

OFFICE OF CENTRAL SERVICES - 131

MISSION AND SERVICES

Mission - The Office of Central Services provides facilities management, real property management, fleet management, inventory, reproduction and mail services, procurement and supplier development, and diversity services to facilitate the delivery of quality goods and services.

Core Services -

- Facilities management
- Real property management
- Fleet management
- Inventory management
- Reproduction and mail services
- Procurement
- Local, small, minority and disadvantaged business services

Strategic Focus in FY 2018 -

The agency's top priorities in FY 2018 are:

- Increase the number of County-based certified and registered businesses. Maintain the percentage of contract dollars awarded to minority businesses at or above 30% and maintain the percentage of contract dollars awarded to County-based businesses at or above 40%
- Increase the percent of buildings classified as being in "good condition"
- Increase vehicle availability to support Public Safety and general County needs.

FY 2018 BUDGET SUMMARY

The FY 2018 approved budget for the Office of Central Services is \$43,186,700, a decrease of \$135,200 or 0.3% under the FY 2017 approved budget.

GENERAL FUNDS

The FY 2018 approved General Fund budget for the Office of Central Services is \$20,597,600, an increase of \$1,226,500 or 6.3% over the FY 2017 approved budget.

Budgetary Changes -

FY 2017 APPROVED BUDGET	\$19,371,100
Increase Cost: Compensation - Mandated Salary Requirements	\$464,600
Increase Cost: Operating - Funding allotted to complete the Disparity Study	\$255,000
Increase Cost: Operating - Increase in training, advertising, travel, membership fees, mileage reimbursement and various other operating expenses to support agency operations	\$189,800
Increase Costs: Operating - Increase in operating contracts for livable wage increase	\$97,000
Increase Cost: Compensation - Increase in overtime, temporary seasonal and desk audit adjustments	\$89,500
Increase Cost: Fringe Benefits - Reflects net fringe benefit increase due to compensation adjustments	\$70,900
Increase Cost: Compensation - Funded Vacancies - Additional funding for previously unfunded positions including lapse and attrition	\$45,200
Increase Cost: Operating - Increase in operating to support maintenance costs for the energy program and office equipment purchase	\$14,400
Increase Cost: Recovery Reduction - Decrease in recoveries to align staff within funds	\$100
FY 2018 APPROVED BUDGET	\$20,597,600

INTERNAL SERVICE FUNDS

The FY 2018 approved budget for the Fleet Management Internal Service Fund is \$14,365,200, an increase of \$1,429,400 or 11.0% over the FY 2017 approved budget.

Budgetary Changes -

FY 2017 APPROVED BUDGET	\$12,935,800
Increase Cost: Operating - Increase in operating to purchase parking lot	\$630,000
Increase Cost: Compensation - Mandated Salary Requirements	\$228,000
Increase Cost: Fringe Benefits - Reflects lower fringe benefit rate from 66.8% to 65.8%; offset by increases for compensation adjustments.	\$211,200
Increase Cost: Capital Outlay - Increase to support vehicle replacement	\$200,000
Increase Cost: Compensation - Funded Vacancies - Additional funding for previously unfunded positions including lapse and attrition	\$157,700
Increase Cost: Operating - Increase in operating to align to historical spending	\$2,500
FY 2018 APPROVED BUDGET	\$14,365,200

SPECIAL REVENUE FUNDS

The FY 2018 approved budget for the Property Management Special Revenue Fund is \$408,900, an increase of \$108,900 or 36.3% over the FY 2017 approved budget.

Budgetary Changes -

FY 2017 APPROVED BUDGET	\$300,000
Increase Cost: Operating - Increase operating expense to align with historical spending	\$108,900
FY 2018 APPROVED BUDGET	\$408,900

The FY 2018 approved budget for the Collington Center Special Revenue Fund is \$5,000. FY 2018 funding remains unchanged from FY 2017 approved budget.

GRANT FUNDS

The FY 2018 approved grant budget for the Office of Central Services is \$7,810,000, a decrease of \$2,900,000 or 27.1% under the FY 2017 approved budget.

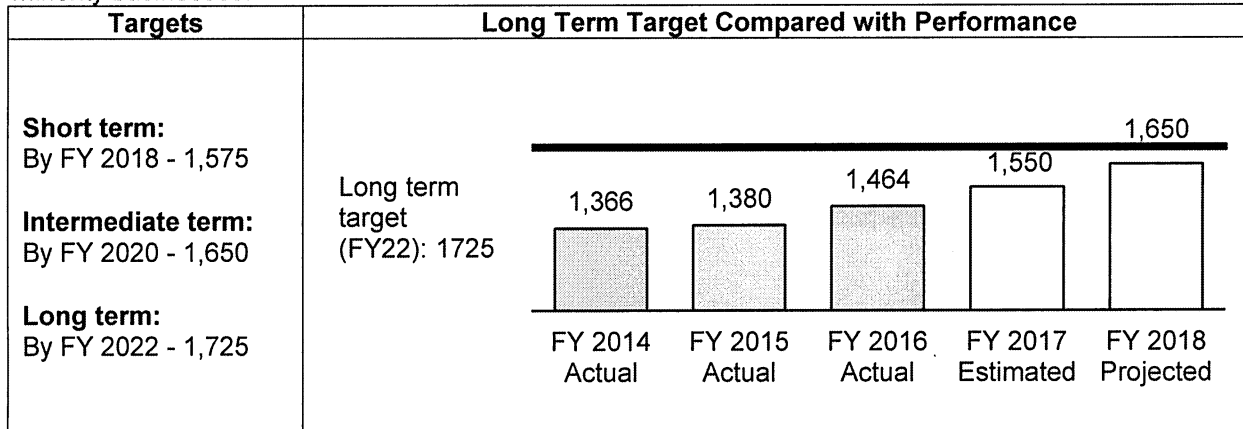
Budgetary Changes -

FY 2017 APPROVED BUDGET	\$10,710,000
Enhance: Existing Program - Funding for Transforming Neighborhood Initiative (TNI) Clean Energy Program	\$1,880,000
Enhance: Existing Program - Funding for Energy Star and Green Leasing Program	\$1,220,000
Technical Adjustment - No appropriation necessary due to previously established funding for Green Sustainability Fund	(\$6,000,000)
FY 2018 APPROVED BUDGET	\$7,810,000

SERVICE DELIVERY PLAN AND PERFORMANCE

GOAL 1 - To provide assistance to County-based and minority businesses in order to increase supplier diversity, build capacity and foster economic development.

Objective 1.1 - Increase the number and capacity of certified County-based, County-located and certified minority businesses.



Trend and Analysis -

The agency is on target to increase the number of businesses certified in at least two of the certification categories. The newly enacted legislation, Jobs and Opportunity Act of 2016, may impact the number of minority businesses that are certified with Prince George’s County; however, the agency will implement a process that works through Contracts Administration and Procurement and the Supplier Development and Diversity Division (SDDD) in order to certify as many MBE firms that are interested. The agency will continue to make inroads under its advocacy, outreach, education and training initiatives. Recruitment activity will increase along with stakeholder partner meetings. The application process will be reviewed periodically to ensure efficiency, including but not limited to streamlining the overall process.

Performance Measures -

Measure Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Resources (input)					
Number of total SDDD staff	7	8	8	14	14
Number of SDDD business analysts	3	3	3	3	3
Workload, Demand and Production (output)					
Number of minority business recertifications	701	969	761	800	875
Number of County-based business certification applications	201	210	237	255	300
Number of site visits to potential County-based businesses	54	75	56	65	75
Number of certified County-based and minority business applications and recertifications per business analyst	416	393	333	352	392
Quality					
Percent of minority businesses certified within five business days (includes new applications and recertifications)	100%	100%	100%	100%	100%
Percent of County-based certifications completed within 90 days	100%	100%	100%	100%	100%
Impact (outcome)					
Total number of certified and registered minority businesses (cumulative)	1,165	969	912	950	1,000
Total number of certified County-based businesses (cumulative)	201	411	552	600	650
Total number of County-Located Businesses (cumulative)				50	60
Total number of certified County-based, County-located and certified minority businesses (cumulative)	1,366	1,380	1,464	1,550	1,650

Strategies to Accomplish the Objective -

- **Strategy 1.1.1** - Continue to execute, facilitate and manage certification programs for County-based, County-located and minority businesses; which include women- owned businesses, disadvantaged, veteran and service disabled businesses
- **Strategy 1.1.2** - Monitor performance metrics for County Agency partners to ensure compliance with the legislative requirements. (e.g. Jobs First Act)
- **Strategy 1.1.3** - Conduct client training, education and outreach efforts to build the capacity of businesses and bring awareness to potential opportunities with strategically aligned partners
- **Strategy 1.1.4** - Identify and create strategic partnerships with surrounding jurisdictions and other professional organizations to increase the applicant pool

Objective 1.2 - Maintain the percentage of contract dollars awarded to diverse suppliers as outlined in the Jobs First Act at or above 30%.

