259
Initial Zero-Discharge CIU Permit (for 4 years)	2,526
Reissued Zero-Discharge CIU Permit (for 4 years)	1,684
Temporary Discharge Permit (non – SIU)	6,651
11 Discharge Fees - Food Service Establishment (FSE)	
Full Permit FSE	537
BMP Permit FSE	152
12 Cross Connection Fees	
Test Report Fee (per report)	42
Base Fee for High Hazard Commercial Water Customer (per month)	18
Base Fee for All Other Commercial Water Customer (per month)	9

Meter Related Services and Fees Item	FY 2021 Approved Charge
13 Small Meter Replacement (at Customer Request)	$ 215
14 Meter Replacement Fees (Damaged or Stolen Meter)	
5/8" w/ touch pad (inside w/remote)	152
5/8" w/ pit pad (outside w/o remote)	150
5/8 Meter - pad encoder	127
5/8" x 3/4" w/ touch pad (inside w/ remote)	129
3/4" w/ touch pad (inside w/ remote)	160
3/4" w/ pit pad (outside w/o remote)	157
1" w/ touch pad (inside w/ remote)	202
1" w/ pit pad (outside w/o remote)	199
1" Kamstrup Meter, UT	319
1 1/2" Badger Flanged Meter	567
1 1/2" Flanged Meter	750
1 1/2" Nipple Meter	739
2" Flanged Meter	1,100
2" 15 1/4 Flanged Meter	1,207
3" Compound Meter	3,190
4" Compound Meter	3,960
6" Compound Meter	5,830
Turbine, Horizontal 3" Neptune w/ pit pad	1,475
Turbine, Horizontal 4" Neptune w/ pit pad	1,975
2" Hersey MVR Turbine	1,210
3" Hersey MVR Turbine	2,296
4" Hersey MVR Turbine	3,216
6" Hersey MVR Turbine	4,970
2" Detector Check	4,615
4" Detector Check	3,275
6" Detector Check	3,850
8" Detector Check	4,986
10" Detector Check	6,350
12" Detector Check	22,211
4" Fire Service Meter	8,239
6" Fire Service Meter	10,037
8" Fire Service Meter	12,502
10" Fire Service Meter	14,389
12" Fire Service Meter	20,403
3" Octave UT L=24	3,095
4" Octave UT L=29/ L=33	4,095
6" Octave UT L=45	6,026
8" Octave UT L=53	9,677
10" Octave UT L=68	13,080

Meter Related Services and Fees Item	FY 2021 Approved Charge
15 Meter Testing Fees	
5/8" to 1"	$ 261
1-1/2"	424
2" and up	473
16 Sub-Meter Installation Fees	
One-time Sub-Meter Charge - Small	261
One-time Sub-Meter Charge - Large	528
One-time Inspection Fee	66
Minimum Permit Inspection Fee	220
17 Water Turn-Off, Turn-On Fees	
Small Meter Turn-Off	80
Small Meter Turn-On	100
Large Meter Turn-Off	203
Large Meter Turn-On	241
18 Call Back Fee (small meters, plumbers)	93
19 Call Back Fee (large meters, plumbers)	301
20 Missed Appointment Fees	
First Missed Appointment or Turn-On	97
Each Additional Missed Appointment	110
21 Meter Reinstallation Correction Fee	388
22 Sewer Meter Maintenance Fee (per year)	13,803
Quarterly Calibrations (per quarter)	3,451
23 Property Inspection Fee	119
24 Warehouse Restocking Fee	47

Fire Hydrant Services and Fees

	Item	FY 2021 Approved Charge
25	**Temporary Fire Hydrant Connection Fees**	
	3/4" Meter - Deposit	
	2 Weeks or Less w/approved payment record	No fee
	Over 2 Weeks/Less than 2 weeks w/unapproved payment record	$ 379
	3" Meter - Deposit	
	2 Weeks or Less w/approved payment record	No fee
	Over 2 Weeks/Less than 2 weeks w/unapproved payment record	2,420
	Service Charge	
	2 Weeks or Less (3/4" meter)	68
	2 Weeks or Less (3" Meter)	130
	Over 2 Weeks (3/4" and 3" Meters)	175
	Water Consumption Charge - 3/4" Meter	Approved rate for 1,000 gal ADC; $36 min.
	Water Consumption Charge - 3" Meter	Approved rate for 1,000 gal ADC; $229 min.
	Late Fee for Return of Meter (per day)	10
	Fee on Unpaid Temporary Fire Hydrant Meter Billings	1.5%/month
	Loss/Destruction of Meter	Replacement cost
	Loss/Destruction of Wrench	40
26	**Truck Inspection Fee w. Attached Fire Hydrant Meter (2 Years)**	52
27	**Fire Hydrant Inspection Fee (per hydrant)**	158
	Controlled Access Surcharge Fee	30
28	**Fire Hydrant Flow Test Fees**	
	No Current Test	693
	Current Test	83

