
Parking District Services

MISSION STATEMENT

The mission of Parking District Services is to:

- Support the role of public parking in commercial areas throughout the County. Parking management is an important tool for achieving public objectives of economic development and transportation management;
- Support the comprehensive development of the Silver Spring, Bethesda, Wheaton, and Montgomery Hills 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 developers nor served by alternative travel modes;
- Promote and complement a total transportation system through the careful balance of rates and parking supply to encourage the use of the most efficient and economical transportation modes available; and
- Develop and implement parking management strategies designed to maximize the usage of the available parking supply in order to enhance the economic development of specific central business districts.

BUDGET OVERVIEW

The total recommended FY14 Operating Budget for the Parking Districts Funds is \$25,856,395, an increase of \$425,638 or 1.7 percent from the FY13 Approved Budget of \$25,430,757. Personnel Costs comprise 16.9 percent of the budget for 52 full-time positions. A total of 48.59 FTEs includes these positions as well as any seasonal, temporary, and positions charged to or from other departments or funds. Operating Expenses and Debt Service account for the remaining 83.1 percent of the FY14 budget.

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

LINKAGE TO COUNTY RESULT AREAS

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

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***An Effective and Efficient Transportation Network***
- ❖ ***Strong and Vibrant Economy***

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY13 estimates reflect funding based on the FY13 approved budget. The FY14 and FY15 figures are performance targets based on the FY14 recommended budget and funding for comparable service levels in FY15.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Monitored the construction of the public garage component of a major mixed use development in south Bethesda on the former site of Public Parking Lots 31 and 31A. The project is a public/private partnership that will add street front retail and a mix of affordable and market rate housing to the area. The project also includes a four level County-owned and operated public parking garage to provide parking supply in this economically vibrant area. The new parking garage is scheduled to open in the fall of 2014.***
- ❖ ***Break ground on a new public/private partnership re-development project on the current site of Public Parking 3 in the Fenton Street Village area of Silver Spring. Phase 1 of the project would involve a mix of market rate and affordable housing and street front retail above a two level County owned public parking garage. The project also involves a significantly sized area of green space as a public amenity.***

- ❖ **Replace the current individual parking meters on-street in Bethesda with new Smart meters. The new meters will provide a number of customer service enhancements and provide the opportunity for future advances in performance pricing of parking based on demonstrated demand.**
- ❖ **Replace paper permits in the residential parking permit program with a virtual license plate system.**
- ❖ **Continue the upgrade of lighting in our public parking garages through the introduction of new energy efficient fluorescent and LED lighting systems. These upgrades will provide better illumination levels for our customers and ultimately reduce utility costs.**
- ❖ **Installed new energy efficient fluorescent lighting systems in 11 out of 18 garages in Bethesda, Silver Spring and Wheaton. In addition, Public Parking Lots 34 in Wheaton and Lot 44 in Bethesda were refitted with new energy efficient LED lighting systems under a Federal grant.**
- ❖ **Tested new Smart parking meters on-street in the Bethesda Triangle. Testing was done as a 120 day pilot using 41 meters. The Smart meters accept bank issued credit and debit cards, display pay by cell phone time on the meter, and interact with individual in-ground sensors to provide real time data on space availability and utilization. Based on the success of the pilot, an FY14 budget initiative was prepared to install the new meters for on-street through out Bethesda.**
- ❖ **Rolled out a web-based monthly parking permit application process. The new process provides another option for purchasing a permit in addition to mail and over the counter sales. The system allows a customer to create a password protected online account that provides for better management of their purchases.**

PROGRAM CONTACTS

Contact Rick Siebert of the Parking Districts Funds at 240.777.8732 or Brady Goldsmith of the Office of Management and Budget at 240.777.2793 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Management Services and Property Development

This program supports the overall Parking Services program objectives through the management of Information Technology, Budget, Human Resources and Planning staff to optimize organizational effectiveness. The Program strategically plans for the re-development of Parking Lot District real property to promote the economic growth and stability of associated urban districts. It is responsible for the drafting and coordination of Requests for Proposals for property development and provides support in the negotiation and execution of General Development Agreements.

FY14 Recommended Changes	Expenditures	FTEs
FY13 Approved	2,772,475	9.74
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	11,970	0.76
FY14 CE Recommended	2,784,445	10.50

Financial Management Program

The Financial Management Program also has overall responsibility for the recordation and reconciliation of all parking district revenue and the administration of the Ad Valorem tax program.

It is also responsible for the management of the encumbrance and invoice payment process for all Division appropriated funds. Within this process it is directly responsible for revenue bond debt, fixed costs and utilities programs.

Program Performance Measures	Actual FY11	Actual FY12	Estimated FY13	Target FY14	Target FY15
Parking Management Revenue Generated (\$ millions)	38.4	40.3	41.5	42.5	42.5
Parking Operating Expenditures (\$ millions)	23.9	25.9	24.7	25.8	25.8
Parking Management Cost Efficiency (ratio of expenses to revenues) ¹	\$0.62	\$0.64	\$0.60	\$0.61	\$0.61
Parking Customer Service Survey Ranking ²	3.41	NA	TBD	NA	TBD

¹ The increasing cost ratio is a result of increasing debt service to support capital projects.

² This measure reports the average customer satisfaction rating for both permit holders and visitor parkers along the following scale (1. Poor; 2. Fair; 3. Good; 4. Excellent) for Montgomery County Public Parking Facilities. A survey will be conducted semiannually.

