



Montgomery  
County Council

**Staff:** Glenn Orlin, Senior Analyst  
**Purpose:** To make preliminary decisions – straw vote expected  
**Keywords:** #DOTGeneralFund

AGENDA ITEM #6  
 April 30, 2020  
**Worksession**

**SUBJECT**

FY21 Operating Budget: General Fund-Transportation and Vacuum Leaf Collection Fund

**EXPECTED ATTENDEES**

Christopher Conklin, Director, Department of Transportation (DOT)  
 Emil Wolanin, Deputy Director, DOT  
 Brady Goldsmith, Senior Analyst, Office of Management and Budget (OMB)

**EXECUTIVE RECOMMENDATION**

GENERAL FUND

FY21 Executive Recommendation	\$47,279,792	254.02 FTE
Increase (Decrease) from FY20	\$1,099,004 2.4%	(1.00) FTE (0.4%)

VACUUM LEAF COLLECTION FUND

FY21 Executive Recommendation	\$6,434,026	31.03 FTE
Increase (Decrease) from FY20	(\$92,427) (1.4%)	0.00 FTE 0%

**COUNCIL STAFF RECOMMENDATION – CONTINUITY OF SERVICES BUDGET**

GENERAL FUND

FY21 Council Staff Recommendation	<b>\$46,583,807</b>	<b>254.02 FTE</b>
Increase (Decrease) from FY20	\$403,019 1.5%	(1.00) FTE (0.4%)
Increase (Decrease) from CE FY21 Rec	(\$695,985) (1.5%)	0.00 FTE 0%

VACUUM LEAF COLLECTION FUND

FY21 Council Staff Recommendation	<b>\$6,375,255</b>	<b>31.03 FTE</b>
Increase (Decrease) from FY20	(\$151,198) (2.2%)	0.00 FTE 0%
Increase (Decrease) from CE FY21 Rec	(\$58,771) (0.9%)	0.00 FTE 0%

## EXECUTIVE RECOMMENDED ITEMS NOT INCLUDED IN CONTINUITY OF SERVICES

- These budgets include \$595,985 in the General Fund and \$58,771 in the Vacuum Leaf Collection Fund for the FY21 compensation adjustments. The Council will review and discuss compensation and benefits for all the County Government separately.
- The General Fund budget includes \$100,000 for 50 lane-miles of new and replacement raised pavement markings (RPMs). RPMs are point markers that are installed along roadway centerlines and edge lines to complement painted markings; studies have shown that they reduce road accidents, particularly in wet weather and at night. At this time, RPMs are only installed when funding is available as part of a roadway capital project. If funded, roads prioritized for RPMs include East Village Avenue, Shiloh Church Road, Briggs Chaney Road, Whelan Lane, Sam Eig Highway, Crabbs Branch Way, and Travilah Road.

## CONTINUITY OF SERVICES FROM FY20

### General Fund

Motor Pool Adjustment	\$946,852
Annualization of FY20 Compensation Increases	\$325,610
Print and Mail Adjustment	\$2,426
Annualization of FY20 Operating Expenses	\$26,702
Annualization of FY20 Pers. Cost	\$(331,425)
Shifts to Procurement	\$(180,344)
Retirement Adjustment	\$(415,105)
MLS Pay for Performance	\$17,053
Uninterrupted Power	
Supply Unit Maintenance	\$11,250

### Vacuum Leaf Collection Fund

Retirement Adjustment	\$(35,924)
Motor Pool Adjustment	\$(115,274)

## POTENTIAL REDUCTIONS

- None.

## POTENTIAL ITEMS RELATED TO COVID-19

- None.

## OTHER RECOMMENDATION

This year's budget presentation collapses the number of programs under the General and Vacuum Leaf Collection Funds from 24 down to 7. Mass Transit Fund programs would be reduced from 10 to 3. Such consolidation reduces the budget's transparency, making it difficult for the Council and the public to track more precisely how money is to be spent. For example, the former program entitled "Tree Maintenance" was budgeted for about \$4.5 million in FY20, but the Recommended Budget combines it with functions such as shoulder maintenance, vacuum leaf collection, litter removal, bike trail maintenance, traffic barrier repair, and other functions into a single \$14.3 million program entitled "Non-Roadway Right of Way Maintenance Bike Share Program." Council staff asked DOT to show the Executive's FY21 budget in terms of the 24 programs that were presented in the FY20 Budget, below:

Programs	FY20 Approved Budget	FY20 FTE	FY21 Rec 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
<b>TOTAL</b>	<b>\$ 52,812,183</b>	<b>286.80</b>	<b>\$ 53,818,760</b>	<b>285.80</b>

If the budget were displayed this way, it is clear that the Executive is proposing to spend \$4,728,665 on Tree Maintenance in FY21, a \$205,464 (4.5%) increase.