Development Services

Item	FY 2021 Approved Charge
29 Feasibility Review Fees (WSSC Water Built)	
Feasibility Submission Fee (Non-refundable)	$ 1,956
Feasibility Review & Report Fee Deposit	13,048
(can be deferred as deficit when extension is completed)	
30 Construction Services Fee	9.3% of WSSC Water unit cost estimate or 12.0% of contractor's cost estimate
31 Design Review	
Development is more than 10 Residential Units or Commercial	6,500
Development is 10 Residential Units or Less	3,250
32 Extra Review Fees	
Per SEP Plan Review:	
Minor Additional Reviews of Unsigned or Signed Plans (per review)	1,322
Major/Splitting Additional Reviews of Unsigned or Signed Plans (per review)	2,698
Per Site Utility/Minor Utility Additional Signed or Unsigned Plan Review:	
Site Utility (per review)	1,604
Minor Site Utility (per review)	417
Per Hydraulic Planning Analysis/Systems Planning Forecast Application:	
Additional Review of Required Data (per application)	904
33 Hydraulic Planning Analysis and System Planning Forecast	
Modeling and Re-Modeling Fee - Up to 3 parts	2,116
Modeling and Re-Modeling Fee - per part over 3	765
Pressure Sewer System Review Fee - per system	404
34 In-House Design Deposit	Deposit

Development Services

Item	FY 2021 Approved Charge
35 Partial Release for Service Fee	$ 1,468
36 Off-Property Service Connection Reimbursement	Prevailing service connection fee
37 Service Connection Application and Inspection Fee (per permit)	2,434 water and/or sewer connection
38 Government Referred Plan Review Fees	
Major Development – Over 10 Units	1,693
Minor Development – 10 or Less Units	791
Re-Review Fee for Major Development	791
Re-Review Fee for Minor Development	396
39 Pre-Screen Fee All Plan Types	394
40 Site Utility (On-Site) Review Fees	
Base Fee	3,631
Additional Fee per 100 feet	352
Minor (Waived) Site Utility (On-Site) Fee	1,217
41 Name/Transfer of Ownership Change Fee	275
42 Variance Review Fee	1,362

Pipeline, Engineering, and Environmental Services

	Item	FY 2021 Approved Charge
43	**Shut Down/Charge Water Main Fee**	$ 1,177
	Shut Down/Complex Water Main Fee	2,144
44	**Fees for Review and Inspection of Site Work Potentially Impacting WSSC Water Pipelines**	
	Simple Review	399
	Complex Review / Non-DR Developer Review	3,138
	Inspection for minor adjustment / Non-DR Developer (per inspection)	266
45	**Relocation Fees**	
	Relocation Design Review Fee	DELETE
	Inspection Fee for MOU Project (minimum charge up to 4 hours)	600
46	**Connection Abandonment Fees**	
	County Roads (Except Arterial Roads) - Water	1,474
	County Roads (Except Arterial Roads) - Sewer	1,873
	State Roads and County Arterial Roads - Water	1,778
	State Roads and County Arterial Roads - Sewer	2,200
47	**Chlorination Confirmation Test Fee (per first test)**	247
	Re-Test or Additional Tests (per hour)	173
48	**Re-Test or Additional Tests Chlorination and Pressure Test (per test)**	173
	Inspector Overtime (per hour)	206
49	**Review Fee for Additional Reviews of Contract Documents and As-Builts (per hour)**	206
50	**Residential Outside Meter Housing Upgrade/Pipe Alteration**	6,805
51	**Utility Erosion and Sediment Control Permit Fees**	
	Minor Projects (less than 125 linear ft OR less than 42 in. deep and 20 in. width)	0.26
	Major Projects (per linear foot)	0.39
	Minimum for Major Projects	124
52	**Right-of Way Release or Subordination Review Fee (per document)**	1,335
53	**Right-of-Way Acquisition and Condemnation for SEP Projects**	Reimbursement
54	**Environmental Site Review Fee**	
	With Database Search Submitted by Applicant	381
55	**Feasibility Report and Committee Review Fee for On-Site Takeover Projects**	1,288

Publications and Administrative

Item	FY 2021 Approved Charge
56 Fee for Sale of Copies of Plans, Plats, and 200' Reference Maps	
Xerographic bond paper copy (per sheet)	$ 6
57 Fee for Sale of WSSC Water Plumbing and Fuel Gas Code (Plumbing Code)	
Sale of Plumbing Regulation (per book)	46
58 Fees for Sale of Contract Specifications, Contract Specification Books, Drawings, Design Manuals, Standard Details, and General Conditions	
Construction Specifications/Drawings	
Utility Contracts (up to $20)	11 - 20
Facility Contracts (up to $450)	40 - 450
Construction Standard Details	66
Construction General Conditions & Standard Specifications	61
SEP Construction General Conditions & Standard Specifications	61
Procurement Specifications/Drawings/General Conditions	
with Routine Specifications	No charge
with Complex/Voluminous Specifications (up to $200)	40 - 200
59 Charge for Photocopies of WSSC Water Documents	
Readily Available Source Material (per single sided page)	0.30
Certified Copy of Readily Available Source Material (per single sided page)	0.60
Scanning Documents (per single sided page)	0.30
(A reasonable fee may be charged for time in excess of two hours expanded by WSSC Water in searching for requested records or preparing such records for inspection and copying.)	
60 Fee for WSSC Water Pipeline Design Manual	90
61 Sale of WSSD Laws	
Bound Volume	83
Supplements	45
62 Facilities Design Guideline Fee	DELETE
63 Fee for Transcribed Tape of a Hearing or Meeting	Prevailing fee charged by vendor

Other Fees and Charges Item	FY 2021 Approved Charge
64 Patuxent Watershed Civil Citation Fee (State Mandated)	
First Offense	$ 150
Each Additional Offense Within Calendar Year	300
65 Civil Citation Fees - Sediment Control, Theft of Service, and Plumbing Civil Citations (State Mandated)	
First Offense	250
Second Offense	500
Third Offense	750
Each Violation in Excess of Three	1,000
66 Lobbyist Registration Fee (Code of Ethics)	110
67 Dishonored Check Fee & Electronic Payment Fee	46
(Applies to all dishonored checks and dishonored electronic payments)	
68 Credit Card Surcharge	2% of amount charged
(Applies to customer payment of any fee/charge by credit card (MasterCard and Visa) other than water and sewer billing.)	
69 Protest Filing Fee	847
70 Preparation of Hold Harmless Agreement Fee	1,351
71 Connection Redemption Fee	44

Resolution No.:	19-480
Introduced:	May 21, 2020
Adopted:	May 21, 2020

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

SUBJECT: Approval of the FY 2021 Cable Communications Plan

Background

1. Section 8A-27(a) of the County Code provides that "All access grants, franchise fees, and other moneys received by the County from any franchisee may be spent only under a budget approved by the Council and in accordance with the County Cable Communications Plan."