FY14 Recommended Changes	Expenditures	FTEs
FY13 Approved	7,754,044	6.10
Increase Cost: Utilities - Bethesda	192,160	0.00
Increase Cost: Utilities - Silver Spring	66,480	0.00
Increase Cost: Utilities - Wheaton	3,840	0.00
Increase Cost: Utilities - Montgomery Hills	100	0.00
Decrease Cost: Debt Service Adjustment - Bethesda	-221,141	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-153,090	-0.79
FY14 CE Recommended	7,642,393	5.31

Parking Facility Maintenance and Engineering

This program provides the maintenance of all parking lots, garages, and surrounding grounds. Facilities maintenance is programmed at a level which is designed to ensure the operational integrity of the facilities and the safety of parking patrons. Maintenance of parking facilities includes: snow and ice removal; housekeeping services; equipment maintenance for elevators, electrical systems, and Heating, Ventilation, and Air- Conditioning systems (HVAC); facility repairs for maintenance of damaged glass, asphalt, concrete, plumbing, painting, space stripes, graffiti, doorframes, brick and block, meter posts, and woodwork due to vandalism, use and age; and grounds-keeping services.

Additionally, the program supports a balanced system of public parking which promotes the economic stability and growth of the County's central business districts. This is implemented through the design and construction of new parking facilities, including mixed-use projects. The program also includes renovating and improving existing parking facilities to ensure the preservation and integrity of the parking system and its continued service to the public. This program also evaluates energy usage and recommends and implements improvements that reduce the amount of energy used by off-street facilities.

FY14 Recommended Changes	Expenditures	FTEs
FY13 Approved	5,188,600	16.53
Increase Cost: Maintenance Inventory Control - Silver Spring	75,629	0.00
Increase Cost: Parking Maintenance Inventory Control - Bethesda	44,866	0.00
Increase Cost: Maintenance Inventory Control - Wheaton	6,411	0.00
Increase Cost: Maintenance Inventory Control - Montgomery Hills	1,280	0.00
Decrease Cost: Emergency Backup Batteries in Garages - Wheaton	-22,000	0.00
Decrease Cost: Emergency Battery Backup in Garages - Bethesda	-38,500	0.00
Decrease Cost: Emergency Battery Backup in Garages - Silver Spring	-57,200	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	22,846	0.15
FY14 CE Recommended	5,221,932	16.68

Parking Operations

This unit has overall responsibility for the collection and processing of all parking revenue, including revenue from individual meters, automated pay stations, cashiered facilities, parking permits, and parking fines. Additionally it provides support to the Mass Transit Fund in the processing of bus revenue for deposit.

The program is also responsible for the management of the parking citation database and provides management of the appeal process for all parking tickets written within the County. Parking Operations maintains regularly scheduled parking enforcement patrols in all Parking Lot Districts (PLD), residential permit areas outside the PLD's and other designated County facilities. In addition, this program provides a comprehensive meter maintenance program to ensure all meter devices function properly.

Augmenting the public safety mission of the County Police, this unit also provides contract security guard services for parking facilities to detect and report theft, vandalism, and threats to personal security. Security support is also provided by the Silver Spring Clean and Safe Team.

Parking Operations also manages and executes the Parking Outside the Parking Districts Program funded by the County's General Fund.

FY14 Recommended Changes	Expenditures	FTEs
FY13 Approved	9,715,638	16.42
Add: Single Space Smart Meters - Bethesda	277,200	0.00
Increase Cost: Debit/Credit Card Bank Fees for Pay-On-Foot and Pay-By-Space Machines - Silver Spring	101,820	0.00
Increase Cost: Debit/Credit Card Bank Fees for Pay-On-Foot and Pay-By-Space Machines - Bethesda	88,390	0.00
Increase Cost: Debit/Credit Card Bank Fees for Pay-On-Foot and Pay-By-Space Machines - Wheaton	12,840	0.00
Add: Performance Pricing - Bethesda	2,400	0.00
Increase Cost: Debit/Credit Card Bank Fees for Pay-On-Foot and Pay-By-Space Machines - Montgomery Hills	1,260	0.00
Decrease Cost: Increase Hourly Rates from \$0.25 to \$0.50; Increase PCS Permit from \$45 to \$95 per Month - Montgomery Hills	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.	7,927	-0.32
FY14 CE Recommended	10,207,625	16.10

BUDGET SUMMARY

	Actual FY12	Budget FY13	Estimated FY13	Recommended FY14	% Chg Bud/Rec
BETHESDA PARKING DISTRICT					
EXPENDITURES					
Salaries and Wages	1,351,446	1,429,260	1,361,186	1,382,866	-3.2%
Employee Benefits	438,263	519,656	466,736	529,231	1.8%
Bethesda Parking District Personnel Costs	1,789,709	1,948,916	1,827,922	1,912,097	-1.9%
Operating Expenses	6,146,657	6,849,232	6,799,227	7,376,145	7.7%
Debt Service Other	3,273,135	4,235,080	4,235,080	4,010,939	-5.3%
Capital Outlay	0	0	0	0	—
Bethesda Parking District Expenditures	11,209,501	13,033,228	12,862,229	13,299,181	2.0%
PERSONNEL					
Full-Time	28	29	29	29	—
Part-Time	0	0	0	0	—
FTEs	20.40	20.70	20.70	20.40	-1.4%
REVENUES					
Investment Income	16,543	24,400	24,400	55,300	126.6%
Miscellaneous Revenues	27,736,890	27,208,510	568,240	33,455,620	23.0%
Parking Fees	11,201,980	12,373,730	12,373,730	12,998,730	5.1%
Parking Fines	5,199,779	5,085,000	5,085,000	4,829,000	-5.0%
Property Rentals	20,952	0	40,000	40,000	—
Property Tax	2,024,199	2,632,533	2,460,851	2,478,318	-5.9%
Residential Parking Permits	-22	0	0	0	—
Smart Meters	0	0	0	316,000	—
Bethesda Parking District Revenues	46,200,321	47,324,173	20,552,221	54,172,968	14.5%
MONTGOMERY HILLS PARKING DISTRICT					
EXPENDITURES					
Salaries and Wages	29,849	29,598	31,444	32,716	10.5%
Employee Benefits	7,823	10,156	9,450	11,951	17.7%
Montgomery Hills Parking District Personnel Costs	37,672	39,754	40,894	44,667	12.4%
Operating Expenses	83,631	92,613	92,606	92,232	-0.4%
Capital Outlay	0	0	0	0	—
Montgomery Hills Parking District Expenditures	121,303	132,367	133,500	136,899	3.4%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.40	0.47	0.47	0.47	—
REVENUES					
Miscellaneous Revenues	-3,443	0	0	0	—
Parking Fees	27,836	27,000	27,000	52,000	92.6%
Parking Fines	21,212	26,000	26,000	25,000	-3.8%
Property Tax	75,888	76,230	78,479	78,955	3.6%
Montgomery Hills Parking District Revenues	121,493	129,230	131,479	155,955	20.7%
SILVER SPRING PARKING DISTRICT					
EXPENDITURES					
Salaries and Wages	1,408,026	1,547,210	1,495,898	1,505,965	-2.7%