Targets	Long Term Target Compared with Performance				
<p>Short term: By FY 2018 - 30 %</p> <p>Intermediate term: By FY 2020 - 30%</p> <p>Long term: By FY 2022 - 30%</p>	<div style="text-align: center;"> <p>30% 30% 30% 30% 30%</p> <p>Long term target (FY22): 30%</p> <p>FY 2014 FY 2015 FY 2016 FY 2017 FY 2018</p> <p>Actual Actual Actual Estimated Projected</p> </div>				

Trend and Analysis -

The agency will continue to advocate and recommend procurement opportunities as outlined by the Jobs First Act and the Jobs and Opportunity Act of 2016 at or above 30% to ensure compliance with the legislation. The agency will review all new procurement opportunities as well as all riders and extensions for current procurement contracts. Contract review is designed to expose County-based and Minority Business Enterprises to more procurement opportunities that will impact their ability to grow their businesses. The impact of the initiative is expected to yield an increase in the number of minority businesses exposed to procurement opportunities while also preparing businesses to do more competitive bidding in the marketplace.

Performance Measures -

Measure Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Resources (input)					
Number of procurement staff	12	14	14	14	18
Workload, Demand and Production (output)					
Total number of certified County-based businesses	201	411	552	600	650
Total number of certified minority businesses	818	969	912	950	1,000
Total number of certified County-located businesses		1,380	34	50	60
Total percentage of contracts in compliance with prevailing wage [New]					90%
Total percentage of contracts meeting 40% County-based subcontracting			14%	30%	75%
Total percent of contracts meeting 30% MBE subcontracting requirements			5%	40%	90%
Total number of restricted contracts	2	4	4	3	3
Efficiency					
Number of contracts awarded per procurement staff member	3	5	4	5	4
Impact (outcome)					
Percent of the County's procurement dollars awarded to minority businesses	30%	30%	30%	30%	30%
Amount of County's procurement dollars awarded to minority businesses (\$ millions)	\$79.5	\$83.5	\$85.0	\$87.5	\$90.0
Percent of the County's procurement dollars awarded to County-based businesses			40%	40%	40%
Amount of County's procurement dollars awarded to County-based businesses (\$ millions)			\$113.1	\$116.4	\$119.7

The FY 2016 Actual expenditures are preliminary and unaudited.

Strategies to Accomplish the Objective -

- **Strategy 1.2.1** - Identify opportunities early in the procurement process (at least 90 days before contract expiration) to determine the feasibility and availability of MBEs to perform the relative scope of work
- **Strategy 1.2.2** - Utilize technology to identify qualified contractors/vendors to participate in procurement opportunities (i.e. direct solicitation, E-Maryland Marketplace, outreach through trade publications, vendor training, etc.) so as to increase the number of contractor/vendor responses
- **Strategy 1.2.3** - Reduce the number of rider and extended contracts in order to promote more competition for minority and County-based businesses
- **Strategy 1.2.4** - Set mandatory subcontractor requirements in larger contracts and monitor for compliance to assure that MBE firms are participating (paid) at the approved contract levels

Objective 1.3 - Maintain the percentage of contract dollars awarded to County-based businesses at or above 40%.

Targets	Long Term Target Compared with Performance				
<p>Short term: By FY 2018 - 40%</p> <p>Intermediate term: By FY 2020 - 40%</p> <p>Long term: By FY 2022 - 40%</p>	<div style="text-align: center;"> <p>40% 40% 40%</p> <p>Long term target (FY22): 40%</p> <p>FY 2014 Actual FY 2015 Actual FY 2016 Actual FY 2017 Estimated FY 2018 Projected</p> </div>				

Trend and Analysis -

The agency will continue to advocate and recommend procurement opportunities as outlined in the Jobs First Act and the Jobs and Opportunity Act of 2016 to ensure that best efforts are applied to all contracts that have a mandatory 40% County-based participation requirement. The agency will continue to review all new procurement opportunities as well as all riders and extensions for current procurement contracts. Contract review is designed to expose County-based businesses to more procurement opportunities that will impact their ability to grow their businesses. The impact of the initiative is expected to yield an increase in the number of minority businesses exposed to procurement opportunities while also preparing businesses to do more competitive bidding in the marketplace.

Performance Measures -

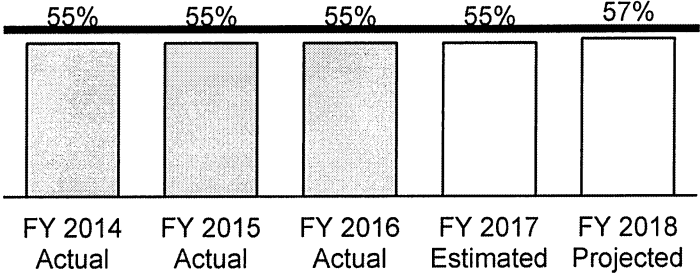
Please see Performance Measures for Objective 1.2 above.

Strategies to Accomplish the Objective -

- **Strategy 1.3.1** - Identify opportunities early in the procurement process (at least 90 days before contract expiration) to determine the feasibility and availability of County-based businesses to perform the relative scope of work
- **Strategy 1.3.2** - Utilize technology to identify qualified contractors/vendors to participate in procurement opportunities (i.e. direct solicitation, E-Maryland Marketplace, outreach through trade publications, vendor training, etc.) so as to increase the number of contractor/vendor responses
- **Strategy 1.3.3** - Reduce the number of rider and extended contracts in order to promote more competition for minority and County-based businesses

GOAL 2 - To provide facilities management services at County-owned facilities to all users in order to achieve safe, well-maintained facilities and support daily operations.

Objective 2.1 - Increase the percentage of buildings classified as being in "good condition."

Targets	Long Term Target Compared with Performance																		
<p>Short term: By FY 2018 - 57%</p> <p>Intermediate term: By FY 2020 - 58%</p> <p>Long term: By FY 2022 - 60%</p>	<p>Long term target (FY22): 60%</p>  <table border="1" data-bbox="768 436 1463 709"> <thead> <tr> <th>Fiscal Year</th> <th>Performance (%)</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>FY 2014</td> <td>55%</td> <td>Actual</td> </tr> <tr> <td>FY 2015</td> <td>55%</td> <td>Actual</td> </tr> <tr> <td>FY 2016</td> <td>55%</td> <td>Actual</td> </tr> <tr> <td>FY 2017</td> <td>55%</td> <td>Estimated</td> </tr> <tr> <td>FY 2018</td> <td>57%</td> <td>Projected</td> </tr> </tbody> </table>	Fiscal Year	Performance (%)	Status	FY 2014	55%	Actual	FY 2015	55%	Actual	FY 2016	55%	Actual	FY 2017	55%	Estimated	FY 2018	57%	Projected
Fiscal Year	Performance (%)	Status																	
FY 2014	55%	Actual																	
FY 2015	55%	Actual																	
FY 2016	55%	Actual																	
FY 2017	55%	Estimated																	
FY 2018	57%	Projected																	

Trend and Analysis -

The Facilities Operation and Management Division has made some improvement to increase the condition value of buildings. County funding commitments have augmented replacement of end of life mechanical systems and building infrastructure.