2. Section 8A-27(b) of the County Code provides that "The Cable Communications Plan must be proposed by the County Executive to the Council annually and may be amended at any time."

3. Section 6.2.2 of the 2016 Cable Franchise Agreement with Comcast of Potomac, LLC. provides that Comcast must pay a grant to the County of 3% of Gross Revenues each quarter to be used for PEG and institutional network capital expenses. Paragraph 8 of Exhibit D of the Franchise Agreement provides that this grant may be used for capital and non-capital support for PEG purposes, including expenditures on PEG and FiberNet.

4. Section 8(b)(1) of the 2016 Franchise Agreement with Starpower Communications, L.L.C, doing business as RCN, provides that Starpower must pay a grant to the County of 3% of Gross Revenues to the County to be used for PEG and Institutional Network. Paragraph 3 of Exhibit F of the Franchise Agreement provides that this grant may be used for capital or non-capital support for PEG purposes.

5. Section 6.2.2 of the 2006 Franchise Agreement with Verizon provides that Verizon must pay a grant to the County of 3% of Gross Revenues each quarter to be used for PEG and institutional network purposes.

6. Section 8 of the Franchise Agreement with Starpower (doing business as RCN) and Section 7 of the Franchise Agreements with Verizon and Comcast provides that each franchisee must pay, for the life of the franchise, a franchise fee of 5% of annual gross revenues.

General Provisions

1. Purpose and Effect: This Cable Communications Plan constitutes the County's formal direction for the use of resources required to be provided under Sections 7 and 8 of the Franchise Agreements with Comcast and Starpower (doing business as RCN); and Sections 3, 6, and 7 of the Franchise Agreement with Verizon.

   In FY 2021, these resources must be deposited by the County in its Cable TV Special Revenue Fund, and this Cable Communications Plan directs the use of the revenues in this Fund.

2. Spending Authority under the Time Period Governed by This Plan: This Cable Communications Plan provides spending authority for FY 2021. Resources appropriated in FY 2021 that are not encumbered by the County on or before June 30, 2021 must remain in the Cable TV Special Revenue Fund and be available for spending in future years.

3. Carryover: Resources provided to the County as a result of the requirements of the Franchise Agreements with Comcast, Starpower (doing business as RCN), and Verizon, but not specifically allocated in the Cable Communications Plan to the General Fund, must remain in the Cable TV Special Revenue Fund and be available to be allocated in future years.

4. Future Fiscal Years: No estimate shown for any fiscal year after FY 2021 reflects any commitment or decision by the Council, and any such estimate should not be taken as prejudging any decision regarding activities or allocations, either in absolute or relative amounts, of expenditures for future years.

5. Management of Funds: All equipment, personnel, and other resources approved in the Cable Communications Plan for funding from the Cable TV Special Revenue Fund must be managed so that the resources are reasonably available to all users of the cable system and provide benefits to the subscribing public and the franchisee.

6. Affirmative Action and MFD Procurement Procedures: The Board of Directors of Montgomery Community Television, Inc. (MCT), doing business as Montgomery Community Media (MCM), must adopt and follow an Affirmative Action Plan and procedures for procurements from minority-, female-, and disabled-owned businesses (MFD) that take into account both the requirements of the Franchise Agreements with Comcast, Starpower (doing business as RCN), and Verizon and relevant provisions of the County Code.

7. Financial Disclosure: The County must not spend any FY 2021 funds allocated to MCT until all members of the Board of Directors and the Executive Director of MCT have filed a financial disclosure statement with the Ethics Commission for the 2019 calendar year.

8. Future Cable Plan strategy: The Executive must submit to the Government Operations and Fiscal Policy Committee a Public Education Government (PEG) Governance Board Strategic Plan that will frame FY22 budget allocations no later than January 15, 2021.

9. Reporting Requirements: The Executive must submit a separate quarterly fiscal report to the County Council detailing revenues received by source for the Cable Plan and the levels of the Cable Fund Balance no later than 60 days after the end of each quarter.

FY 2021 Cable Communications Plan Description

The FY 2021 Cable Communications Plan provides funding for cable franchise administration (Department of Technology Services, County Attorney's Office, and outside professional services); for municipal equipment and support; for public, educational, and government access programming (Office of Public Information, Council, Montgomery College, Montgomery County Public Schools, and Montgomery Community Television, Inc.); for the Interagency Technology Fund (ITF); and for other miscellaneous cable-related activities.

The attached table details the approved expenditures from the Cable TV Special Revenue Fund for the following purposes in FY 2021:

Franchise Administration

A. Funds are allocated to the Department of Technology Services to administer the Franchise Agreements with Comcast, Starpower (doing business as RCN), and Verizon, including inspecting construction, testing signal quality, responding to residents' complaints, budgeting franchise fee and grant funds received from the cable operator, managing the contract to provide public access services, supporting an advisory committee, administering Federal Communications Commission rules and regulations, preparing for and negotiating franchise agreements, and advising elected officials on related policy matters.