	Actual FY12	Budget FY13	Estimated FY13	Recommended FY14	% Chg Bud/Rec
Employee Benefits	468,352	547,611	484,946	581,991	6.3%
Silver Spring Parking District Personnel Costs	1,876,378	2,094,821	1,980,844	2,087,956	-0.3%
Operating Expenses	6,552,003	8,852,521	8,335,690	9,009,878	1.8%
Debt Service Other	83,391	0	0	0	—
Capital Outlay	0	0	0	0	—
Silver Spring Parking District Expenditures	8,511,772	10,947,342	10,316,534	11,097,834	1.4%
PERSONNEL					
Full-Time	20	20	20	20	—
Part-Time	0	0	0	0	—
FTEs	23.90	24.23	24.23	24.23	—
REVENUES					
Investment Income	71	21,300	0	58,100	172.8%
Miscellaneous Revenues	7,576,160	0	0	0	—
Parking Fees	8,982,507	9,850,300	9,850,300	10,550,000	7.1%
Parking Fines	2,987,286	2,375,000	2,375,000	2,256,250	-5.0%
Property Tax	6,001,573	6,209,091	6,588,739	6,641,556	7.0%
Residential Parking Permits	-136	0	0	0	—
Silver Spring Parking District Revenues	25,547,461	18,455,691	18,814,039	19,505,906	5.7%
WHEATON PARKING DISTRICT					
EXPENDITURES					
Salaries and Wages	226,710	235,003	233,835	240,190	2.2%
Employee Benefits	74,850	88,422	86,305	94,522	6.9%
Wheaton Parking District Personnel Costs	301,560	323,425	320,140	334,712	3.5%
Operating Expenses	799,361	994,395	994,393	987,769	-0.7%
Capital Outlay	0	0	0	0	—
Wheaton Parking District Expenditures	1,100,921	1,317,820	1,314,533	1,322,481	0.4%
PERSONNEL					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.30	3.39	3.39	3.49	2.9%
REVENUES					
Investment Income	6	0	0	0	—
Miscellaneous Revenues	-68,412	0	0	0	—
Parking Fees	824,382	1,028,800	1,028,000	925,200	-10.1%
Parking Fines	551,991	562,600	562,600	546,000	-3.0%
Property Tax	401,562	415,690	410,209	413,542	-0.5%
Wheaton Parking District Revenues	1,709,529	2,007,090	2,000,809	1,884,742	-6.1%
DEPARTMENT TOTALS					
Total Expenditures	20,943,497	25,430,757	24,626,796	25,856,395	1.7%
Total Full-Time Positions	51	52	52	52	—
Total Part-Time Positions	0	0	0	0	—
Total FTEs	48.00	48.79	48.79	48.59	-0.4%
Total Revenues	73,578,804	67,916,184	41,498,548	75,719,571	11.5%