Performance Measures -

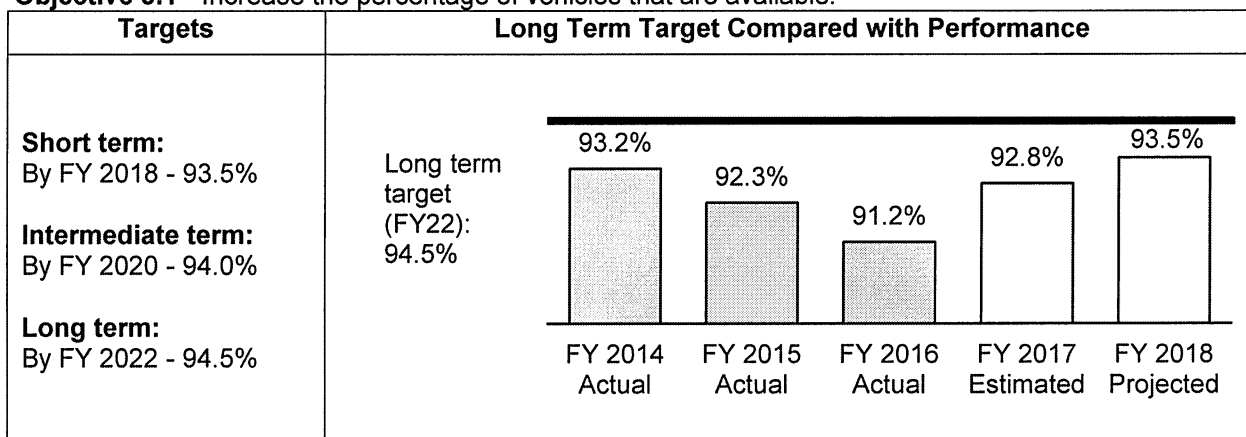
Measure Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Resources (input)					
Number of maintenance staff available to respond to work requests	37	37	36	41	43
Workload, Demand and Production (output)					
Number of pieces of equipment to maintain	1,703	1,703	1,942	2,000	2,000
Number of preventive maintenance tasks to be completed	5,971	6,574	6,128	7,500	7,500
Number of preventive maintenance tasks completed	2,869	2,287	3,914	3,400	4,000
Number of building square feet maintained	4,161,300	4,161,360	4,734,956	4,744,001	4,744,001
Number of work order requests	9,204	7,066	5,590	7,000	7,000
Number of work orders completed	5,461	3,053	3,300	3,000	3,000
Number of County-owned buildings	92	92	93	93	93
Number of repairs requested in the correctional facility	3,022	2,178	2,021	2,200	2,200
Number of repairs completed in the correctional facility	1,326	1,019	1,543	1,350	1,400
Efficiency					
Average number of work order requests per staff member	248.8	191.0	170.0	170.7	163.0
Average number of square footage per maintenance staff	112,468	112,469	131,527	115,707	110,326
Quality					
Percent of preventive maintenance tasks completed within one month	52%	39%	64%	43%	53%
Percent of work orders completed within ten days	59%	42%	56%	42%	55%
Impact (outcome)					
Percent of County-owned buildings in good condition	55%	55%	55%	55%	57%

Strategies to Accomplish the Objective -

- **Strategy 2.1.1** - Ensure County-owned building renovations are performed on schedule and within the building standards as established by County Code
- **Strategy 2.1.2** - Ensure that needed repairs and preventative maintenance are performed to preserve the useful life of County-owned facilities and associate building equipment.
- **Strategy 2.1.3** - Ensure technical staff persons are trained and certified to ensure that they have current knowledge relative to building safety, industry standards and technology

GOAL 3 - To provide fleet management services to County agencies and municipalities in order to support the County's transportation needs.

Objective 3.1 - Increase the percentage of vehicles that are available.



Trend and Analysis -

Significant improvements in both fleet availability and improved turnaround time for shop work have been realized with properly staffed operations. Planned equipment purchases funded for FY 2017 will also contribute greatly to improved performance as well as to reduced operating and fuel costs.

Performance Measures -

Measure Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Resources (input)					
Number of mechanics	35	36	33	38	41
Workload, Demand and Production (output)					
Number of County vehicles	3,097	3,406	3,504	3,453	3,500
Number of work orders for County vehicles	13,384	13,679	12,710	14,415	14,700
Number of police vehicles fitted with police equipment by the County	209	36	130	120	125
Number of vehicles requiring replacement due to an accident	49	46	37	35	35
Number of vehicles taken out of service (retired, destroyed, etc.)	257	172	152	200	250
Efficiency					
Average number of work orders per mechanic	382.4	380.0	385.2	379.3	358.5
Average number of vehicles per mechanic	88.5	94.6	106.2	90.9	85.4
Average number of direct labor hours per mechanic	1,362	1,344	1,356	1,350	1,350
Quality					
Percent of customer surveys that were favorable	100%	100%	98%	98%	99%
Number of repairs repeated	34	51	83	70	60
Impact (outcome)					
Percent of County vehicles that are available and operable	93.2%	92.3%	91.2%	92.8%	93.5%

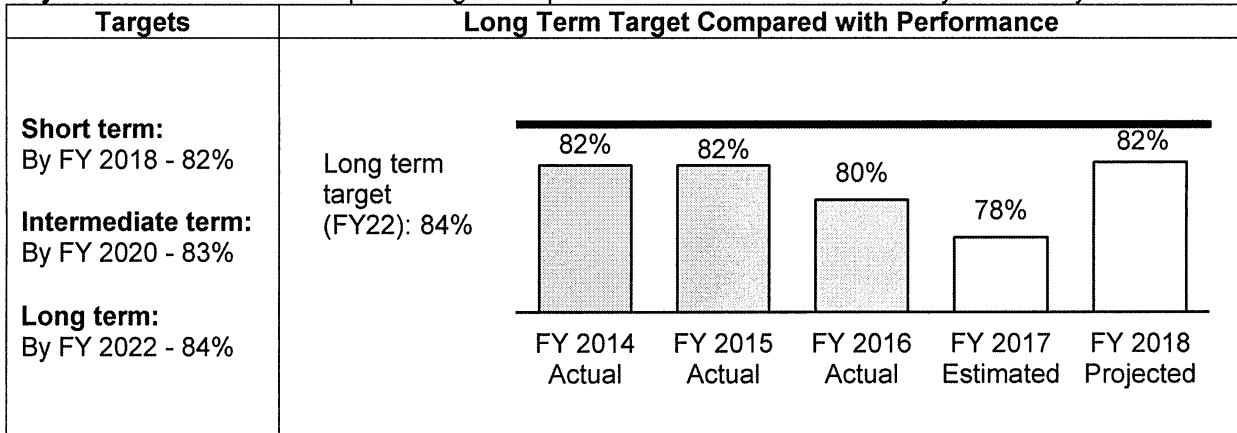
Prior years averages have been corrected.

Strategies to Accomplish the Objective -

- **Strategy 3.1.1** - Ensure vehicles receive preventive maintenance based on the manufacturer guidelines
- **Strategy 3.1.2** - Ensure all mechanics receive a minimum of 18 hours of training per year
- **Strategy 3.1.3** - Assuming ongoing commitment to systematic fleet replacement, develop techniques to identify vehicles targeted for replacement and minimize expenditures and downtime on vehicles slated to be dead lined by addressing safety issues only within the replacement window

GOAL 4 - To provide inventory management to all County agencies in order to account for all County assets.

Objective 4.1 - Increase the percentage of capital assets recorded in the County's inventory.



Trend and Analysis -

The General Services Division's use of the SAP Fixed Asset module has improved the division's ability to track assets. Efforts to capture assets at the start of the purchasing cycle has helped to correctly identify capital assets and ensure that the funding sources are assigned properly. Coordination with Office of Finance is contributing to the continued improvement of this process.

Performance Measures -

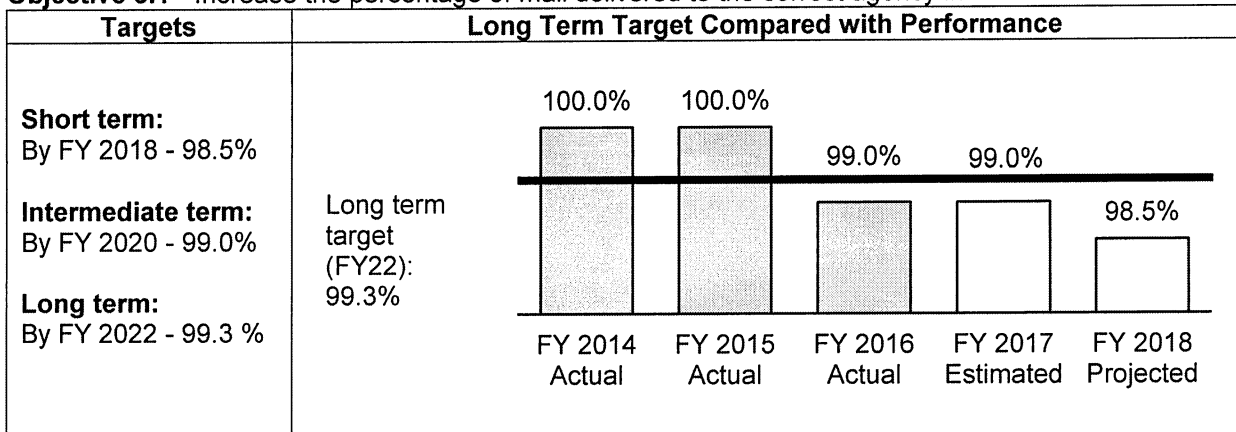
Measure Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Resources (input)					
Number of staff accounting for public safety inventory items	4	4	4	4	4
Number of staff accounting for fixed capital assets inventory	1	1	1	1	1
Workload, Demand and Production (output)					
Number of agencies verifying fixed capital assets quarterly	7	7	28	32	32
Efficiency					
Average number of public safety inventory items per staff member	35	35	38	40	40
Quality					
Average number of days to auction surplus vehicles	11	11	20	35.5	35.5
Impact (outcome)					
Percent of fixed capital assets that are in both the County's inventory and audit	82%	82%	80%	78%	82%

Strategies to Accomplish the Objective -

- **Strategy 4.1.1** - Deliver Fire/EMS related supplies within 36 to 48 hours
- **Strategy 4.1.2** - Generate a quarterly fixed capital assets report by agency to ensure accountability for the County's inventory

GOAL 5 - To provide reproduction and mail services to County agencies and citizens in order to support the County's primary operating needs.