B. Funds are allocated to the County Attorney's Office to support the in-house staff costs associated with advising the Department of Technology Services and elected officials on related matters.

C. Funds are allocated to hire outside professional services to advise or represent the County in areas of specialized telecommunications needs.

Municipal Support

D. Funds are allocated for sharing franchise fee revenue with the municipal co-franchisors in accordance with the formula in Section 8A-29 of the County Code.

E. Funds are allocated to support the 3 PEG channels allocated to (1) the City of Rockville; (2) the City of Takoma Park; and (3) the Montgomery County Chapter of the Maryland Municipal League. Funds are allocated from the Capital Equipment Support Grants, according to the requirements of Section 8(b)(1) of the Franchise Agreement with Starpower (doing business as RCN), the requirements of Section 6.2 of the Franchise Agreement with Comcast, the requirements of 6.2 of the Franchise Agreement with Verizon, and from the PEG Support Fund. Funds are allocated from the PEG Support Fund

to the extent that the Participating Municipalities meet all applicable matching-fund requirements in the Settlement Agreement.

County Government Access Programming

F. Funds are allocated for managing the County Government Channel, maintaining County Government Channel video equipment, closed captioning of County Government programming, and for the operation of the Technical Operations Center to monitor and adjust technical quality of PEG Programming.

Funds are allocated to the Office of Public Information for in-house staff and contractors to produce Executive Branch programming for the County Government Channel.

Funds are allocated to the Council for in-house staff and contractors to produce programming for the Council and Legislative Branch agencies.

Funds are allocated to the Montgomery County portion of the Maryland-National Capital Park and Planning Commission for contractors to provide cable-related services, including webcasting and services needed to produce programming for the Planning Board and the Parks Department.

Educational Access Programming

G. Funds are allocated to Montgomery College to produce educational programs and operate a cable channel with in-house staff.

H. Funds are allocated to Montgomery County Public Schools to produce educational programs for children, parents, and teachers; carry Board of Education meetings; and run other educational programming of interest to County residents.

Public Access Programming

I. Funds are allocated for Montgomery Community Television, Inc., to perform services in FY 2021 specified in its contract with the County, including the following:

(1) produce and schedule two public access channels, including disseminating information on the daily program schedule;
(2) train community producers and technicians in program production and assist residents and community organizations in developing locally produced or locally sponsored programming;
(3) provide and maintain a central access studio, field production equipment, and editing facilities for use by community producers in program production;
(4) maintain all video equipment provided to MCT or purchased by MCT with cable company or County funds;
(5) produce local interest and public affairs programming;
(6) promote and encourage programming representing a diversity of community interests and needs; and
(7) perform outreach and create programming in the down-county area.

PEG Network

J. For FY 2021, funds are allocated for PEG equipment replacement, for joint PEG programming/promotion, PEG network engineering and administration, closed captioning of select PEG programming, and for PEG programming to provide access to cable by community organizations.

The Council wishes to encourage the most cost-effective operations of the PEG Channels and has directed the PEG Governance Board to enhance the sharing of equipment, facilities, and personnel. All funds appropriated for PEG equipment replacement must be administered by the Office of Cable and Broadband Services. Before spending any funds for this purpose, the PEG Governance Board must report to the Council and the Executive on their plans for the purchase and allocation of replacement equipment. The Council intends that preference be given to purchases of equipment and facilities that can be shared by more than one PEG Channel.

The Council encourages the municipal co-franchisors to develop plans for purchasing equipment, using engineering expertise available from the other PEG Channels and the Office of Cable and Broadband Services, and acquiring equipment that facilitates the sharing of resources with other PEG channels.

Before the PEG Governance Board may spend funds allocated for PEG joint Programming/Promotion, the Governance Board must report its Work Plan for FY2021 to the Council and the Executive.

Institutional Telecommunications

K. The County continues to expand the FiberNet network to meet the telecommunications needs of County agency facilities. The Department of Technology Services must develop and implement a FiberNet buildout plan that identifies facilities and core infrastructure with the greatest need for high-speed voice, data, and video transmissions and for which FiberNet offers lower cost service than private sector telecommunications providers. User agencies must notify the Council before paying any fee to or entering into any agreement with any private provider, if using FiberNet to serve specific facilities is more advantageous to the County. The Council will then consider if adjustments to the funded FiberNet buildout schedule are warranted to avoid paying excessive fees to private providers for telecommunications service to any specific facility.

Allocation of FiberNet fibers to Montgomery College from the County FiberNet is subject to a construction memorandum of understanding between the College and the County signed on December 26, 2012, as well as approval by the Interagency Technology Policy and Coordination Committee.

Support of the Interagency Technology Fund (ITF)

L. In FY 2021, the Interagency Technology Fund will not receive any funding to support priority projects as approved by the ITPCC.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

The Council approves the attached Cable Communications Plan as described in this resolution and appropriates cable communications grant resources and settlement funds as provided in the Cable Communications Plan and this resolution and any amendments to either that the Council adopts for FY 2021.

This is a correct copy of Council action.