FY14 RECOMMENDED CHANGES

	Expenditures	FTEs
BETHESDA PARKING DISTRICT		
FY13 ORIGINAL APPROPRIATION	13,033,228	20.70
<u>Changes (with service impacts)</u>		
Add: Single Space Smart Meters - Bethesda [Parking Operations]	277,200	0.00
Add: Performance Pricing - Bethesda [Parking Operations]	2,400	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Utilities - Bethesda [Financial Management Program]	192,160	0.00
Increase Cost: Debit/Credit Card Bank Fees for Pay-On-Foot and Pay-By-Space Machines - Bethesda [Parking Operations]	88,390	0.00
Increase Cost: FY14 Compensation Adjustment - Bethesda	56,184	0.00
Increase Cost: Parking Maintenance Inventory Control - Bethesda [Parking Facility Maintenance and Engineering]	44,866	0.00
Increase Cost: Group Insurance Adjustment - Bethesda	12,615	0.00
Increase Cost: Retirement Adjustment - Bethesda	11,263	0.00
Increase Cost: Annualization of FY13 Lapsed Positions - Bethesda	5,420	0.00
Increase Cost: Risk Management Adjustment - Bethesda	2,000	0.00
Increase Cost: Other Labor Contract Costs - Bethesda	1,613	0.00
Increase Cost: Printing and Mail - Bethesda	1,007	0.00
Technical Adj: FTE adjustment - Bethesda	0	-0.30
Decrease Cost: Elimination of One-Time Items Approved in FY13 - Bethesda	-2,500	0.00
Decrease Cost: Elimination of FY13 \$2,000 Lump Sum - Bethesda	-37,785	0.00
Decrease Cost: Emergency Battery Backup in Garages - Bethesda [Parking Facility Maintenance and Engineering]	-38,500	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding - Bethesda	-43,110	0.00
Increase Cost: Annualization of FY13 Personnel Costs	-86,129	0.00
Decrease Cost: Debt Service Adjustment - Bethesda [Financial Management Program]	-221,141	0.00
FY14 RECOMMENDED:	13,299,181	20.40
MONTGOMERY HILLS PARKING DISTRICT		
FY13 ORIGINAL APPROPRIATION	132,367	0.47
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Maintenance Inventory Control - Montgomery Hills [Parking Facility Maintenance and Engineering]	1,280	0.00
Increase Cost: Debit/Credit Card Bank Fees for Pay-On-Foot and Pay-By-Space Machines - Montgomery Hills [Parking Operations]	1,260	0.00
Increase Cost: FY14 Compensation Adjustment - Montgomery Hills	1,207	0.00
Increase Cost: Group Insurance Adjustment - Montgomery Hills	471	0.00
Increase Cost: Retirement Adjustment - Montgomery Hills	254	0.00
Decrease Cost: Increase Hourly Rates from \$0.25 to \$0.50; Increase PCS Permit from \$45 to \$95 per Month - Montgomery Hills [Parking Operations]	150	0.00
Increase Cost: Annualization of FY13 Lapsed Positions - Montgomery Hills	120	0.00
Increase Cost: Utilities - Montgomery Hills [Financial Management Program]	100	0.00
Increase Cost: Printing and Mail Adjustment - Montgomery Hills	91	0.00
Increase Cost: Other Labor Contract Costs - Montgomery Hills	38	0.00
Increase Cost: Risk Management Adjustment - Montgomery Hills	20	0.00
Decrease Cost: Elimination of FY13 \$2,000 Lump Sum - Montgomery Hills	-459	0.00
FY14 RECOMMENDED:	136,899	0.47
SILVER SPRING PARKING DISTRICT		
FY13 ORIGINAL APPROPRIATION	10,947,342	24.23
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Debit/Credit Card Bank Fees for Pay-On-Foot and Pay-By-Space Machines - Silver Spring [Parking Operations]	101,820	0.00
Increase Cost: Maintenance Inventory Control - Silver Spring [Parking Facility Maintenance and Engineering]	75,629	0.00
Increase Cost: Utilities - Silver Spring [Financial Management Program]	66,480	0.00
Increase Cost: FY14 Compensation Adjustment - Silver Spring	59,332	0.00
Increase Cost: Retirement Adjustment - Silver Spring	11,488	0.00
Increase Cost: Group Insurance Adjustment - Silver Spring	10,298	0.00
Increase Cost: Annualization of FY13 Lapsed Positions - Silver Spring	5,200	0.00
Increase Cost: Other Labor Contract Costs - Silver Spring	1,761	0.00

	Expenditures	FTEs
Increase Cost: Risk Management Adjustment - Silver Spring	1,460	0.00
Increase Cost: Printing and Mail Adjustment - Silver Spring	1,298	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY13 - Silver Spring	-2,400	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding - Silver Spring	-29,730	0.00
Decrease Cost: Elimination of FY13 \$2,000 Lump Sum - Silver Spring	-38,808	0.00
Increase Cost: Annualization of FY13 Personnel Costs	-56,136	0.00
Decrease Cost: Emergency Battery Backup in Garages - Silver Spring [Parking Facility Maintenance and Engineering]	-57,200	0.00
FY14 RECOMMENDED:	11,097,834	24.23

WHEATON PARKING DISTRICT

FY13 ORIGINAL APPROPRIATION	1,317,820	3.39
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Debit/Credit Card Bank Fees for Pay-On-Foot and Pay-By-Space Machines - Wheaton [Parking Operations]	12,840	0.00
Increase Cost: FY14 Compensation Adjustment - Wheaton	9,601	0.00
Increase Cost: Maintenance Inventory Control - Wheaton [Parking Facility Maintenance and Engineering]	6,411	0.00
Increase Cost: Utilities - Wheaton [Financial Management Program]	3,840	0.00
Increase Cost: Retirement Adjustment - Wheaton	2,015	0.00
Increase Cost: Group Insurance Adjustment - Wheaton	836	0.00
Increase Cost: Annualization of FY13 Lapsed Positions - Wheaton	810	0.00
Increase Cost: Other Labor Contract Costs - Wheaton	282	0.00
Increase Cost: Risk Management Adjustment - Wheaton	230	0.00
Increase Cost: Printing and Mail Adjustment - Wheaton	85	0.00
Technical Adj: FTE adjustment - Wheaton	0	0.10
Decrease Cost: Elimination of One-Time Items Approved in FY13 - Wheaton	-300	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding - Wheaton	-4,450	0.00
Decrease Cost: Elimination of FY13 \$2,000 Lump Sum - Wheaton	-5,539	0.00
Decrease Cost: Emergency Backup Batteries in Garages - Wheaton [Parking Facility Maintenance and Engineering]	-22,000	0.00
FY14 RECOMMENDED:	1,322,481	3.49

PROGRAM SUMMARY

Program Name	FY13 Approved		FY14 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Management Services and Property Development	2,772,475	9.74	2,784,445	10.50
Financial Management Program	7,754,044	6.10	7,642,393	5.31
Parking Facility Maintenance and Engineering	5,188,600	16.53	5,221,932	16.68
Parking Operations	9,715,638	16.42	10,207,625	16.10
Total	25,430,757	48.79	25,856,395	48.59

FUTURE FISCAL IMPACTS

Title	CE REC.	(\$000's)				
	FY14	FY15	FY16	FY17	FY18	FY19
This table is intended to present significant future fiscal impacts of the department's programs.						
BETHESDA PARKING DISTRICT						
Expenditures						
FY14 Recommended	13,299	13,299	13,299	13,299	13,299	13,299
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY14	0	-19	-19	-19	-19	-19
Items recommended for one-time funding in FY14, including vehicle for inventory control and meter plates for Performance Pricing, will be eliminated from the base in the outyears.						
Labor Contracts	0	77	98	98	98	98
These figures represent the estimated cost of general wage adjustments, new service increments, and associated benefits.						
Labor Contracts - Other	0	0	-2	-2	-2	-2
These figures represent other negotiated items included in the labor agreements.						