Objective 5.1 - Increase the percentage of mail delivered to the correct agency in 24 hours.



Trend and Analysis -

The Mail Services Unit will reduce the afternoon delivery routes to accommodate the increased area of coverage. The agency will continue to provide uninterrupted mail services.

Performance Measures -

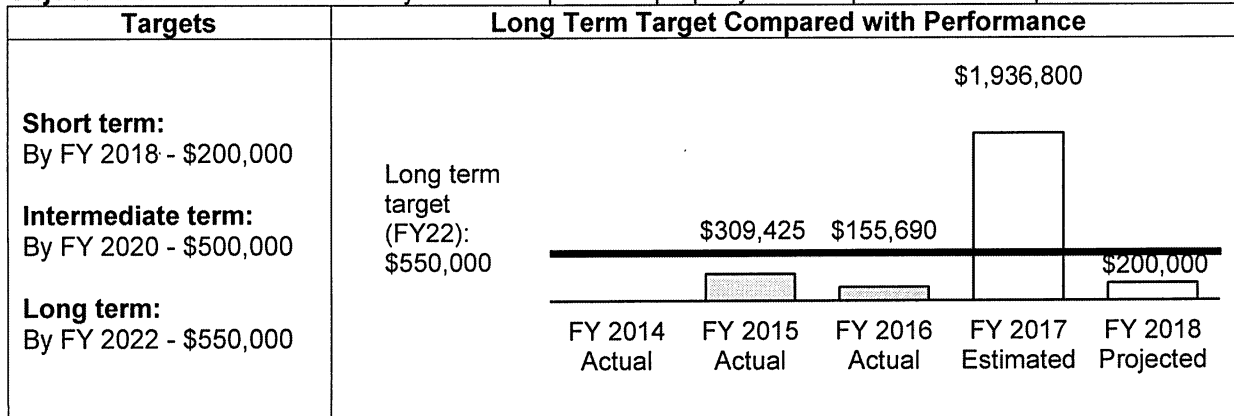
Measure Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Number of staff processing mail items	3	3	3	3	3
Workload, Demand and Production (output)					
Number of pieces of overnight mail processed	19,514	17,817	18,886	19,000	20,000
Efficiency					
Average pieces of overnight mail processed per staff person	6,504.7	5,939.0	6,295.3	7,051.8	7,051.8
Quality					
Percentage of overnight mail not delivered within 24 hours	0.0%	0.0%	1.0%	1.0%	1.0%
Impact (outcome)					
Percentage of mail delivered to correct agency in 24 hours	100.0%	100.0%	99.0%	99.0%	98.5%

Strategies to Accomplish the Objective -

- **Strategy 5.1.1** - Provide mail service operators to deliver priority mail throughout County agencies within 24 hours
- **Strategy 5.1.2** - Track every piece of mail delivered to the delivery point with signature

GOAL 6 - To provide real property management to the County in order to ensure efficient and effective use of office space and land.

Objective 6.1 - Transfer of County-owned surplus real property back to public ownership.



Trend and Analysis -

FY 2017 will generate over \$1 million in revenue and will transfer properties back to the tax roll and increase the economic base. With an additional realty specialist, the division will proactively identify and market properties to be surplus more frequently resulting in increased economic growth and engagement of citizens.

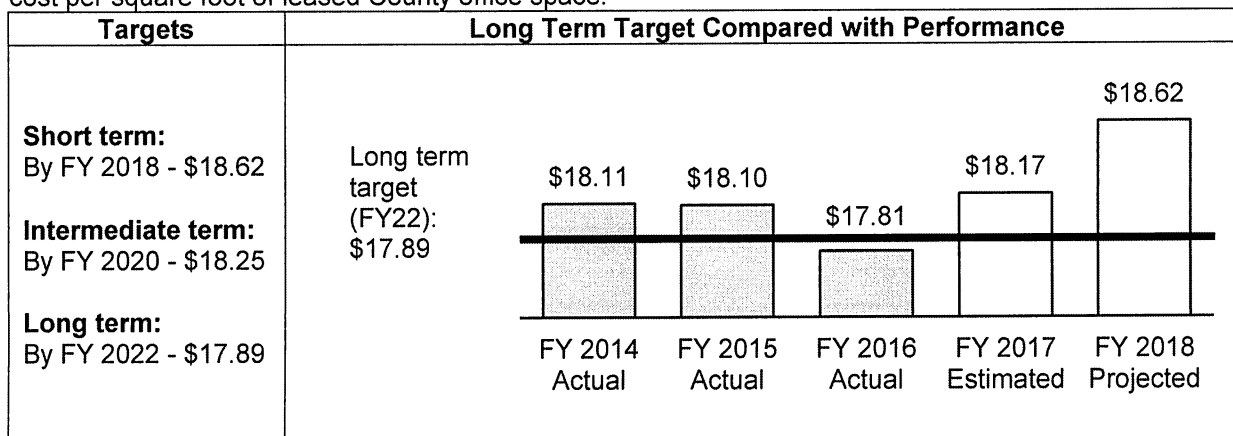
Performance Measures -

Measure Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Resources (input)					
Number of staff lease reviewers and negotiators		1	1	2	2
Workload, Demand and Production (output)					
Number of leases executed	0	1	6	7	7
Number of terminated leases	0	0	2	1	0
Percentage of County office space that is leased	12%	11%	8%	9%	9%
Number of properties sold		10	5	23	5
Efficiency					
Average number of contracts drafted and reviewed per staff		10	5	26	11
Quality					
Percentage of aggregate amount of County surplus properties sold out of total surplus inventory		16%	100%	29%	6%
Impact (outcome)					
Average cost per square foot of leased County office space	\$18.11	\$18.10	\$17.81	\$18.17	\$18.62
Total revenue generated from properties sold		\$309,425	\$155,690	\$1,936,800	\$200,000

Strategies to Accomplish the Objective -

- **Strategy 6.1.1** - Develop processes in the disposal of real property to ensure a consistent and transparent process, researching surplus property disposal strategies of surrounding jurisdictions and update process

Objective 6.2 - Acquire buildings and land for critical government operations while reducing the average cost per square foot of leased County office space.



Trend and Analysis -

As more agencies transfer into County owned buildings, the County's overall lease cost per square footage will continue to decrease offsetting the lease escalation amounts.

Performance Measures -

Please see Performance Measures for Objective 6.1 above.

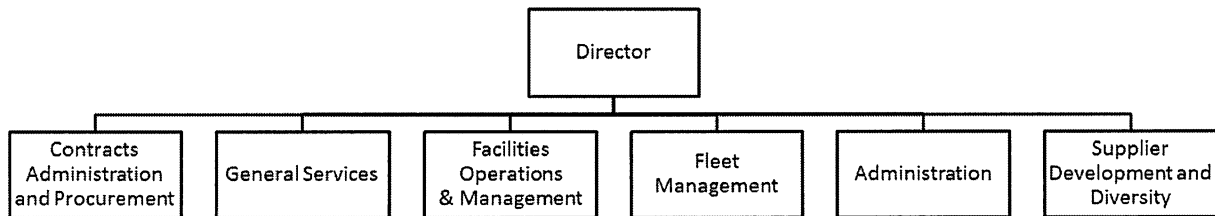
Strategies to Accomplish the Objective -

- **Strategy 6.2.1** - Acquire access to the lease management software and other real estate tools that will provide improved research capability on current real estate market trends
- **Strategy 6.2.2** - Execute leases, terminate leases, and negotiate leases and acquisitions

FY 2017 KEY ACCOMPLISHMENTS

- Replace four rooftop HVAC units using Maryland State energy grant funds.
- During first quarter, sold five surplus properties, generating \$517,503 in revenue with additional \$1.6 million properties under contract.
- Relocated State’s Attorney Domestic Violence Unit and Department of Social Services Affordable Care Act program into leased space.
- Finalized the purchase of the parking lot at Central Fleet to ensure long term savings on lease costs as well as stability of ownership.
- Opened the Laurel Library, Brandywine Fire Station, District 7 Police Station, Police Warehouse and Family Justice Center.