Council staff recommends including budget language requiring that the Approved FY21 Operating Budget book display approved spending and FTEs according to the programs in the FY20 Budget. Some consolidation of programs may be warranted, however; during the upcoming year DOT can work with the Council to determine a different set of programs for the FY22 Budget.

**This report contains:**

Executive's Recommended General Fund & Vacuum Leaf Collection Fund Budgets ©1-16

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# Transportation

**RECOMMENDED FY21 BUDGET**  
**\$53,818,760**

**FULL TIME EQUIVALENTS**  
**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 recommended FY21 Operating Budget for the Department of Transportation is \$53,818,760, an increase of \$1,006,577 or 1.91 percent from the FY20 Approved Budget of \$52,812,183. Personnel Costs comprise 50.93 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 49.07 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**

## **INITIATIVES**



- ★ Provide funding for approximately 30 miles of new Raised Pavement Markings (RPMs) and maintenance of 20 miles of existing RPMs. RPMs supplement Pavement Markings, enhancing visibility of traffic lanes and reducing roadway accidents at night.

## **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 Recommended 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	Actual	Estimated	Target	Target
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	FY18	FY19	FY20	FY21	FY22
Number of traffic studies completed	166	240	250	275	300
Percent of traffic studies completed within scheduled timeframe <sup>1</sup>	86%	78%	70%	85%	85%
Number of serious and fatal crashes on Montgomery County maintained roads	76	79	80	66	61

<sup>1</sup>

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	4,809,474	22.60
Add: Raised Pavement Markings	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.	26,326	0.00
<b>FY21 Recommended</b>	<b>4,935,800</b>	<b>22.60</b>

### 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 <sup>1</sup>	87%	90%	90%	90%	90%

<sup>1</sup> 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 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	14,201,057	71.68
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	136,342	0.20

FY21 Recommended Changes	Expenditures	FTEs
<b>FY21 Recommended</b>	<b>14,337,399</b>	<b>71.88</b>

### ☀ **Parking Outside the Parking Districts**

This program administers, operates, and maintains the parking program outside the Parking Districts. Included in this program are residential permit parking and peak hour traffic enforcement. The residential permit parking program is responsible for the sale of parking permits and parking enforcement in these areas. Participation in the program is requested through a petition of the majority of the citizens who live in that area. The program is designed to mitigate the adverse impact of commuters parking in residential areas. Peak hour traffic enforcement in the Bethesda and Silver Spring Central Business Districts assures the availability of travel lanes during peak traffic periods. The program is also responsible for the management of the Council Office Building (COB) garage and the County employee parking in the Rockville core area.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,079,554</b>	<b>1.60</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,484	0.00
<b>FY21 Recommended</b>	<b>1,081,038</b>	<b>1.60</b>

### ☀ **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
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 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	16,525,403	103.34
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	385,103	(1.20)
<b>FY21 Recommended</b>	<b>16,910,506</b>	<b>102.14</b>

## ☀ **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 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	6,794,283	40.70
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.	(33,301)	(1.00)
<b>FY21 Recommended</b>	<b>6,665,947</b>	<b>39.70</b>

## ☀ 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) <sup>1</sup>	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

<sup>1</sup> 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 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	3,778,843	15.19
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,669,497)	(3.00)
<b>FY21 Recommended</b>	<b>2,109,346</b>	<b>12.19</b>

## ☀ 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

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 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,899,358</b>	<b>20.84</b>
Realignment of Programs	1,724,211	10.85
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.	2,229,214	5.00
<b>FY21 Recommended</b>	<b>7,778,724</b>	<b>35.69</b>

## **REALIGNED PROGRAMS**

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

### **Automation**

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>527,645</b>	<b>2.85</b>
Realignment of Programs	(527,645)	(2.85)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

### **Bike Share**

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,609,726</b>	<b>1.00</b>
Realignment of Programs	(1,609,726)	(1.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