Title	CE REC.	(\$000's)				
	FY14	FY15	FY16	FY17	FY18	FY19
Bethesda Lot 31 Parking Garage	0	607	677	677	677	677
These figures represent the impacts on the Operating Budget of projects included in the FY13-18 Recommended Capital Improvements Program.						
Debit/Credit Card Bank Fees for Pay-On-Foot and Pay-By-Space Machines	0	-4	-7	-12	-12	-12
Debt Service	0	949	950	952	953	954
These figures represent costs associated with debt service including new debt, pay down of existing debt, and fluctuations due to interest rate assumptions.						
Emergency Battery Backup in Garages	0	39	0	39	0	39
Replacement every two years.						
Retiree Health Insurance Pre-Funding	0	-5	-13	-19	-27	-38
These figures represent the estimated cost of the multi-year plan to pre-fund retiree health insurance costs for the County's workforce.						
Subtotal Expenditures	13,299	14,943	14,984	15,014	14,968	14,997
MONTGOMERY HILLS PARKING DISTRICT						
Expenditures						
FY14 Recommended	137	137	137	137	137	137
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY14	0	-1	-1	-1	-1	-1
Items recommended for one-time funding in FY14, including vehicle for inventory control and meter plates, will be eliminated from the base in the outyears.						
Labor Contracts	0	2	2	2	2	2
These figures represent the estimated cost of general wage adjustments, new service increments, and associated benefits.						
Subtotal Expenditures	137	138	138	138	138	138
SILVER SPRING PARKING DISTRICT						
Expenditures						
FY14 Recommended	11,098	11,098	11,098	11,098	11,098	11,098
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY14	0	-28	-28	-28	-28	-28
Items recommended for one-time funding in FY14, including vehicle for inventory control, will be eliminated from the base in the outyears.						
Labor Contracts	0	82	104	104	104	104
These figures represent the estimated cost of general wage adjustments, new service increments, and associated benefits.						
Labor Contracts - Other	0	0	-2	-2	-2	-2
These figures represent other negotiated items included in the labor agreements.						
Debit/Credit Card Bank Fees for Pay-On-Foot and Pay-By-Space Machines	0	-4	-8	-13	-13	-13
Emergency Backup Batteries in Garages	0	57	0	57	0	57
Replacement every two years.						
Retiree Health Insurance Pre-Funding	0	-4	-9	-13	-18	-26
These figures represent the estimated cost of the multi-year plan to pre-fund retiree health insurance costs for the County's workforce.						
Silver Spring Lot 3 Parking Garage	0	0	6	62	62	62
These figures represent the impacts on the Operating Budget of projects included in the FY13-18 Amended Capital Improvements Program.						
Subtotal Expenditures	11,098	11,201	11,161	11,265	11,203	11,253
WHEATON PARKING DISTRICT						
Expenditures						
FY14 Recommended	1,322	1,322	1,322	1,322	1,322	1,322
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY14	0	-2	-2	-2	-2	-2
Items recommended for one-time funding in FY14, including vehicle for inventory control, will be eliminated from the base in the outyears.						
Labor Contracts	0	13	17	17	17	17
These figures represent the estimated cost of general wage adjustments, new service increments, and associated benefits.						
Debit/Credit Card Bank Fees for Pay-On-Foot and Pay-By-Space Machines	0	-1	-1	-2	-2	-2
Emergency Backup Batteries in Garages	0	22	0	22	0	22
Replacement every two years.						
Retiree Health Insurance Pre-Funding	0	-1	-1	-2	-3	-4
These figures represent the estimated cost of the multi-year plan to pre-fund retiree health insurance costs for the County's workforce.						
Subtotal Expenditures	1,322	1,354	1,334	1,355	1,332	1,353