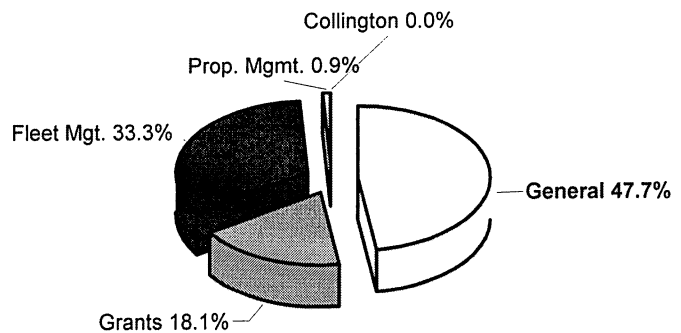
ORGANIZATIONAL CHART



	FY2016 ACTUAL	FY2017 BUDGET	FY2017 ESTIMATED	FY2018 APPROVED	CHANGE FY17-FY18
TOTAL EXPENDITURES	\$ 30,496,871	\$ 43,321,900	\$ 31,980,800	\$ 43,186,700	-0.3%
EXPENDITURE DETAIL					
Office Of The Director	2,325,032	2,938,900	3,162,300	3,280,500	11.6%
Facilities Operations And Management	12,577,596	12,700,100	11,694,000	12,671,200	-0.2%
Contract Administration & Procurement	1,470,608	1,509,900	1,440,700	1,824,600	20.8%
General Services	2,274,455	2,288,300	2,248,000	2,600,700	13.7%
Supplier Development And Diversity	1,154,040	1,735,700	1,733,700	2,022,300	16.5%
Grants	0	10,710,000	91,000	7,810,000	-27.1%
Fleet Management Fund	11,847,061	12,935,800	12,895,200	14,365,200	11%
Property Management Services Fund	310,689	300,000	326,500	408,900	36.3%
Collington Center Fund	5,000	5,000	5,000	5,000	0%
Recoveries	(1,467,610)	(1,801,800)	(1,615,600)	(1,801,700)	0%
TOTAL	\$ 30,496,871	\$ 43,321,900	\$ 31,980,800	\$ 43,186,700	-0.3%
SOURCES OF FUNDS					
General Fund	\$ 18,334,121	\$ 19,371,100	\$ 18,663,100	\$ 20,597,600	6.3%
Other County Operating Funds:					
Grants	0	10,710,000	91,000	7,810,000	-27.1%
Fleet Management Fund	11,847,061	12,935,800	12,895,200	14,365,200	11%
Property Management Services Fund	310,689	300,000	326,500	408,900	36.3%
Collington Center Fund	5,000	5,000	5,000	5,000	0%
TOTAL	\$ 30,496,871	\$ 43,321,900	\$ 31,980,800	\$ 43,186,700	-0.3%

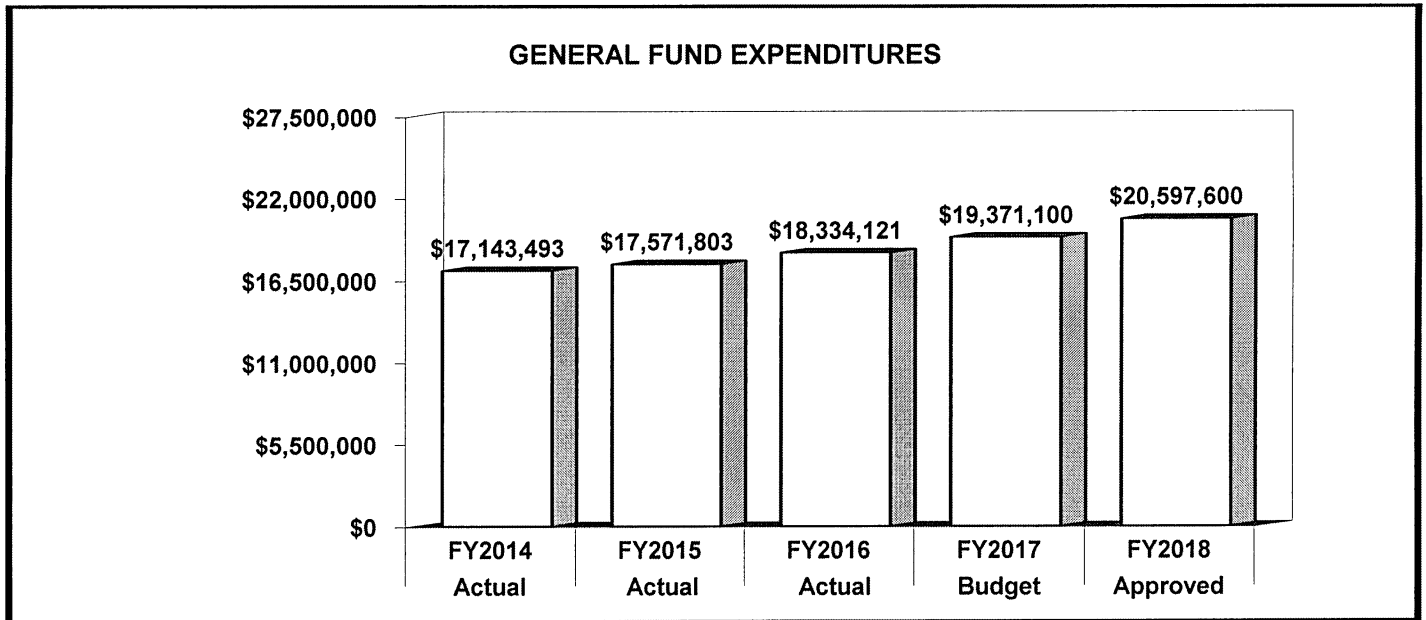
FY2018 SOURCES OF FUNDS

This agency is supported by five funding sources, including the General Fund and grants. The Fleet Management Internal Service Fund revenues are composed of vehicle charges. The Property Management Special Revenues are composed of surplus real property sales proceeds. The Collington Special Revenue Fund incurs nominal operating expenses from the fund balance to monitor property sales and manage the fund.