### **Bridge Maintenance**

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>185,769</b>	<b>1.04</b>
Realignment of Programs	(185,769)	(1.04)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

### **Property Acquisition**

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>92,455</b>	<b>0.60</b>
Realignment of Programs	(92,455)	(0.60)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Resurfacing

FY21 Recommended Changes	Expenditures	FTEs
FY20 Approved	2,614,410	0.00
Realignment of Programs	(2,614,410)	0.00
FY21 Recommended	0	0.00

## Roadway and Related Maintenance

FY21 Recommended Changes	Expenditures	FTEs
FY20 Approved	16,677,184	123.73
Realignment of Programs	(16,677,184)	(123.73)
FY21 Recommended	0	0.00

## Snow Removal/Wind/Rain Storms

FY21 Recommended Changes	Expenditures	FTEs
FY20 Approved	3,463,703	24.78
Realignment of Programs	(3,463,703)	(24.78)
FY21 Recommended	0	0.00

## Streetlighting

FY21 Recommended Changes	Expenditures	FTEs
FY20 Approved	519,191	0.30
Realignment of Programs	(519,191)	(0.30)
FY21 Recommended	0	0.00

## Traffic and Pedestrian Safety

FY21 Recommended Changes	Expenditures	FTEs
FY20 Approved	1,951,200	11.53
Realignment of Programs	(1,951,200)	(11.53)
FY21 Recommended	0	0.00

## Traffic Management and Operations

FY21 Recommended Changes	Expenditures	FTEs
FY20 Approved	1,825,585	7.80
Realignment of Programs	(1,825,585)	(7.80)
FY21 Recommended	0	0.00

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## ☀ Traffic Planning

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>657,392</b>	<b>6.00</b>
Realignment of Programs	(657,392)	(6.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## ☀ Traffic Sign and Marking

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,324,083</b>	<b>10.77</b>
Realignment of Programs	(2,324,083)	(10.77)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## ☀ Traffic Signals & Advanced Transportation Mgmt System

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,504,995</b>	<b>8.12</b>
Realignment of Programs	(1,504,995)	(8.12)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## ☀ Transportation Community Outreach

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>243,042</b>	<b>1.00</b>
Realignment of Programs	(243,042)	(1.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## ☀ Transportation Construction

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>185,785</b>	<b>0.85</b>
Realignment of Programs	(185,785)	(0.85)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## ☀ Transportation Design

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>702,551</b>	<b>2.29</b>
Realignment of Programs	(702,551)	(2.29)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

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## ☀ Transportation Engineering and Management Services

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,044,014</b>	<b>8.00</b>
Realignment of Programs	(1,044,014)	(8.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## ☀ Transportation Planning

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>83,084</b>	<b>0.55</b>
Realignment of Programs	(83,084)	(0.55)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## ☀ Transportation Policy

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>571,803</b>	<b>3.75</b>
Realignment of Programs	(571,803)	(3.75)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## ☀ Tree Maintenance

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>4,523,201</b>	<b>18.37</b>
Realignment of Programs	(4,523,201)	(18.37)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## ☀ Vacuum Leaf Collection

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>6,526,453</b>	<b>31.03</b>
Realignment of Programs	(6,526,453)	(31.03)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	18,712,245	17,137,636	16,915,163	17,734,582	3.5 %
Employee Benefits	6,275,177	6,600,867	6,350,950	6,010,695	-8.9 %

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>County General Fund Personnel Costs</b>	<b>24,987,422</b>	<b>23,738,503</b>	<b>23,266,113</b>	<b>23,745,277</b>	—
Operating Expenses	35,829,798	22,442,285	22,903,438	23,534,515	4.9 %
Capital Outlay	20,137	0	0	0	—
<b>County General Fund Expenditures</b>	<b>60,837,357</b>	<b>46,180,788</b>	<b>46,169,551</b>	<b>47,279,792</b>	<b>2.4 %</b>
<b>PERSONNEL</b>					
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 %
<b>REVENUES</b>					
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	—
<b>County General Fund Revenues</b>	<b>12,478,074</b>	<b>11,376,986</b>	<b>13,036,747</b>	<b>13,050,837</b>	<b>14.7 %</b>
<b>LEAF VACUUMING</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	2,390,212	2,691,675	2,542,290	2,802,813	4.1 %
Employee Benefits	695,826	845,422	832,843	757,131	-10.4 %
<b>Leaf Vacuuming Personnel Costs</b>	<b>3,086,038</b>	<b>3,537,097</b>	<b>3,375,133</b>	<b>3,559,944</b>	<b>0.6 %</b>
Operating Expenses	3,121,034	2,989,356	3,462,974	2,874,082	-3.9 %
<b>Leaf Vacuuming Expenditures</b>	<b>6,207,072</b>	<b>6,526,453</b>	<b>6,838,107</b>	<b>6,434,026</b>	<b>-1.4 %</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	31.03	31.03	31.03	31.03	—
<b>REVENUES</b>					
Investment Income	55,144	26,850	46,090	34,880	29.9 %