FY14-19 PUBLIC SERVICES PROGRAM: FISCAL PLAN				Bethesda Parking District			
FISCAL PROJECTIONS	FY13 ESTIMATE	FY14 REC	FY15 PROJECTION	FY16 PROJECTION	FY17 PROJECTION	FY18 PROJECTION	FY19 PROJECTION
ASSUMPTIONS							
Property Tax Rate: Real/Improved	0.124	0.124	0.124	0.124	0.124	0.124	0.124
Assessable Base: Real/Improved (000)	1,417,900	1,431,000	1,482,200	1,536,200	1,602,900	1,670,900	1,742,500
Property Tax Collection Factor: Real Property	99.2%	99.2%	99.2%	99.2%	99.2%	99.2%	99.2%
Property Tax Rate: Personal/Improved	0.310	0.310	0.310	0.310	0.310	0.310	0.310
Assessable Base: Personal/Improved (000)	176,600	176,600	176,600	176,600	176,600	176,600	176,600
Property Tax Collection Factor: Personal Property	99.4%	99.4%	99.4%	99.4%	99.4%	99.4%	99.4%
Indirect Cost Rate	12.13%	15.69%	15.69%	15.69%	15.69%	15.69%	15.69%
CPI (Fiscal Year)	2.3%	2.3%	2.4%	2.7%	3.2%	3.5%	3.7%
Investment Income Yield	0.16%	0.19%	0.36%	0.75%	1.35%	1.80%	2.15%
BEGINNING FUND BALANCE	33,057,753	3,575,410	13,387,862	9,984,213	8,257,786	6,177,060	4,733,786
REVENUES							
Taxes	2,460,851	2,478,318	2,546,526	2,618,424	2,707,236	2,797,770	2,893,101
Charges For Services	12,373,730	13,314,730	13,989,730	14,247,730	14,247,730	14,247,730	14,247,730
Fines & Forfeitures	5,085,000	4,829,000	4,829,000	4,829,000	4,829,000	4,829,000	4,829,000
Miscellaneous	632,640	33,550,920	360,380	391,720	428,340	1,433,230	3,407,640
Subtotal Revenues	20,552,221	54,172,968	21,725,636	22,086,874	22,212,306	23,307,730	25,377,471
INTERFUND TRANSFERS (Net Non-CIP)	(8,610,335)	(8,021,335)	(7,688,607)	(7,766,120)	(7,868,120)	(7,981,120)	(8,116,120)
Transfers To The General Fund	(260,840)	(317,640)	(326,587)	(315,100)	(315,100)	(315,100)	(315,100)
Indirect Costs	(236,560)	(300,010)	(312,080)	(315,100)	(315,100)	(315,100)	(315,100)
Technology Modernization CIP project	(24,280)	(17,630)	(14,507)	0	0	0	0
Transfers To Special Fds: Tax Supported	(8,392,820)	(7,770,920)	(7,362,020)	(7,451,020)	(7,553,020)	(7,666,020)	(7,801,020)
To Transportation Management District	(492,820)	(492,820)	(492,820)	(492,820)	(492,820)	(492,820)	(492,820)
To Bethesda Urban District	(2,815,000)	(2,932,000)	(3,006,000)	(3,095,000)	(3,197,000)	(3,310,000)	(3,445,000)
To Mass Transit (PVN)	(5,085,000)	(4,346,100)	(3,863,200)	(3,863,200)	(3,863,200)	(3,863,200)	(3,863,200)
Transfers From The General Fund	43,325	67,225	0	0	0	0	0
Shady Grove Meters	43,325	67,225	0	0	0	0	0
TOTAL RESOURCES	44,999,639	49,727,043	27,424,891	24,304,967	22,601,972	21,503,670	21,995,137
CIP CURRENT REVENUE APPROP.	(3,239,000)	10,120,000	(2,321,000)	(590,000)	(590,000)	(590,000)	(590,000)
OTHER CIP REVENUE APPROP.	(23,423,000)	(33,160,000)	0	0	0	0	0
PRIOR YEAR APPROP	0	0	0	0	0	0	0
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(8,811,860)	(9,288,242)	(9,465,272)	(9,761,912)	(10,109,462)	(10,500,352)	(10,936,422)
Debt Service: Other (Non-Tax Funds only)	(4,050,369)	(4,010,939)	(4,959,789)	(4,960,917)	(4,963,008)	(4,963,470)	(4,965,220)
Labor Agreement	n/a	0	(76,947)	(96,162)	(96,162)	(96,162)	(96,162)
Annualizations and One-Time	n/a	n/a	18,850	18,850	18,850	18,850	18,850
Debit/Credit Card Fees	n/a	n/a	3,500	7,390	11,620	11,620	11,620
Emergency Battery Backup	n/a	n/a	(38,500)	0	(38,500)	0	(38,500)
Retiree Health Insurance Pre-Funding	n/a	n/a	5,480	12,570	18,750	26,630	37,550
Garage 31	n/a	n/a	(607,000)	(677,000)	(677,000)	(677,000)	(677,000)
Subtotal PSP Oper Budget Approp / Exp's	(12,862,229)	(13,299,181)	(15,119,678)	(15,457,181)	(15,834,912)	(16,179,884)	(16,645,284)
OTHER CLAIMS ON FUND BALANCE	(1,900,000)	0	0	0	0	0	0
TOTAL USE OF RESOURCES	(41,424,229)	(36,339,181)	(17,440,678)	(16,047,181)	(16,424,912)	(16,769,884)	(17,235,284)
YEAR END FUND BALANCE	3,575,410	13,387,862	9,984,213	8,257,786	6,177,060	4,733,786	4,759,853
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	7.9%	26.9%	36.4%	34.0%	27.3%	22.0%	21.6%

Assumptions:

1. The cash balance includes funds required to be held by the District to cover Bond Covenants. Bond coverage (annual net revenues over debt service requirements) is maintained at about 225 percent in FY14. The minimum requirement is 125 percent.
2. Real/Improved property tax revenue is assumed to increase over the six years based on an improved assessable base.
3. Revenue for the air rights lease for Garage 49 is assumed in FY13 through FY19.
4. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY15-19 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.

FY14-19 PUBLIC SERVICES PROGRAM: FISCAL PLAN			Montgomery Hills Parking Lot District				
FISCAL PROJECTIONS	FY13 ESTIMATE	FY14 REC	FY15 PROJECTION	FY16 PROJECTION	FY17 PROJECTION	FY18 PROJECTION	FY19 PROJECTION
ASSUMPTIONS							
Property Tax Rate: Real/Improved	0.240	0.000	0.000	0.000	0.000	0.000	0.000
Assessable Base: Real/Improved (000)	26,200	26,400	27,300	28,300	29,500	30,800	32,100
Property Tax Collection Factor: Real Property	99.2%	99.2%	99.2%	99.2%	99.2%	99.2%	99.2%
Property Tax Rate: Personal/Improved	0.600	0.000	0.000	0.000	0.000	0.000	0.000
Assessable Base: Personal/Improved (000)	2,600	2,600	2,600	2,600	2,600	2,600	2,600
Property Tax Collection Factor: Personal Property	99.4%	99.4%	99.4%	99.4%	99.4%	99.4%	99.4%
Indirect Cost Rate	12.13%	15.69%	15.69%	15.69%	15.69%	15.69%	15.69%
CPI (Fiscal Year)	2.3%	2.3%	2.4%	2.7%	3.2%	3.5%	3.7%
Investment Income Yield	0.16%	0.19%	0.36%	0.75%	1.35%	1.80%	2.15%
BEGINNING FUND BALANCE	64,407	39,036	45,681	51,066	53,982	54,355	51,693
REVENUES							
Taxes	78,479	78,955	81,097	83,478	86,335	89,430	92,525
Charges For Services	27,000	52,000	52,000	52,000	52,000	52,000	52,000
Fines & Forfeitures	26,000	25,000	25,000	25,000	25,000	25,000	25,000
Subtotal Revenues	131,479	155,955	158,097	160,478	163,335	166,430	169,525
INTERFUND TRANSFERS (Net Non-CIP)	(23,350)	(12,410)	(12,599)	(12,340)	(12,340)	(12,340)	(12,340)
Transfers To The General Fund	(23,350)	(12,410)	(12,599)	(12,340)	(12,340)	(12,340)	(12,340)
Indirect Costs	(4,870)	(7,010)	(7,270)	(7,340)	(7,340)	(7,340)	(7,340)
Regional Services Center	(18,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
TOTAL RESOURCES	172,536	182,580	191,180	199,204	204,977	208,445	208,879
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(133,500)	(136,899)	(139,109)	(143,799)	(149,269)	(155,399)	(162,229)
Labor Agreement	n/a	0	(1,675)	(2,143)	(2,143)	(2,143)	(2,143)
Annualizations and One-Time	n/a	n/a	620	620	620	620	620
Debit/Credit Card Fees	n/a	n/a	50	100	170	170	170
Subtotal PSP Oper Budget Approp / Exp's	(133,500)	(136,899)	(140,114)	(145,222)	(150,622)	(156,752)	(163,582)
TOTAL USE OF RESOURCES	(133,500)	(136,899)	(140,114)	(145,222)	(150,622)	(156,752)	(163,582)
YEAR END FUND BALANCE	39,036	45,681	51,066	53,982	54,355	51,693	45,297
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	22.6%	25.0%	26.7%	27.1%	26.5%	24.8%	21.7%
Assumptions: 1. Property tax revenue is assumed to increase over the six years based on an improved assessable base. 2. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY15-19 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.							