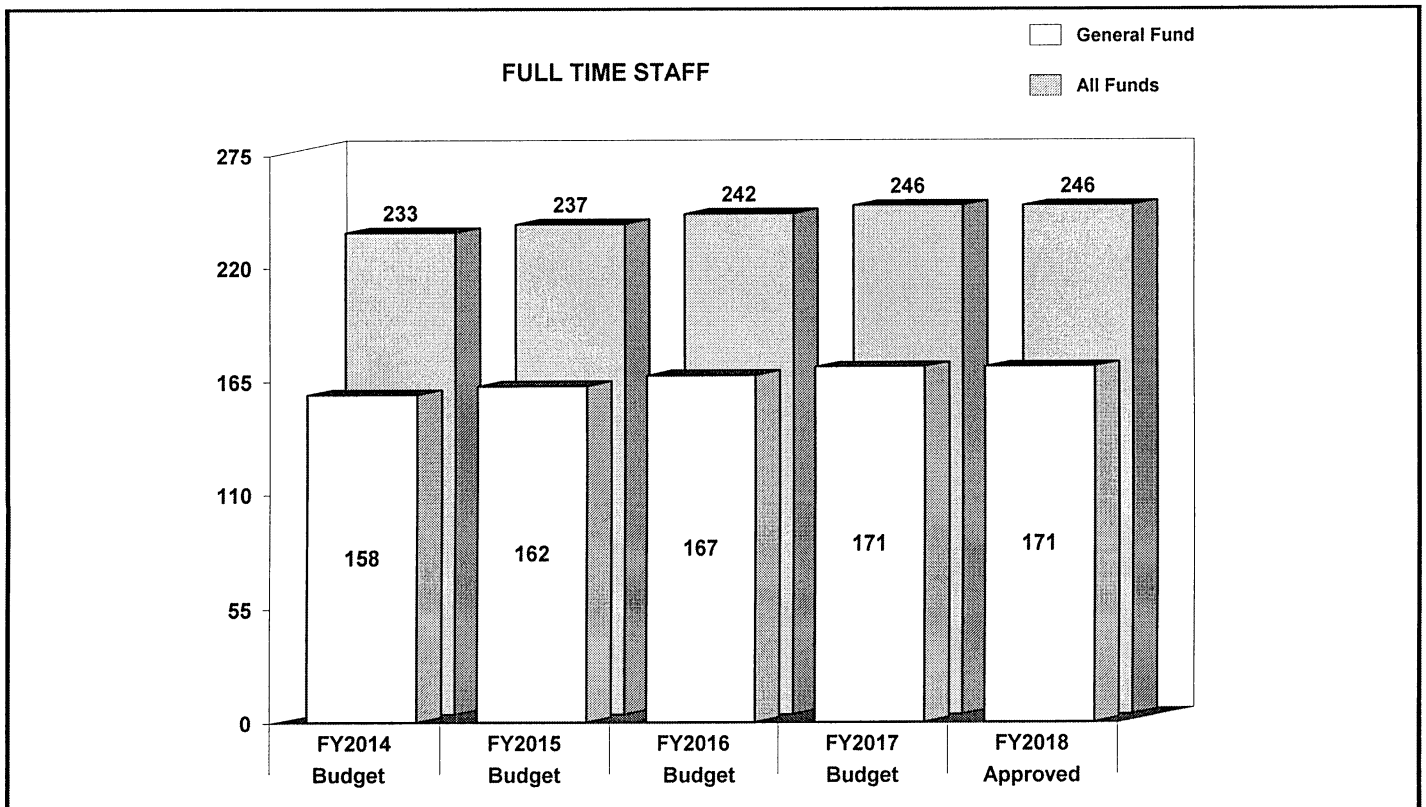


	FY2016 BUDGET	FY2017 BUDGET	FY2018 APPROVED	CHANGE FY17-FY18
GENERAL FUND STAFF				
Full Time - Civilian	167	171	171	0
Full Time - Sworn	0	0	0	0
Part Time	0	0	0	0
Limited Term	0	0	0	0
OTHER STAFF				
Full Time - Civilian	75	75	75	0
Full Time - Sworn	0	0	0	0
Part Time	0	0	0	0
Limited Term Grant Funded	0	6	6	0
TOTAL				
Full Time - Civilian	242	246	246	0
Full Time - Sworn	0	0	0	0
Part Time	0	0	0	0
Limited Term	0	6	6	0

POSITIONS BY CATEGORY	FULL TIME	PART TIME	LIMITED TERM
Administrative Specialists	13	0	0
Administrative Assistants	19	0	3
Administrative Aides	20	0	0
Buyers	12	0	0
Custodial Supervisors	2	0	0
Custodians	16	0	0
Building Engineers	21	0	0
Plumbers	4	0	0
Carpenters	4	0	0
General Clerks	10	0	0
Facility Maintenance Supervisors	5	0	0
Electricians	2	0	0
HVAC Technicians	3	0	0
Mail Personnel	5	0	0
Other	29	0	0
Managers	10	0	0
Systems Analyst	4	0	0
Transit Service Coordinator	1	0	0
Garage Supervisor	2	0	0
Parts Specialists	4	0	0
Quality Assurance Analyst	0	0	2
Budget Analyst	3	0	1
Mechanics	55	0	0
Assistant Garage Supervisor	2	0	0
TOTAL	246	0	6



The agency's expenditures increased 6.9% from FY 2014 to FY 2016. This increase was primarily driven by janitorial and building maintenance costs. The FY 2018 approved budget is 6.3% over the FY 2017 budget due to salary requirements and funding allotted to complete the disparity study.



The agency's authorized General Fund staffing complement increased by 13 full-time positions from FY 2014 to FY 2017. This increase is the result of new staff needed for additional county owned facilities and the contract compliance unit. The FY 2018 staffing total remains unchanged from the FY 2017 level.

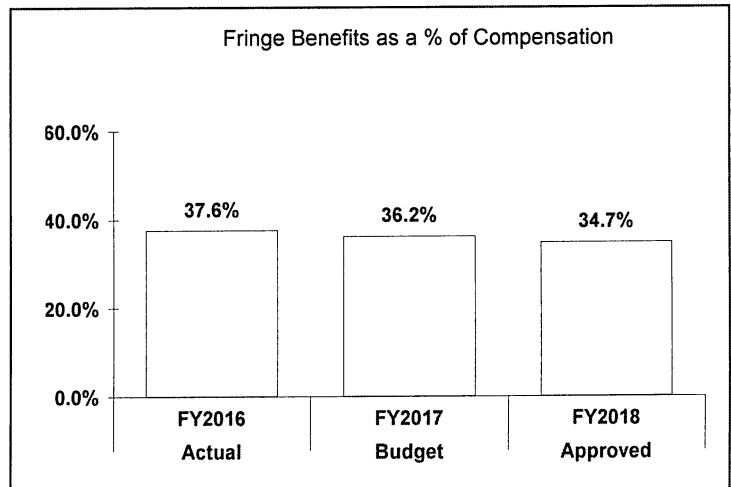
	FY2016 ACTUAL	FY2017 BUDGET	FY2017 ESTIMATED	FY2018 APPROVED	CHANGE FY17-FY18
EXPENDITURE SUMMARY					
Compensation	\$ 8,161,797	\$ 9,390,100	\$ 8,752,600	\$ 9,989,400	6.4%
Fringe Benefits	3,065,446	3,399,200	3,168,400	3,470,100	2.1%
Operating Expenses	8,574,488	8,383,600	8,357,700	8,939,800	6.6%
Capital Outlay	0	0	0	0	0%
	\$ 19,801,731	\$ 21,172,900	\$ 20,278,700	\$ 22,399,300	5.8%
Recoveries	(1,467,610)	(1,801,800)	(1,615,600)	(1,801,700)	0%
TOTAL	\$ 18,334,121	\$ 19,371,100	\$ 18,663,100	\$ 20,597,600	6.3%
STAFF					
Full Time - Civilian	-	171	-	171	0%
Full Time - Sworn	-	0	-	0	0%
Part Time	-	0	-	0	0%
Limited Term	-	0	-	0	0%

In FY 2018, compensation expenditures increase 6.4% over the FY 2017 budget due to anticipated cost of living and merit adjustments, additional funding for 14 previously unfunded positions, overtime, desk audit adjustments and temporary seasonal employees. Compensation costs include funding for 160 of the 171 full-time employees. Fringe benefit expenditures increased 2.1% over the FY 2017 budget due to compensation adjustments and actual costs.

Operating expenditures increase 6.6% over the FY 2017 budget due to the livable wage increase for custodial services and funding allocated to complete the disparity study.

Recoveries remain unchanged.

MAJOR OPERATING EXPENDITURES FY2018		
Operational Contracts	\$	5,524,000
Building Repair and Maintenance	\$	1,321,500
Equipment Lease	\$	662,100
Office Automation	\$	487,300
Vehicle and Heavy Equip Main.	\$	205,800



OFFICE OF THE DIRECTOR - 01

The Office of the Director manages agency operations, provides policy guidance and direction to the operating divisions. This division is responsible for personnel and human resource development/management, budget development and monitoring, financial management, parking coordination, audio visual and special projects. The Office of the Director also manages the real property leases, acquisition and disposition as well as the sustainable energy program.

Division Summary:

In FY 2018, compensation expenditures increase 11.2% over the FY 2017 budget due to staffing reorganizing from the Supplier Development and Diversity Division to the Office of the Director, anticipated cost of living and merit adjustments as well as additional funding for four previously unfunded positions. Fringe benefit expenditures increase 19.5% over the FY 2017 budget to reflect actual expenses.

Operating expenses decrease 2.2% under FY 2017 to align office supplies to historical spending.

	FY2016 ACTUAL	FY2017 BUDGET	FY2017 ESTIMATED	FY2018 APPROVED	CHANGE FY17-FY18
EXPENDITURE SUMMARY					
Compensation	\$ 1,602,227	\$ 1,988,000	\$ 1,897,500	\$ 2,210,700	11.2%
Fringe Benefits	507,398	645,200	686,900	770,700	19.5%
Operating Expenses	215,407	305,700	577,900	299,100	-2.2%
Capital Outlay	0	0	0	0	0%
Sub-Total	\$ 2,325,032	\$ 2,938,900	\$ 3,162,300	\$ 3,280,500	11.6%
Recoveries	(217,389)	(496,000)	(309,800)	(495,900)	0%
TOTAL	\$ 2,107,643	\$ 2,442,900	\$ 2,852,500	\$ 2,784,600	14%
STAFF					
Full Time - Civilian	-	25	-	27	8%
Full Time - Sworn	-	0	-	0	0%
Part Time	-	0	-	0	0%
Limited Term	-	0	-	0	0%

FACILITIES OPERATIONS AND MANAGEMENT - 03

The Facilities Operations and Management Division is responsible for multiple building operations, renovations, and maintenance services. These include utilities management, custodial services and mechanical repairs for County-owned, County-leased buildings and fire stations. This division is responsible for minor and major renovation projects, coordinating conference room scheduling and special project setup.