Selena Mendy Singleton, Esq.
Clerk of the Council

FY21 APPROVED CABLE COMMUNICATIONS PLAN (in $000's)

		ACT FY19	APP FY20	Est FY20	REC FY21	Proj. FY22	Proj. FY23	Proj. FY24	Proj. FY25	Proj. FY26
1	**BEGINNING FUND BALANCE**	**443**	**90**	**346**	**1,064**	**1,080**	**754**	**(457)**	**(2,782)**	**(6,233)**
2	**REVENUES**									
3	Franchise Fees	16,661	16,235	15,980	15,185	14,570	13,868	13,169	12,470	12,284
4	Gaithersburg PEG Contribution	78	144	-						
5	PEG Operating Grant	3,854	3,848	3,705	3,489	3,793	3,786	3,784	3,782	3,782
6	PEG Capital Grant	6,182	5,932	5,882	5,622	5,662	5,526	5,391	5,255	5,255
7	Interest Earned	251	263	210	159	153	153	153	153	153
8	TFCG Application Review Fees	160	150	125	250	350	350	300	300	250
9	Miscellaneous	-	-	-	-	-	-	-	-	-
10	**TOTAL ANNUAL REVENUES**	**27,186**	**26,572**	**25,903**	**24,706**	**24,528**	**23,683**	**22,797**	**21,960**	**21,724**
11	**TOTAL RESOURCES-CABLE FUND**	**27,629**	**26,662**	**26,248**	**25,769**	**25,608**	**24,438**	**22,340**	**19,178**	**15,491**
12	**EXPENDITURE OF RESTRICTED FUNDS**									
13	**A. EXPENDTITURE OF RESTRICTED CAPITAL FUNDS**									
14	**Municipal Capital Support**									
15	Rockville Equipment	863	847	840	847	368	359	350	342	342
16	Takoma Park Equipment	205	198	196	198	189	184	180	175	175
17	Municipal League Equipment	205	198	196	198	189	184	180	175	175
18	**MUNICIPAL PEG/INET CAPITAL SUBTOTAL**	**1,273**	**1,243**	**1,232**	**1,243**	**745**	**727**	**709**	**692**	**692**
19	**PEG Network Capital Grant**	737	759	759	759	759	759	759	759	759
20	**NON-CIP PEG CAPITAL SUBTOTAL**	**737**	**759**	**759**	**759**	**759**	**759**	**759**	**759**	**759**
21	**ultraMontgomery - CIP**	680	680	680	680	680	680	680	680	680
22	**FiberNet - CIP**	3,840	3,750	3,750	3,081	3,496	3,496	3,496	3,496	3,496
23	**CIP EXPENDITURE SUBTOTAL**	**4,520**	**4,430**	**4,430**	**3,761**	**4,176**	**4,176**	**4,176**	**4,176**	**4,176**
24	**CAPITAL SUBTOTAL (Must be > or = to Line 6)**	**6,530**	**6,431**	**6,421**	**5,763**	**5,680**	**5,662**	**5,644**	**5,627**	**5,627**
25	**B. EXPENDITURE OF RESTRICTED MUNICIPAL FUNDS**									
26	**Municipal Franchise Fee Distribution**									
27	City of Rockville	753	739	718	739	665	633	601	569	561
28	City of Takoma Park	231	227	224	227	204	194	184	175	172
29	Other Municipalities	257	250	245	250	220	210	199	189	186
30	**SUBTOTAL**	**1,241**	**1,216**	**1,187**	**1,216**	**1,089**	**1,037**	**984**	**932**	**918**
31	**Municipal Operating Support**									
32	Rockville PEG Support	260	250	250	250	247	246	246	246	246
33	Takoma Park PEG Support	441	428	412	428	421	421	420	420	420
34	Muni. League PEG Support	441	428	412	428	421	421	420	420	420
35	**SUBTOTAL**	**1,142**	**1,105**	**1,074**	**1,105**	**1,089**	**1,087**	**1,087**	**1,086**	**1,086**
36	**SUBTOTAL**	**2,383**	**2,321**	**2,260**	**2,321**	**2,179**	**2,124**	**2,071**	**2,019**	**2,005**
37	**TOTAL EXPENDITURES OF RESTRICTED FUNDS**	**8,913**	**8,753**	**8,681**	**8,083**	**7,859**	**7,787**	**7,716**	**7,646**	**7,632**
38	**NET TOTAL ANNUAL REVENUES**	**18,273**	**17,819**	**17,221**	**16,622**	**16,669**	**15,897**	**15,081**	**14,314**	**14,092**
39	**NET TOTAL RESOURCES-CABLE FUND**	**18,717**	**17,909**	**17,567**	**17,686**	**17,749**	**16,651**	**14,624**	**11,532**	**7,859**
40	**EXPENDITURES OF NON-RESTRICTED FUNDS**									
41	**OFFICE BROADBAND PROGRAMS**									
42	**C. OBP FIBERNET OPERATING**									
43	FiberNet - DTS Personnel Charges	547	609	970	1,115	1,148	1,183	1,218	1,255	1,293
44	FiberNet - DTS Operations & Maintenance	1,331	1,374	1,374	1,391	1,391	1,391	1,391	1,391	1,391
45	FiberNet - DTS Network Operations Center	560	910	910	910	910	910	910	910	910
46	FiberNet - DOT Personnel Charges	122	109	110	99	115	119	122	126	130
47	FiberNet - DOT Operations & Maintenance	316	291	290	291	291	291	291	291	291
48	FiberNet - DOT Miss Utility	622	489	489	488	488	488	488	488	488
49	**SUBTOTAL**	**3,499**	**3,782**	**4,142**	**4,294**	**4,344**	**4,382**	**4,421**	**4,461**	**4,503**
50	**D. OBP COMMUNITY TECHNOLOGY**									
51	TFCG Application Review	177	230	195	230	350	350	300	300	250
52	**B. FRANCHISE ADMINISTRATION**									
53	Personnel Costs - Charges for County Atty	122	121	120	114	118	121	125	128	132
54	Personnel Costs - OBP Community Technology	960	1,098	699	748	771	794	818	842	868
55	Operating	116	68	68	144	144	144	144	144	144
	Engineering & Inspection Services	177	78	78		-	-	-	-	-
56	Legal and Professional Services	185	475	475	475	475	250	250	250	250
57	**SUBTOTAL**	**1,737**	**2,070**	**1,634**	**1,712**	**1,858**	**1,660**	**1,637**	**1,665**	**1,644**
58	**E. OBP DIGITAL EQUITY**									
59	Personnel Costs			211	200	206	212	219	225	232
60	Youth and Arts Community Media			100	100	100	100	100	100	100
61	**SUBTOTAL**	**-**	**-**	**311**	**300**	306	312	319	325	332
62	**F. OBP COMMUNITY ENGAGEMENT**									
63	Personnel Costs	835	882	668	546	562	579	597	614	633
64	Operating Expenses	37	31	32	99	99	99	99	99	99
65	Contracts - TV Production	36	87	87	87	87	87	87	87	87
66	Community Engagement			91	91	91	91	91	91	91
67	Closed Captioning			163	163	163	163	163	163	163
	Technical Operations Center (TOC)			9						
	New Media, Webstreaming & VOD Services	32	58	58						
68	**SUBTOTAL**	**940**	**1,059**	**1,109**	**986**	**1,002**	**1,019**	**1,036**	**1,054**	**1,073**
69	**G. MEDIA - PEG NETWORK**									
70	Operating Expenses	134	181	181	181	181	181	181	181	181
	Community Engagement	91	91							
	Closed Captioning	95	163							
	Technical Operations Center (TOC)	27	9							
	Youth and Arts Community Media	100	100	-						
71	**SUBTOTAL**	**447**	**544**	**181**	**181**	**181**	**181**	**181**	**181**	**181**

