



FY22 Operating Budget: Committee Consent Calendar

GO Committee #5(O)

April 26, 2021

Department/Office: Department of General Services (DGS)

Staff: Naeem M. Mia, Legislative Analyst

1. Staff Recommendation

Council staff recommends approval of the FY22 Department of General Services budget as submitted by the County Executive.

2. Summary of FY22 Recommended Budget

The County Executive's complete FY22 Recommended Operating Budget for DGS is attached at ©1-10.

General Services	FY21 Approved	FY22 CE Recommended	Change from FY21 Approved
General Fund	\$31,862,836	\$32,919,541	3.3%
Personnel Costs	\$14,556,955 134.73 FTEs	\$14,778,205 134.73 FTEs	1.5% 0.0 FTEs
Operating Costs	\$17,305,881	\$18,141,336	4.8%
Print & Mail Fund	\$8,157,604	\$8,326,894	2.1%
Personnel Costs	\$2,972,566 34.57 FTEs	\$3,109,081 34.57 FTEs	4.6% 0.0 FTEs
Operating Costs	\$5,185,038	\$5,217,813	0.7%
Total Expenditures (All Funds)	\$40,020,440 169.30 FTEs	\$41,246,435 169.30 FTEs	3.1% 0.0%

3. Summary of FY22 Recommended Changes/Adjustments

General Fund - With Service Impact

- An increase of \$548,613 in operating expenses for maintenance (including janitorial and other contractual services) related to the opening of new facilities in FY22, including the Grey Courthouse (\$388,835; opening in Spring 2021) and the Avery Road Treatment Center (\$159,778; opening in Spring 2021).
- An increase of \$22,696 in operating expenses to cover groundskeeping/landscaping costs at new County facilities.

General Fund - No Service Impact

- An increase of \$151,388 to cover higher costs for custodial services at County facilities, as well as for the Arc Montgomery.
- An increase of \$20,003 for code compliance activities, including aerial equipment maintenance and elevator inspections.
- An increase of \$491,427 for FY21 and FY22 compensation adjustments.
- A decrease of \$270,177 for retirement and personnel costs.
- A net increase of \$92,755 for motor pool and print and mail charges to the General Fund.

Print and Mail Fund – No Service Impact

- An increase of \$6,942 for rent increases at leased facilities (e.g., Records Center).
- An increase of \$147,434 for FY21 and FY22 compensation and benefit adjustments.
- A net increase of \$31,323 for motor pool and print and mail charges to the Print and Mail Fund.
- A decrease of \$16,409 for retirement and Other Post-Employment Benefits (OPEB) costs.

4. Suggested Discussion Items for Fall Overview Session

Racial Equity & Social Justice

Beginning later this year, as Council staff works to develop its Racial Equity and Social Justice Action Plan, we will evaluate what information departments are utilizing, or could utilize, to apply a racial equity lens to budget decisions. Council staff will also coordinate with DGS, Office of Management and Budget (OMB) and the Office of Racial Equity and Social Justice (ORESJ) to help inform a more robust analysis for FY23 and future budget cycles.



General Services

RECOMMENDED FY22 BUDGET

\$41,246,435

FULL TIME EQUIVALENTS

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 recommended FY22 Operating Budget for the Department of General Services is \$41,246,435, an increase of \$1,225,995 or 3.06 percent from the FY21 Approved Budget of \$40,020,440. Personnel Costs comprise 43.37 percent of the budget for 234 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 56.63 percent of the FY22 budget.

As part of the County's response to the COVID-19 pandemic, the Department of General Services was tasked with managing the procurement and distribution of masks and other protective equipment, enhanced cleaning and sanitation services, and other supplies and services necessary to address the public health emergency. Increased operating expenditures related to these activities in FY20 and FY21 are reflected in the Budget Summary section of this publication.


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

COUNTY PRIORITY OUTCOMES

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

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

INITIATIVES

-  Expand the County's solar energy infrastructure to improve energy resiliency and reduce greenhouse gas emissions. Solar energy projects initiated by the DGS Office of Energy and Sustainability (OES) include the Scotland Resiliency Hub,

Brookville Bus Depot Microgrid, and Oaks Landfill solar development.