Division Summary:

In FY 2018, compensation expenditures decrease 2.5% under the FY 2017 budget due to staffing reorganizing from the Facilities Operations Division to the General Services and Contract Administration and Procurement divisions. Funding is allocated for anticipated cost of living and merit adjustments and for five previously unfunded positions which is offset by attrition and salary lapse. Fringe benefit expenditures decrease 10.6% under the FY 2017 budget to reflect anticipated actual expenses.

Operating expenses increase 4.2% over FY 2017 due to janitorial and building maintenance costs.

	FY2016 ACTUAL	FY2017 BUDGET	FY2017 ESTIMATED	FY2018 APPROVED	CHANGE FY17-FY18
EXPENDITURE SUMMARY					
Compensation	\$ 4,098,521	\$ 4,553,800	\$ 4,117,000	\$ 4,439,300	-2.5%
Fringe Benefits	1,752,532	1,722,900	1,490,300	1,540,500	-10.6%
Operating Expenses	6,726,543	6,423,400	6,086,700	6,691,400	4.2%
Capital Outlay	0	0	0	0	0%
Sub-Total	\$ 12,577,596	\$ 12,700,100	\$ 11,694,000	\$ 12,671,200	-0.2%
Recoveries	(756,070)	(884,000)	(884,000)	(884,000)	0%
TOTAL	\$ 11,821,526	\$ 11,816,100	\$ 10,810,000	\$ 11,787,200	-0.2%
STAFF					
Full Time - Civilian	-	94	-	89	-5.3%
Full Time - Sworn	-	0	-	0	0%
Part Time	-	0	-	0	0%
Limited Term	-	0	-	0	0%

CONTRACT ADMINISTRATION & PROCUREMENT - 04

The Contract Administration and Procurement Division provides overall management and direction for the County's purchasing functions in accordance with the legal authority established by Section 603 of the Charter, Subtitle 10A of the Prince George's County Code. This division is responsible for the procurement of contractual services and commodities. It oversees delegated procurement activities and reports on the County's Minority Business Enterprises activities.

Division Summary:

In FY 2018, compensation expenditures increase 23.8% over the FY 2017 budget due to staffing reorganizing from the Facilities Operations and Management Division to the Contract Administration and Procurement Division and anticipated cost of living and merit adjustments for employees. Fringe benefit expenditures increase 18.6% over the FY 2017 budget to reflect actual expenses.

Operating expenses increase 13.1% over FY 2017 due to an increase in office supplies and additional training for staff.

	FY2016 ACTUAL	FY2017 BUDGET	FY2017 ESTIMATED	FY2018 APPROVED	CHANGE FY17-FY18
EXPENDITURE SUMMARY					
Compensation	\$ 932,838	\$ 924,200	\$ 872,300	\$ 1,143,700	23.8%
Fringe Benefits	312,904	334,600	315,800	396,900	18.6%
Operating Expenses	224,866	251,100	252,600	284,000	13.1%
Capital Outlay	0	0	0	0	0%
Sub-Total	\$ 1,470,608	\$ 1,509,900	\$ 1,440,700	\$ 1,824,600	20.8%
Recoveries	(75,305)	(58,100)	(58,100)	(58,100)	0%
TOTAL	\$ 1,395,303	\$ 1,451,800	\$ 1,382,600	\$ 1,766,500	21.7%
STAFF					
Full Time - Civilian	-	12	-	16	33.3%
Full Time - Sworn	-	0	-	0	0%
Part Time	-	0	-	0	0%
Limited Term	-	0	-	0	0%

GENERAL SERVICES - 05

The General Services Division is responsible for providing mail and courier services throughout the government. This division also manages the convenience copy center, records management and high-speed reproduction services.

Division Summary:

In FY 2018, compensation expenditures increase 20.7% over the FY 2017 budget due to staffing reorganizing from the Facilities Operations and Management Division to the General Services Division, anticipated cost of living and merit adjustments and additional funding for 2 previously unfunded positions. Fringe benefit expenditures increase 15.8% over the FY 2017 budget to reflect actual expenses.

Operating expenses increase 3.4% over FY 2017 due to an increase in general office supplies and mail courier service costs.

	FY2016 ACTUAL	FY2017 BUDGET	FY2017 ESTIMATED	FY2018 APPROVED	CHANGE FY17-FY18
EXPENDITURE SUMMARY					
Compensation	\$ 1,094,547	\$ 1,075,100	\$ 1,016,300	\$ 1,298,100	20.7%
Fringe Benefits	345,774	389,200	367,900	450,500	15.8%
Operating Expenses	834,134	824,000	863,800	852,100	3.4%
Capital Outlay	0	0	0	0	0%
Sub-Total	\$ 2,274,455	\$ 2,288,300	\$ 2,248,000	\$ 2,600,700	13.7%
Recoveries	(418,846)	(363,700)	(363,700)	(363,700)	0%
TOTAL	\$ 1,855,609	\$ 1,924,600	\$ 1,884,300	\$ 2,237,000	16.2%
STAFF					
Full Time - Civilian	-	24	-	25	4.2%
Full Time - Sworn	-	0	-	0	0%
Part Time	-	0	-	0	0%
Limited Term	-	0	-	0	0%

SUPPLIER DEVELOPMENT AND DIVERSITY - 06

Supplier Development and Diversity Division is responsible for maximizing contract opportunities for Prince George's County registered Minority Business Enterprises and local businesses. The Compliance Unit reviews contract compliance and reporting requirements associated with the Jobs First Act of 2011 and the Jobs and Opportunity Act of 2016. The Compliance unit establishes the annual Prevailing Wage Rates, monitor's Livable Wage Compliance, oversight of the Prevailing Wage Monitoring Contractors and the Compliance Manager serves as the Executive Director of the Wage Determination Board.

Division Summary:

In FY 2018, compensation expenditures increase 5.7% over the FY 2017 budget due to staffing reorganizing from the Supplier Development and Diversity Division to the Office of the Director Division and anticipated cost of living and merit adjustments for employees. Fringe benefit expenditures increase 1.4% over the FY 2017 budget to reflect anticipated actual expenses.

Operating expenses increase 40.4% over the FY 2017 budget due to providing additional funding for the disparity study.

	FY2016 ACTUAL	FY2017 BUDGET	FY2017 ESTIMATED	FY2018 APPROVED	CHANGE FY17-FY18
EXPENDITURE SUMMARY					
Compensation	\$ 433,664	\$ 849,000	\$ 849,500	\$ 897,600	5.7%
Fringe Benefits	146,838	307,300	307,500	311,500	1.4%
Operating Expenses	573,538	579,400	576,700	813,200	40.4%
Capital Outlay	0	0	0	0	0%
Sub-Total	\$ 1,154,040	\$ 1,735,700	\$ 1,733,700	\$ 2,022,300	16.5%
Recoveries	0	0	0	0	0%
TOTAL	\$ 1,154,040	\$ 1,735,700	\$ 1,733,700	\$ 2,022,300	16.5%
STAFF					
Full Time - Civilian	-	16	-	14	-12.5%
Full Time - Sworn	-	0	-	0	0%
Part Time	-	0	-	0	0%
Limited Term	-	0	-	0	0%

FLEET MANAGEMENT FUND

The Fleet Management Division manages the County's pool of over 3,000 vehicles. The division is primarily responsible for the maintenance, repair and upgrade of the County's sedans, trucks, buses and public safety vehicles. In addition, the Fleet Management Division provides multiple services including body repair, towing, road service and component rebuilding.

The Fleet Administrator is responsible for identifying vehicles that are eligible for replacement due to use in excess of the normal life or excessive repair cost, retirement of unserviceable vehicles and management of the County's motor fuel system. The responsibility of the fleet administration also includes coordinating the assignment of temporary transportation on a rental basis to the agencies upon request.

This division manages the services provided through an Internal Service Fund. Revenues are generated by the fees charged to the agencies on a cost basis. Additional revenues are generated from services rendered to other local governments and municipalities.

Fund Summary:

In FY 2018, compensation expenditures increase 9.1% over the FY 2017 budget due to anticipated cost of living and merit adjustments and additional funding for 13 previously unfunded positions. Fringe benefit expenditures increase 7.4% over the FY 2017 budget to compensation adjustments.

Operating expenses increase 11.3% over FY 2017 due to the purchase of the fleet management parking lot.

Capital outlay expenditures increase 76.9% over the FY 2017 budget due to funding allotted for vehicle replacements.