FY14-19 PUBLIC SERVICES PROGRAM: FISCAL PLAN				Silver Spring Parking Lot District			
FISCAL PROJECTIONS	FY13 ESTIMATE	FY14 REC	FY15 PROJECTION	FY16 PROJECTION	FY17 PROJECTION	FY18 PROJECTION	FY19 PROJECTION
ASSUMPTIONS							
Property Tax Rate: Real/Improved	0.317	0.317	0.317	0.317	0.317	0.317	0.317
Assessable Base: Real/Improved (000)	1,671,700	1,687,200	1,747,600	1,811,200	1,889,800	1,970,000	2,054,400
Property Tax Collection Factor: Real Property	99.2%	99.2%	99.2%	99.2%	99.2%	99.2%	99.2%
Property Tax Rate: Personal/Improved	0.793	0.793	0.793	0.793	0.793	0.793	0.793
Assessable Base: Personal/Improved (000)	110,800	110,800	110,800	110,800	110,800	110,800	110,800
Property Tax Collection Factor: Personal Property	99.4%	99.4%	99.4%	99.4%	99.4%	99.4%	99.4%
Indirect Cost Rate	12.13%	15.69%	15.69%	15.69%	15.69%	15.69%	15.69%
CPI (Fiscal Year)	2.3%	2.3%	2.4%	2.7%	3.2%	3.5%	3.7%
Investment Income Yield	0.16%	0.19%	0.36%	0.75%	1.35%	1.80%	2.15%
BEGINNING FUND BALANCE	11,685,114	12,449,458	12,334,243	11,984,153	11,530,611	10,843,670	9,956,708
REVENUES							
Taxes	6,588,739	6,641,556	6,847,636	7,064,719	7,332,891	7,606,564	7,894,541
Charges For Services	9,850,300	10,550,000	10,550,000	10,550,000	10,550,000	10,550,000	10,550,000
Fines & Forfeitures	2,375,000	2,256,250	2,256,250	2,256,250	2,256,250	2,256,250	2,256,250
Miscellaneous	0	58,100	43,570	87,850	149,180	183,760	192,560
Subtotal Revenues	18,814,039	19,505,906	19,697,456	19,958,819	20,288,321	20,596,574	20,893,351
INTERFUND TRANSFERS (Net Non-CIP)							
Transfers To The General Fund	(5,013,161)	(5,753,287)	(5,856,469)	(5,991,198)	(6,125,319)	(6,274,802)	(6,448,062)
Indirect Costs	(282,700)	(348,236)	(357,411)	(343,680)	(343,680)	(343,680)	(343,680)
Technology Modernization CIP	(254,260)	(327,600)	(340,430)	(343,680)	(343,680)	(343,680)	(343,680)
Transfers To Special Fds: Tax Supported	(28,440)	(20,636)	(16,981)	0	0	0	0
To Silver Spring Urban District	(4,758,810)	(5,437,430)	(5,499,058)	(5,647,518)	(5,781,639)	(5,931,122)	(6,104,382)
To Transportation Management District	(1,532,000)	(2,405,000)	(2,448,000)	(2,575,000)	(2,683,000)	(2,803,000)	(2,944,000)
Transfers From The General Fund	(851,810)	(776,180)	(794,808)	(816,268)	(842,389)	(871,872)	(904,132)
Sale of Meters for use in Bethesda	28,349	32,379	0	0	0	0	0
	28,349	32,379	0	0	0	0	0
TOTAL RESOURCES	25,485,992	26,202,077	26,175,230	25,951,774	25,693,613	25,165,441	24,401,997
CIP CURRENT REVENUE APPROP. PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(2,720,000)	(2,770,000)	(2,800,000)	(2,750,000)	(2,700,000)	(2,700,000)	(2,700,000)
Labor Agreement	(10,316,534)	(11,097,834)	(11,287,674)	(11,607,554)	(11,982,284)	(12,403,704)	(12,873,824)
Annualizations and One-Time	n/a	0	(81,753)	(102,479)	(102,479)	(102,479)	(102,479)
Debit/Credit Card Bank Fees	n/a	n/a	27,730	27,730	27,730	27,730	27,730
Emergency Back-Up Batteries	n/a	n/a	4,040	8,480	13,360	13,360	13,360
Retiree Health Insurance Pre-Funding	n/a	n/a	(57,200)	0	(57,200)	0	(57,200)
Lot 3 Parking Garage	n/a	n/a	3,780	8,660	12,930	18,360	25,890
	n/a	n/a	0	(6,000)	(62,000)	(62,000)	(62,000)
Subtotal PSP Oper Budget Approp / Exp's	(10,316,534)	(11,097,834)	(11,391,077)	(11,671,163)	(12,149,943)	(12,508,733)	(13,028,523)
TOTAL USE OF RESOURCES	(13,036,534)	(13,867,834)	(14,191,077)	(14,421,163)	(14,849,943)	(15,208,733)	(15,728,523)
YEAR END FUND BALANCE	12,449,458	12,334,243	11,984,153	11,530,611	10,843,670	9,956,708	8,673,474
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	48.8%	47.1%	45.8%	44.4%	42.2%	39.6%	35.5%
Assumptions: 1. Property tax revenue is assumed to increase over the six years based on an improved assessable base. 2. Large assessable base increases are due to economic growth and new projects coming online. 3. These projections are based on the Executive's Recommended Budget and include the revenue and resources assumptions of that budget. FY15-19 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.							