FY21 APPROVED CABLE COMMUNICATIONS PLAN (in $000's)

		ACT FY19	APP FY20	Est FY20	REC FY21	Proj. FY22	Proj. FY23	Proj. FY24	Proj. FY25	Proj. FY26
72	**H. MEDIA - PIO, COUNCIL, M-NCPPC**									
73	**Public Information Office**									
74	Personnel Costs	714	842	837	832	857	883	909	937	965
75	Operating Expenses	4	11	11	11	11	11	11	11	11
76	**SUBTOTAL**	**718**	**853**	**848**	**843**	**868**	**894**	**921**	**948**	**976**
77	**County Council**									
78	Personnel Costs	641	641	637	663	680	700	721	743	765
79	Operating Expenses	17	11	11	11	11	11	11	11	11
80	Contracts - TV Production	88	153	153	153	153	153	153	153	153
81	General Sessions and Committee Meetings	100	100	100	100	100	100	100	100	100
82	**SUBTOTAL**	**845**	**904**	**900**	**927**	**943**	**964**	**985**	**1,006**	**1,029**
83	**MNCPPC**									
84	Operating Expenses	24	24	24	24	24	24	24	24	24
85	Contracts - TV Production	98	99	99	99	99	99	99	99	99
86	**SUBTOTAL**	**122**	**123**	**123**	**123**	**123**	**123**	**123**	**123**	**123**
87	**SUBTOTAL**	**1,686**	**1,881**	**1,872**	**1,893**	**1,935**	**1,981**	**2,028**	**2,077**	**2,128**
88	**I. MEDIA - MONTGOMERY COLLEGE**									
89	Personnel Costs	1,506	1,555	1,555	1,588	1,636	1,685	1,735	1,787	1,841
90	Operating Expenses	221	209	209	209	209	209	209	209	209
91	**SUBTOTAL**	**1,727**	**1,764**	**1,764**	**1,797**	**1,844**	**1,894**	**1,944**	**1,996**	**2,050**
92	**J. MEDIA - MONTGOMERY CO PUBLIC SCHOOLS**									
93	Personnel Costs	1,657	1,679	1,678	1,648	1,698	1,749	1,801	1,855	1,911
94	Operating Expenses	133	121	121	121	121	121	121	121	121
95	**SUBTOTAL**	**1,790**	**1,800**	**1,800**	**1,770**	**1,819**	**1,870**	**1,923**	**1,977**	**2,032**
96	**K. MEDIA - MONTGOMERY COMMUNITY MEDIA**									
97	Personnel Costs	2,096	2,166	2,166	2,240	2,307	2,376	2,448	2,521	2,597
98	Operating Expenses	65	54	54	54	54	54	54	54	54
99	Rent & Utilities	459	493	493	535	513	523	533	544	555
	New Media, Webstreaming & VOD Services	23	23	23						
100	**SUBTOTAL**	**2,644**	**2,736**	**2,736**	**2,829**	**2,874**	**2,953**	**3,035**	**3,119**	**3,206**
101	**L. COMPENSATION ADJUSTMENTS**									
102	MCG Personnel Cost Adjustments									
103	FY20 Collective Bargaining Agreement		(21)	(21)						
104	**TOTAL EXPENDITURE OF UNRESTRICTED FUNDS**	**14,469**	**15,614**	**15,528**	**15,763**	**16,164**	**16,252**	**16,525**	**16,857**	**17,149**
105	**TOTAL EXPENDITURE OF RESTRICTED FUNDS**	**8,913**	**8,753**	**8,681**	**8,083**	**7,859**	**7,787**	**7,716**	**7,646**	**7,632**
106	**TOTAL EXPENDITURES - PROGRAMS**	**23,382**	**24,367**	**24,209**	**23,846**	**24,023**	**24,039**	**24,240**	**24,503**	**24,781**
107	**M. OTHER**									
108	Indirect Costs Transfer to Gen Fund	757	875	875	843	831	856	882	908	935
109	Telecom Transfer to the Gen Fund	5	-	-		-	-	-	-	-
110	Transfer to the General Fund	2,542	-	-		-	-	-	-	-
111	Legislative Community Communications NDA	540	-	-		-	-	-	-	-
112	Transfer to the Gen Fund-M-NCPPC	100	100	100		-	-	-	-	-
113	**SUBTOTAL**	**3,944**	**975**	**975**	**843**	**831**	**856**	**882**	**908**	**935**
114	**TOTAL EXPENDITURES**	**27,326**	**25,342**	**25,185**	**24,689**	**24,854**	**24,895**	**25,122**	**25,411**	**25,716**
115	**N. ADJUSTMENTS**									
116	Prior Year Adjustments	(42)	-	-	-	-	-	-	-	-