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Leaf Vacuum Collection Fees	7,603,017	7,988,714	7,988,714	8,591,838	7.5 %
Other Charges/Fees	14,363	0	0	0	—
<b>Leaf Vacuuming Revenues</b>	<b>7,672,524</b>	<b>8,015,564</b>	<b>8,034,804</b>	<b>8,626,718</b>	<b>7.6 %</b>

### 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 %
<b>Grant Fund - MCG Personnel Costs</b>	<b>108,147</b>	<b>104,942</b>	<b>104,942</b>	<b>104,942</b>	<b>—</b>
Operating Expenses	85,489	0	0	0	—
<b>Grant Fund - MCG Expenditures</b>	<b>193,636</b>	<b>104,942</b>	<b>104,942</b>	<b>104,942</b>	<b>—</b>

#### 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	—
<b>Grant Fund - MCG Revenues</b>	<b>193,636</b>	<b>104,942</b>	<b>104,942</b>	<b>104,942</b>	<b>—</b>

### DEPARTMENT TOTALS

<b>Total Expenditures</b>	<b>67,238,065</b>	<b>52,812,183</b>	<b>53,112,600</b>	<b>53,818,760</b>	<b>1.9 %</b>
<b>Total Full-Time Positions</b>	<b>457</b>	<b>458</b>	<b>458</b>	<b>457</b>	<b>-0.2 %</b>
<b>Total Part-Time Positions</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>-12.5 %</b>
<b>Total FTEs</b>	<b>283.30</b>	<b>286.80</b>	<b>286.80</b>	<b>285.80</b>	<b>-0.3 %</b>
<b>Total Revenues</b>	<b>20,344,234</b>	<b>19,497,492</b>	<b>21,176,493</b>	<b>21,782,497</b>	<b>11.7 %</b>

### FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>46,180,788</b>	<b>255.02</b>
<b><u>Changes (with service impacts)</u></b>		
Add: Raised Pavement Markings [Community/Transportation Safety]	100,000	0.00
Add: Uninterrupted Power Supply (UPS) Unit Maintenance [Transportation Management, Operations and Emergency/Storm Response]	11,250	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Motor Pool Adjustment	946,852	0.00
Increase Cost: FY21 Compensation Adjustment	595,985	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
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
<b>FY21 RECOMMENDED</b>	<b>47,279,792</b>	<b>254.02</b>

### 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: Motor Pool Adjustment	(115,274)	0.00
<b>FY21 RECOMMENDED</b>	<b>6,434,026</b>	<b>31.03</b>

### GRANT FUND - MCG

**FY20 ORIGINAL APPROPRIATION      104,942    0.75**

**FY21 RECOMMENDED      104,942    0.75**

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC 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	4,935,800	22.60
Non- Roadway Right of Way Maintenance	0	0.00	14,337,399	71.88
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

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
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	7,778,724	35.69
Tree Maintenance	4,523,201	18.37	0	0.00
Vacuum Leaf Collection	6,526,453	31.03	0	0.00
<b>Total</b>	<b>52,812,183</b>	<b>286.80</b>	<b>53,818,760</b>	<b>285.80</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>COUNTY GENERAL FUND</b>					
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
<b>Total</b>		<b>20,850,069</b>	<b>183.17</b>	<b>20,970,230</b>	<b>184.67</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
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**FUNDING PARAMETER ITEMS****CE RECOMMENDED (\$000S)**

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<b>Title</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>47,280</b>	<b>47,280</b>	<b>47,280</b>	<b>47,280</b>	<b>47,280</b>	<b>47,280</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>183</b>	<b>183</b>	<b>183</b>	<b>183</b>	<b>183</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>47,280</b>	<b>47,463</b>	<b>47,463</b>	<b>47,463</b>	<b>47,463</b>	<b>47,463</b>
<b>Labor Contracts</b>	<b>0</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>0</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>