FY14-19 PUBLIC SERVICES PROGRAM: FISCAL PLAN			Wheaton Parking Lot District				
FISCAL PROJECTIONS	FY13 ESTIMATE	FY14 REC	FY15 PROJECTION	FY16 PROJECTION	FY17 PROJECTION	FY18 PROJECTION	FY19 PROJECTION
ASSUMPTIONS							
Property Tax Rate: Real/Improved	0.240	0.240	0.240	0.240	0.240	0.240	0.240
Assessable Base: Real/Improved (000)	147,500	148,900	154,200	159,800	166,700	173,800	181,200
Property Tax Collection Factor: Real Property	99.2%	99.2%	99.2%	99.2%	99.2%	99.2%	99.2%
Property Tax Rate: Personal/Improved	0.600	0.600	0.600	0.600	0.600	0.600	0.600
Assessable Base: Personal/Improved (000)	8,300	8,300	8,300	8,300	8,300	8,300	8,300
Property Tax Collection Factor: Personal Property	99.4%	99.4%	99.4%	99.4%	99.4%	99.4%	99.4%
Indirect Cost Rate	12.13%	15.69%	15.69%	15.69%	15.69%	15.69%	15.69%
CPI (Fiscal Year)	2.3%	2.3%	2.4%	2.7%	3.2%	3.5%	3.7%
Investment Income Yield	0.16%	0.19%	0.36%	0.75%	1.35%	1.80%	2.15%
BEGINNING FUND BALANCE	873,873	842,549	675,084	463,340	468,460	418,478	351,149
REVENUES							
Taxes	410,209	413,542	426,161	439,493	455,921	472,824	490,442
Charges For Services	1,028,000	925,200	925,200	925,200	925,200	925,200	925,200
Fines & Forfeitures	562,600	546,000	546,000	546,000	546,000	546,000	546,000
Subtotal Revenues	2,000,809	1,884,742	1,897,361	1,910,693	1,927,121	1,944,024	1,961,642
INTERFUND TRANSFERS (Net Non-CIP)	(560,600)	(572,727)	(574,266)	(347,390)	(347,390)	(347,390)	(347,390)
Transfers To The General Fund	(43,280)	(55,407)	(56,946)	(55,070)	(55,070)	(55,070)	(55,070)
Indirect Costs	(39,350)	(52,520)	(54,570)	(55,070)	(55,070)	(55,070)	(55,070)
Technology Modernization CIP	(3,930)	(2,887)	(2,376)	0	0	0	0
Transfers To Special Fds: Tax Supported	(517,320)	(517,320)	(517,320)	(292,320)	(292,320)	(292,320)	(292,320)
To Mass Transit PVN	(225,000)	(225,000)	(225,000)	0	0	0	0
To Urban District	(292,320)	(292,320)	(292,320)	(292,320)	(292,320)	(292,320)	(292,320)
TOTAL RESOURCES	2,314,082	2,154,565	1,998,178	2,026,643	2,048,191	2,015,112	1,965,401
CIP CURRENT REVENUE APPROP. PSP OPER. BUDGET APPROP/ EXP'S.	(157,000)	(157,000)	(157,000)	(157,000)	(157,000)	(157,000)	(157,000)
Operating Budget	(1,314,533)	(1,322,481)	(1,346,191)	(1,389,631)	(1,440,411)	(1,497,481)	(1,561,111)
Labor Agreement	n/a	0	(13,077)	(16,282)	(16,282)	(16,282)	(16,282)
Annualizations and One-Time	n/a	n/a	2,350	2,350	2,350	2,350	2,350
Retiree Health Insurance Pre-funding	n/a	n/a	570	1,310	1,940	2,760	3,890
Debit/Credit Card Bank Fees	n/a	n/a	510	1,070	1,690	1,690	1,690
Emergency Batteries	n/a	n/a	(22,000)	0	(22,000)	0	(22,000)
Subtotal PSP Oper Budget Approp / Exp's	(1,314,533)	(1,322,481)	(1,377,838)	(1,401,183)	(1,472,713)	(1,506,963)	(1,591,463)
TOTAL USE OF RESOURCES	(1,471,533)	(1,479,481)	(1,534,838)	(1,558,183)	(1,629,713)	(1,663,963)	(1,748,463)
YEAR END FUND BALANCE	842,549	675,084	463,340	468,460	418,478	351,149	216,938
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	36.4%	31.3%	23.2%	23.1%	20.4%	17.4%	11.0%
Assumptions: 1. Property tax revenue is assumed to increase over the six years based on an improved assessable base. 2. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY15-19 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.							