- ★ Implement energy efficiency initiatives at County facilities, including lighting upgrades at ten facilities and building automation upgrades at six facilities.
- ★ Initiate sustainability projects at the County Executive Office Building (EOB), including an efficiency concept study and a monitoring-based commissioning pilot, to achieve energy reduction and determine a path for a more efficient, sustainable, and productive space.
- ★ Complete inventory of major County capital assets.
- ★ Implementation of new Work Order Management System, integrated with a new Asset Management System and Decision Support System.
- ★ Continued innovation and implementation of Green initiatives throughout the County's inventory of facilities.
- ★ The DGS Office of Real Estate will continue to manage use of leased space to optimize the County's leasing footprint, increase utilization rates, and consolidate and terminate leased spaces to minimize costs and respond to evolving telecommuting trends.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ The Department of General Services contributed to the County's response to the COVID pandemic emergency by stocking, staffing, and maintaining a new COVID supply warehouse. DGS established an inventory management system and procedures to ensure seamless delivery of, and accountability for, hundreds of thousands of safety items to County operations, employees, child care service providers, and healthcare providers.
- ★ To ensure a safer environment for staff and the public at County facilities during the COVID pandemic emergency, the DGS Division of Facilities Management established new COVID-related cleaning protocols and responded to COVID incidents. This effort also included implementation of new and enhanced air filtration and air circulations standards for existing County locations.
- ★ The DGS Office of Planning and Development (OPD) secured \$103 million in private investment in FY20, and a cumulative investment of \$327 million since FY14, through its public-private partnerships. OPD successfully negotiated for the redevelopment of the former Department of Recreation headquarters to include 196 for-sale homes and rental apartments for very low and low income households.
- ★ Effectively relocated all homeless residents of Gude Drive shelter to Taft Court, on an emergency basis, which included major renovation of the new location.
- ★ DGS Central Duplicating Services digitized employee medical records in preparation for the planned physical office move of the Office of Occupational Medical Services. Digitizing employee active records, microfilm/microfiche and x-rays reduced the need for storage space in the new location, allowed for shared accessibility of records with doctors and staff, provided for a more secure solution for maintaining confidentiality, and supported disaster recovery.

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 FY21 estimates reflect funding based on the FY21 Approved Budget. The FY22 and FY23 figures are performance targets based on the FY22 Recommended Budget and funding for comparable service levels in FY23.

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	2,898,269	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.	646,074	1.00
FY22 Recommended	3,544,343	16.03

Building Design and Construction

This program provides for the overall management of the Department's Capital Improvements Program (CIP) for facilities. This program includes the comprehensive, timely, economic, and environmentally efficient planning, 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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	0	0.00
FY22 Recommended	0	0.00

☀ Central Duplicating, Imaging, Archiving, & Mail Services

This is an Internal Service fund program that provides timely and efficient document management to County Government through high-speed digital printing services, graphic design, electronic publishing, high-speed color digital printing, full-service bindery, large format and banner printing, digital imaging, 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of printing orders completed ¹	8,004	6,917	6,700	6,700	6,700
Print/Mail/Archives: Internal customer survey satisfaction rating (scale of 1-4)	3.40	3.35	3.35	3.35	3.35
Print/Mail/Archives: Internal customer survey responsiveness rating (scale of 1-4)	3.41	3.31	3.31	3.31	3.31

¹ The Digital Storefront (DSF) records one requisition. However, a customer may have multiple requests within the requisition.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	8,157,604	34.57
Increase Cost: Estimated Net Increase of Facility Leases	6,942	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	162,348	0.00
FY22 Recommended	8,326,894	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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Amount of grants and incentives received for Energy and Sustainability initiatives (in dollars)	1,306,250	3,959,710	2,248,838	369,245	50,000
Utility savings delivered by Energy and Sustainability initiatives (in dollars)	1,303,806	1,872,812	1,087,262	255,744	250,000
Reduction in greenhouse gas emissions delivered by Energy and Sustainability initiatives (metric tons of carbon dioxide equivalent)	5,952	17,374	5,500	6,062	5,860
County facility, fleet, and streetlight greenhouse gas emissions (metric tons of carbon dioxide equivalent)	132,059	114,685	126,559	121,497	116,637