FY21-26 PUBLIC SERVICES PROGRAM: FISCAL PLAN

Leaf Vacuuming Fund

FISCAL PROJECTIONS	FY20 ESTIMATE	FY21 REC	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION
<b>ASSUMPTIONS</b>							
Indirect Cost Rate	20.45%	18.64%	18.64%	18.64%	18.64%	18.64%	18.64%
CPI (Fiscal Year)	1.4%	1.6%	1.6%	1.6%	1.6%	1.6%	1.5%
Investment Income Yield	1.9%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%
% of leaves attributed to single-family households	97.2%	97.2%	97.2%	97.2%	97.2%	97.2%	97.2%
% of leave attributed to multi-family units and townhome units	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
Charge per single-family household	\$ 108.16	\$ 116.46	\$ 120.96	\$ 123.86	\$ 122.78	\$ 125.87	\$ 133.24
<b>BEGINNING FUND BALANCE</b>	<b>528,335</b>	<b>69,199</b>	<b>278,816</b>	<b>291,899</b>	<b>305,026</b>	<b>318,195</b>	<b>331,409</b>
<b>REVENUES</b>							
Charges For Services	7,988,714	8,591,838	8,923,946	9,137,883	9,058,019	9,286,077	9,829,682
Miscellaneous	46,090	34,880	33,630	33,630	33,630	33,630	33,630
<b>Subtotal Revenues</b>	<b>8,034,804</b>	<b>8,626,718</b>	<b>8,957,576</b>	<b>9,171,513</b>	<b>9,091,649</b>	<b>9,319,707</b>	<b>9,863,312</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>							
Transfers To The General Fund	(1,655,833)	(1,983,075)	(2,343,668)	(2,399,594)	(2,157,927)	(2,220,299)	(2,594,240)
Indirect Costs	(725,833)	(683,574)	(682,343)	(698,635)	(715,318)	(732,402)	(749,895)
Transfers To Special Fds: Non-Tax + ISF	(930,000)	(1,319,501)	(1,661,325)	(1,700,959)	(1,442,609)	(1,487,897)	(1,844,345)
To Solid Waste Disposal Fund	(930,000)	(1,319,501)	(1,661,325)	(1,700,959)	(1,442,609)	(1,487,897)	(1,844,345)
<b>TOTAL RESOURCES</b>	<b>6,907,306</b>	<b>6,712,842</b>	<b>6,892,724</b>	<b>7,063,818</b>	<b>7,238,748</b>	<b>7,417,603</b>	<b>7,600,481</b>
<b>PSP OPER. BUDGET APPROP/ EXP'S.</b>							
Operating Budget	(6,838,107)	(6,434,026)	(6,582,009)	(6,739,977)	(6,901,736)	(7,067,378)	(7,236,995)
Labor Agreement	n/a	0	(18,616)	(16,816)	(18,816)	(16,616)	(18,816)
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	<b>(6,838,107)</b>	<b>(6,434,026)</b>	<b>(6,600,825)</b>	<b>(6,758,793)</b>	<b>(6,920,552)</b>	<b>(7,086,194)</b>	<b>(7,255,811)</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(6,838,107)</b>	<b>(6,434,026)</b>	<b>(6,600,825)</b>	<b>(6,758,793)</b>	<b>(6,920,552)</b>	<b>(7,086,194)</b>	<b>(7,255,811)</b>
<b>YEAR END FUND BALANCE</b>	<b>69,199</b>	<b>278,816</b>	<b>291,899</b>	<b>305,026</b>	<b>318,195</b>	<b>331,409</b>	<b>344,670</b>
<b>END-OF-YEAR RESERVES AS A</b>							
<b>PERCENT OF RESOURCES</b>	<b>1.0%</b>	<b>4.2%</b>	<b>4.2%</b>	<b>4.3%</b>	<b>4.4%</b>	<b>4.5%</b>	<b>4.5%</b>

**Assumptions:**

1. Leaf Vacuuming rates are adjusted to achieve cost recovery.
2. The Vacuum Leaf Collection fund balance policy target is \$250,000. In future years, rates will be adjusted annually to fund the approved service program and to maintain the appropriate ending balance.