117	Encumbrance Adjustment		-	-	-	-	-	-	-	-
118	**TOTAL ADJUSTMENTS**	**(42)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
119	**FUND BALANCE**	**346**	**1,320**	**1,064**	**1,080**	**754**	**(457)**	**(2,782)**	**(6,233)**	**(10,224)**
120	FUND BALANCE PER POLICY GUIDANCE	1,366	1,332	1,305	1,248	1,206	1,150	1,090	1,034	1,015
121	**O. SUMMARY - EXPENDITURES BY FUNDING SOURCE**									
122	Transfer to Gen Fund-Indirect Costs	757	875	875	843	831	856	882	908	935
123	Transfer to Gen Fund-Mont College Cable Fund	1,727	1,764	1,764	1,797	1,844	1,894	1,944	1,996	2,050
124	Transfer to Gen Fund-Public Schools Cable Fund	1,790	1,800	1,800	1,770	1,819	1,870	1,923	1,977	2,032
125	Transfer to CIP Fund	4,520	4,430	4,430	3,761	4,176	4,176	4,176	4,176	4,176
126	Transfer to Gen Fund-Other	2,542	-	-	-	-	-	-	-	-
127	Transfer to Gen Fund-Telecom	5	-	-	-	-	-	-	-	-
128	Transfer to the General Fund-Legislative Branch NDA	540	-	-	-	-	-	-	-	-
129	Transfer to the Gen Fund-M-NCPPC	100	100	100	-	-	-	-	-	-
130	**FUND TRANSFERS SUBTOTAL**	**11,980**	**8,970**	**8,969**	**8,171**	**8,671**	**8,796**	**8,924**	**9,057**	**9,193**
131	**Cable Fund Expenditure of Unrestricted Funds**	**10,952**	**12,050**	**11,964**	**12,196**	**12,500**	**12,488**	**12,658**	**12,884**	**13,067**
132	**Cable Fund Direct Expenditures**	**15,345**	**16,373**	**16,215**	**16,519**	**16,183**	**16,099**	**16,198**	**16,354**	**16,523**
133	**Cable Fund Personnel**	**3,941**	**4,281**	**4,231**	**4,318**	**4,458**	**4,591**	**4,729**	**4,871**	**5,017**
134	**Cable Fund Operating**	**11,404**	**12,091**	**11,984**	**12,200**	**11,726**	**11,508**	**11,469**	**11,483**	**11,505**

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 fees and PEG revenues are subject to municipal pass-through payment. Municipal payments are estimates. Actual payments will be calculated based upon actual revenue received, subscriber numbers and formulas specified within the Municipal MOUs.
3. Restricted revenue and expenditures: Certain Cable Fund revenues other than 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..
4. Montgomery Community Television, Inc., d/b/a Montgomery Community Media, is designated as a sole source contractor to provide community access media services.
5. Fund balance per policy guidance is calculated as 8% of total non-restricted revenues (franchise fees, tower fees, and investment income).
6. The Cable Television Communications Fund provides a fund transfer to Montgomery County Public Schools and Montgomery College and to support MCPS-TV and Montgomery College Television.
7. Subtotals may be adjusted due to rounding.

Resolution No.:	19-481
Introduced:	May 21, 2020
Adopted:	May 21, 2020

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

SUBJECT: Tax Levy Resolution - Fiscal Year 2021

Action

The County Council for Montgomery County, Maryland approves the following resolution:

1. In accordance with Chapters 14 and 52 of the County Code and the Tax-Property Article of the Maryland Code, the Council sets the following tax rates and other charges on all assessable real and personal property for FY 2021. The rates are in dollars per $100 of assessed value. In accordance with the Tax-Property Article, the tax rate for personal property is 2.5 times the tax rate for real property.