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	849,755	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.	(41,346)	0.00
FY22 Recommended	808,409	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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Condition of non-critical building systems and aesthetics: Dollars of custodial and ground maintenance on all County properties (\$000) ¹	\$6,725	\$7,438	\$7,596	\$7,908	\$7,908
Average percent of work orders completed in quarter	78.6%	76.4%	80.0%	80.0%	80.0%
Number of hours offline for heating/cooling systems	0	10	0	0	0
Facilities Maintenance: Internal customer survey satisfaction rating (scale of 1-4)	2.72	2.80	2.80	2.80	2.80

¹ Dollars reflect budget numbers.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	27,118,360	107.70
Add: Operating Budget Impact - Grey Courthouse Renovation	388,835	0.00
Add: Operating Budget Impact - Avery Road Treatment Center	159,778	0.00
Increase Cost: Custodial Services Contract	106,893	0.00
Increase Cost: The Arc Montgomery County Custodial Services	44,495	0.00
Add: Operating Budget Impact - Grounds Keeping for New County Facilities	22,696	0.00
Increase Cost: Code Compliance - Aerial Equipment Maintenance	16,538	0.00
Increase Cost: Code Compliance - Elevator Inspection	3,465	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(232,513)	(1.00)
FY22 Recommended	27,628,547	106.70

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of square feet of leased space managed	951,399	926,754	940,191	940,191	940,191
Average amount Montgomery County pays in rent (in dollars per square foot)	\$25.85	\$31.90	\$32.85	\$33.84	\$34.85
Average rent paid by Montgomery County as a percent of average market rent for leased space ¹	90.9%	100.0%	100.0%	100.0%	100.0%
Leased Space Needs: Internal customer survey responsiveness rating (scale of 1-4)	2.94	3.17	3.17	3.17	3.17
Leased Space Needs: Internal customer survey satisfaction rating (scale of 1-4)	2.97	3.10	3.10	3.10	3.10

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

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	996,452	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.	(58,210)	0.00
FY22 Recommended	938,242	7.00

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	11,599,480	10,975,578	11,369,222	11,305,481	3.0 %
Employee Benefits	3,937,958	3,581,377	3,512,861	3,472,724	-3.0 %
County General Fund Personnel Costs	15,537,438	14,556,955	14,882,083	14,778,205	1.5 %
Operating Expenses	26,733,445	17,305,881	54,066,834	18,141,336	4.8 %
Capital Outlay	22,163	0	0	0	—
County General Fund Expenditures	42,293,046	31,862,836	68,948,917	32,919,541	3.3 %
PERSONNEL					
Full-Time	198	198	198	200	1.0 %
Part-Time	1	1	1	1	—
FTEs	134.73	134.73	134.73	134.73	—
REVENUES					
Miscellaneous Revenues	345,222	120,000	80,000	80,000	-33.3 %
County General Fund Revenues	345,222	120,000	80,000	80,000	-33.3 %

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
PRINTING & MAIL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	2,154,855	2,192,245	2,208,113	2,324,931	6.1 %
Employee Benefits	792,176	780,321	762,208	784,150	0.5 %
Printing & Mail Internal Service Fund Personnel Costs	2,947,031	2,972,566	2,970,321	3,109,081	4.6 %
Operating Expenses	4,653,475	4,825,628	4,680,871	4,858,403	0.7 %
Capital Outlay	0	359,410	359,410	359,410	—
Printing & Mail Internal Service Fund Expenditures	7,600,506	8,157,604	8,010,602	8,326,894	2.1 %
PERSONNEL					
Full-Time	34	34	34	34	—
Part-Time	0	0	0	0	—
FTEs	34.57	34.57	34.57	34.57	—
REVENUES					
Imaging/Archiving Revenues	1,423,112	1,513,588	1,586,262	1,584,603	4.7 %
Investment Income	40,778	28,330	2,380	7,804	-72.5 %
Mail Revenues	2,118,242	2,332,546	2,332,546	2,226,593	-4.5 %
Other Charges/Fees	1,943,945	1,828,260	1,828,260	1,869,320	2.2 %
Print Revenues	2,147,015	2,604,674	2,604,674	2,478,951	-4.8 %
Printing & Mail Internal Service Fund Revenues	7,673,092	8,307,398	8,354,122	8,167,271	-1.7 %
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	0	0	0	0	—
Operating Expenses	7,867,893	0	0	0	—
Grant Fund - MCG Expenditures	7,867,893	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	85,000	0	0	0	—
Grant Fund - MCG Revenues	85,000	0	0	0	—
DEPARTMENT TOTALS					
Total Expenditures	57,761,445	40,020,440	76,959,519	41,246,435	3.1 %
Total Full-Time Positions	232	232	232	234	0.9 %

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Total Part-Time Positions	1	1	1	1	—
Total FTEs	169.30	169.30	169.30	169.30	—
Total Revenues	8,103,314	8,427,398	8,434,122	8,247,271	-2.1 %

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	31,862,836	134.73
<u>Changes (with service impacts)</u>		
Add: Operating Budget Impact - Grey Courthouse Renovation [Facilities Management]	388,835	0.00
Add: Operating Budget Impact - Avery Road Treatment Center [Facilities Management]	159,778	0.00
Add: Operating Budget Impact - Grounds Keeping for New County Facilities [Facilities Management]	22,696	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY21 Compensation Adjustment	297,122	0.00
Increase Cost: FY22 Compensation Adjustment	194,305	0.00
Increase Cost: Custodial Services Contract [Facilities Management]	106,893	0.00
Increase Cost: Motor Pool Adjustment	92,891	0.00
Increase Cost: The Arc Montgomery County Custodial Services [Facilities Management]	44,495	0.00
Increase Cost: Code Compliance - Aerial Equipment Maintenance [Facilities Management]	16,538	0.00
Increase Cost: Code Compliance - Elevator Inspection [Facilities Management]	3,465	0.00
Decrease Cost: Print and Mail Adjustment	(136)	0.00
Decrease Cost: Retirement Adjustment	(101,454)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(168,723)	0.00
FY22 RECOMMENDED	32,919,541	134.73
PRINTING & MAIL INTERNAL SERVICE FUND		
FY21 ORIGINAL APPROPRIATION	8,157,604	34.57
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY21 Compensation Adjustment	94,784	0.00
Increase Cost: FY22 Compensation Adjustment	52,650	0.00
Increase Cost: Motor Pool Adjustment	31,346	0.00
Increase Cost: Estimated Net Increase of Facility Leases [Central Duplicating, Imaging, Archiving, & Mail Services]	6,942	0.00
Decrease Cost: Print and Mail Adjustment	(23)	0.00
Decrease Cost: OPEB Adjustment	(5,490)	0.00
Decrease Cost: Retirement Adjustment	(10,919)	0.00
FY22 RECOMMENDED	8,326,894	34.57

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
GRANT FUND - MCG		
FY21 ORIGINAL APPROPRIATION	0	0.00
FY22 RECOMMENDED	0	0.00

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administration	2,898,269	15.03	3,544,343	16.03
Building Design and Construction	0	0.00	0	0.00
Central Duplicating, Imaging, Archiving, & Mail Services	8,157,604	34.57	8,326,894	34.57
Energy and Sustainability	849,755	5.00	808,409	5.00
Facilities Management	27,118,360	107.70	27,628,547	106.70
Real Estate Program	996,452	7.00	938,242	7.00
Total	40,020,440	169.30	41,246,435	169.30

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total\$	FY21 FTEs	FY22 Total\$	FY22 FTEs
COUNTY GENERAL FUND					
Recycling and Resource Management	Solid Waste Disposal	72,033	0.10	72,033	0.10
Alcohol Beverage Services	Liquor	602,077	1.20	602,077	1.20
CIP	Capital Fund	8,178,578	55.65	8,344,014	56.65
Administration and Support	General Fund	749,029	3.50	749,029	3.50
Total		9,601,717	60.45	9,767,153	61.45

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	32,920	32,920	32,920	32,920	32,920	32,920
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	267	267	267	267	267
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
Subtotal Expenditures	32,920	33,187	33,187	33,187	33,187	33,187

PRINTING & MAIL INTERNAL SERVICE FUND

EXPENDITURES

FY22 Recommended	8,327	8,327	8,327	8,327	8,327	8,327
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No inflation or compensation change is included in outyear projections.

Retiree Health Insurance Pre-funding	0	(13)	(25)	(39)	(42)	(42)
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Labor Contracts	0	71	71	71	71	71
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These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.

Subtotal Expenditures	8,327	8,385	8,373	8,359	8,356	8,356
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