DISTRICT or AREA	**FOR THE USE OF:**	**Rate in $ per $100**	
Montgomery County		**Real**	**Personal**
	General County, MCPS, and Montgomery College	0.6948	1.7370
Special Districts			
Washington Suburban Transit	County - for mass transit facilities and services, including administrative expenses of Washington Suburban Transit Commission	0.0736	0.1840
Fire Tax	County	0.1182	0.2955
Recreation	County	0.0260	0.0650
Storm Drainage	County	0.0000	0.0000
Sanitary	WSSC Front Foot Benefit Charges	WSSC estimate	

Urban Districts

		Rate in $ per $100	
		Real	**Personal**
Bethesda	County	0.0120	0.0300
Silver Spring	County	0.0240	0.0600
Wheaton	County	0.0300	0.0750

Noise Abatement Districts

Bradley	County	0.0000	0.0000
Cabin John	County	0.0000	0.0000

Parking Lot Districts

1. On property used for commercial or industrial purposes

Bethesda	County	0.0000	0.0000
Silver Spring	County	0.0000	0.0000
Wheaton	County	0.0000	0.0000

2. On property zoned or recommended for commercial or industrial purposes, but not so used

Bethesda	County	0.0000	0.0000
Silver Spring	County	0.0000	0.0000
Wheaton	County	0.0000	0.0000

Maryland-National Capital Park & Planning Commission in Montgomery County

				Rate in $ per $100	
				Real	**Personal**
Montgomery County	I. Advance Land Acquisition Revolving Fund			0.0010	0.0025
Metropolitan District					
	II. Park Fund	Real	Personal		
	Mandatory	0.0360	0.0900		
	Maintenance	0.0080	0.0200		
	Discretionary	0.0160	0.0400		
	Total Metropolitan District Tax Rate			0.0600	0.1500
Regional District	III. Administration Fund				
	Mandatory	0.0120	0.0300		
	Discretionary	0.0056	0.0140		
	Total Regional District Tax Rate			0.0176	0.0440

Local Special Taxing Districts

Battery Park	Citizens Association	0.0400	0.1000
Oakmont	Citizens' Committee	0.0400	0.1000
Village of Drummond	Citizens' Committee	0.0480	0.1200
Village of Friendship Heights	Village Council	0.0400	0.0400

County Development Districts and Special Taxing Districts

District	Special tax per $100 of assessed value	Special benefit assessment per Equivalent Dwelling Unit.
Kingsview Village Center	$0.040	$90.93
West Germantown	$0.154	$0.00
White Flint	$0.1103	$0.00

2. Section 305 of the County Charter requires 9 affirmative votes if the property tax revenue in FY 2021 from real property that existed in FY 2020 (with certain exceptions listed in Section 305) increases more than the rate of inflation. The property tax levied under this resolution will result in a revenue increase that does not exceed the rate of inflation. Therefore, 9 affirmative votes are not required to adopt this resolution.

3. The State of Maryland adopted the following tax rates on all assessable real property for FY 2021. The rates are expressed in dollars per $100 of assessed value.

On the real property of public utilities	$0.280
On all other real property	$0.112

4. Section 310 of the Charter limits the target reserve in the General Fund planned for the end of FY 2021 to a maximum of 5% of the revenue in the General Fund in FY 2020. The Office of Management and Budget estimates that revenue in the General Fund in FY 2020 will be $3,594.0 million, and 5% of this is $179.7 million. The target reserve in the General Fund planned for the end of FY 2021 does not exceed the Charter limit.

5. The constant yield tax rate requirement applies only to the General Fund tax rate for real property. The State calculated this rate to be $0.7080 per $100 of assessed value for FY 2021. On March 31, 2020, in Resolution 19-396, the Council stated its intent to consider a General Fund rate of $0.7400 per $100 of assessed value, which exceeds the constant yield tax rate. The Council placed an advertisement of this intent in a newspaper of general circulation, and the Council held the public hearing on April 21, 2020. The Council sets the General Fund rate at $0.6948 per $100 of assessed value for FY 2021.

This is a correct copy of Council action.

Selena Mendy Singleton, Esq.
Clerk of the Council

Resolution No.: 19-482
Introduced: May 21, 2020
Adopted: May 21, 2020

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

SUBJECT: Authority to Substitute Current Revenue for General Obligation Bonds in FY 2021

Background

1. On January 15, 2020, the County Executive recommended that the County Council approve the use of $32.0 million of current revenue to replace general obligation bonds in FY 2021 for projects included in the Capital Improvements Program for FY 2021 through 2026.

2. The Council reviewed the Executive's proposed budgets and approved amendments as authorized by the County Charter.

3. On May 14, 2020, the Council assumed that $32.0 million in current revenue would be substituted for general obligation bonds in FY 2021.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

1. The Council authorizes the Executive to substitute $32.0 million in General Fund current revenue for general obligation bonds in FY 2021. These funds can be substituted for general obligation bond funds for any project which is funded with County general obligation bonds and for which the debt service is appropriated from a tax-supported fund.

2. The Executive must notify the Council not later than 30 days after each substitution.

This is a correct copy of Council action.

Selena Mendy Singleton, Esq.
Clerk of the Council

Resolution No.: 19-483
Introduced: March 31, 2020
Adopted: May 21, 2020

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: Council President at the request of the County Executive

SUBJECT: Property Tax Credit for Income Tax Offset

Background

1. County Code Section 52-11B authorizes the County Council by resolution to set the rate or amount of the property tax credit to offset certain income tax revenues resulting from a County income tax rate higher than 2.6%.

2. The County Executive has recommended the amount of property tax credit under County Code Section 52-11B for the tax year beginning July 1, 2020 to be $800 for each eligible taxpayer.

3. Notice of public hearing was given, and public hearing was held.

4. The Council set the amount of the Property Tax Credit for Income Tax Offset to $692 for the fiscal year beginning July 1, 2020 during a worksession on May 7, 2020.

Action

The County Council for Montgomery County, Maryland, approves the following action:

The amount of the property tax credit under County Code Section 52-86 for the tax year beginning July 1, 2020 is $692 for each eligible taxpayer.

This is a correct copy of Council action.

Selena Mendy Singleton, Esq.
Clerk of the Council