	FY2016 ACTUAL	FY2017 BUDGET	FY2017 ESTIMATED	FY2018 APPROVED	CHANGE FY17-FY18
EXPENDITURE SUMMARY					
Compensation	\$ 3,647,786	\$ 4,255,900	\$ 4,081,600	\$ 4,641,600	9.1%
Fringe Benefits	2,717,831	2,843,000	2,726,700	3,054,200	7.4%
Operating Expenses	5,481,444	5,576,900	5,576,900	6,209,400	11.3%
Capital Outlay	0	260,000	510,000	460,000	76.9%
Sub-Total	\$ 11,847,061	\$ 12,935,800	\$ 12,895,200	\$ 14,365,200	11%
Recoveries	0	0	0	0	0%
TOTAL	\$ 11,847,061	\$ 12,935,800	\$ 12,895,200	\$ 14,365,200	11%
STAFF					
Full Time - Civilian	-	75	-	75	0%
Full Time - Sworn	-	0	-	0	0%
Part Time	-	0	-	0	0%
Limited Term Grant	-	0	-	0	0%

Fleet Management Internal Service Fund - IS43

	FY2016 ACTUAL	FY2017 BUDGET	FY2017 ESTIMATED	FY2018 APPROVED	CHANGE FY17-FY18
BEGINNING FUND BALANCE	\$ 9,272,114	\$ 8,469,014	\$ 10,666,002	\$ 9,653,702	14%
REVENUES					
Vehicle Charges	\$ 12,692,077	\$ 12,192,300	\$ 11,670,900	\$ 12,451,300	2.1%
Warranty Recoveries	0	12,000	12,000	12,000	0%
Miscellaneous	165,331	25,000	25,000	25,000	0%
Fuel Tax Refund	15,754	10,000	10,000	10,000	0%
Motor Pool	367,787	165,000	165,000	170,000	3%
Appropriated Fund Balance	0	531,500	1,012,300	1,696,900	219.3%
TOTAL REVENUES	\$ 13,240,949	\$ 12,935,800	\$ 12,895,200	\$ 14,365,200	11%
EXPENDITURES					
Compensation	\$ 3,647,786	\$ 4,255,900	\$ 4,081,600	\$ 4,641,600	9.1%
Fringe Benefits	2,717,831	2,843,000	2,726,700	3,054,200	7.4%
Operating Expense	5,471,580	5,576,900	5,576,900	5,579,400	0%
Capital Outlay - Heavy Equip.	0	260,000	510,000	460,000	76.9%
Gain on Disposal of Capital	9,864	0	0	0	0%
Operating Expenses - Purchase parking lot	0	0	0	630,000	100%
TOTAL EXPENDITURES	\$ 11,847,061	\$ 12,935,800	\$ 12,895,200	\$ 14,365,200	11%
EXCESS OF REVENUES OVER EXPENDITURES	\$ 1,393,888	\$ 0	\$ 0	\$ 0	0%
OTHER ADJUSTMENTS	\$ 0	\$ (531,500)	\$ (1,012,300)	\$ (1,696,900)	219.3%
ENDING FUND BALANCE	\$ 10,666,002	\$ 7,937,514	\$ 9,653,702	\$ 7,956,802	0.2%

PROPERTY MANAGEMENT SERVICES FUND

The Property Management Special Revenue Fund manages the sales proceeds and cost associated with the disposition of surplus real property.

	FY2016 ACTUAL	FY2017 BUDGET	FY2017 ESTIMATED	FY2018 APPROVED	CHANGE FY17-FY18
EXPENDITURE SUMMARY					
Compensation	\$ 0	\$ 0	\$ 0	0	0%
Fringe Benefits	0	0	0	0	0%
Operating Expenses	310,689	300,000	326,500	408,900	36.3%
Capital Outlay	0	0	0	0	0%
Sub-Total	\$ 310,689	\$ 300,000	\$ 326,500	\$ 408,900	36.3%
Recoveries	0	0	0	0	0%
TOTAL	\$ 310,689	\$ 300,000	\$ 326,500	\$ 408,900	36.3%

Property Management Special Revenue Fund - SR47

	FY2016 ACTUAL	FY2017 BUDGET	FY2017 ESTIMATED	FY2018 APPROVED	CHANGE FY17-FY18
BEGINNING FUND BALANCE	\$ 709,039	\$ 359,038	\$ 554,040	\$ 2,214,340	516.7%
REVENUES					
Sale of Property	\$ 155,690	\$ 0	\$ 1,936,800	\$ 200,000	100%
Interest and Dividends	0	50,000	50,000	0	-100%
Appropriated Fund Balance	0	250,000	0	208,900	-16.4%
TOTAL REVENUES	\$ 155,690	\$ 300,000	\$ 1,986,800	\$ 408,900	36.3%
EXPENDITURES					
Operating Expenses	\$ 310,689	\$ 300,000	\$ 326,500	\$ 408,900	36.3%
TOTAL EXPENDITURES	\$ 310,689	\$ 300,000	\$ 326,500	\$ 408,900	36.3%
EXCESS OF REVENUES OVER EXPENDITURES	\$ (154,999)	\$ 0	\$ 1,660,300	\$ 0	0%
OTHER ADJUSTMENTS	\$ 0	\$ (250,000)	\$ 0	\$ (208,900)	-16.4%
ENDING FUND BALANCE	\$ 554,040	\$ 109,038	\$ 2,214,340	\$ 2,005,440	1739.2%

COLLINGTON CENTER FUND

The Collington Center Fund monitors the revenue from the sale of properties within the Center and finance costs incurred from managing the fund.

	FY2016 ACTUAL	FY2017 BUDGET	FY2017 ESTIMATED	FY2018 APPROVED	CHANGE FY17-FY18
EXPENDITURE SUMMARY					
Compensation	\$ 0	\$ 0	\$ 0	\$ 0	0%
Fringe Benefits	0	0	0	0	0%
Operating Expenses	5,000	5,000	5,000	5,000	0%
Capital Outlay	0	0	0	0	0%
Sub-Total	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	0%
Recoveries	0	0	0	0	0%
TOTAL	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	0%

Collington Center Special Revenue - SR48

	FY2016 ACTUAL	FY2017 BUDGET	FY2017 ESTIMATED	FY2018 APPROVED	CHANGE FY17-FY18
BEGINNING FUND BALANCE	\$ 167,974	\$ 162,974	\$ 162,974	\$ 157,974	-3.1%
REVENUES					
Appropriated Fund Balance	\$ 0	\$ 5,000	\$ 5,000	\$ 5,000	0%
TOTAL REVENUES	\$ 0	\$ 5,000	\$ 5,000	\$ 5,000	0%
EXPENDITURES					
Operating Expenses	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	0%
TOTAL EXPENDITURES	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	0%
EXCESS OF REVENUES OVER EXPENDITURES	\$ (5,000)	\$ 0	\$ 0	\$ 0	0%
OTHER ADJUSTMENTS	\$ 0	\$ (5,000)	\$ (5,000)	\$ (5,000)	0%
ENDING FUND BALANCE	\$ 162,974	\$ 157,974	\$ 157,974	\$ 152,974	-3.2%

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2017 ESTIMATED	FY 2018 APPROVED	CHANGE FY17-FY18
EXPENDITURE SUMMARY					
Compensation	\$ -	\$ 399,900	\$ 78,800	\$ 553,900	38.5%
Fringe Benefits	-	240,000	12,200	85,800	-64.3%
Operating Expenses	-	10,070,100	-	7,170,300	-28.8%
Capital Outlay	-	-	-	-	0.0%
TOTAL	\$ -	\$ 10,710,000	\$ 91,000	\$ 7,810,000	-27.1%

In FY 2018, the approved grant budget is \$7,810,000, a decrease of 27.1% under the FY 2017 budget. This decrease is largely driven by the removal of the prior year appropriation. Compensation expenses are expected to increase in FY 2018 as additional positions are needed to assist with program delivery.

STAFF SUMMARY BY DIVISION & GRANT PROGRAM	FY 2017			FY 2018		
	FT	PT	LTGF	FT	PT	LTGF
Office of the Director						
Energy Star Commercial & Green Leasing Program	0	0	0	0	0	3
TNI Clean Energy Program	0	0	0	0	0	3
Sub-Total	0	0	0	0	0	6
TOTAL	0	0	0	0	0	6

In FY 2018, funding is provided for six limited term grant funded (LTGF) positions.

GRANTS BY DIVISION	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2017 ESTIMATED	FY 2018 APPROVED	\$ CHANGE FY17 - FY18	% CHANGE FY17 - FY18
<u>Office of the Director</u>						
TNI Clean Energy Program	\$ -	\$ 2,200,000	\$11,000,000	\$4,080,000	\$ 1,880,000	85.5%
Energy Star Commerical & Green Leasing Program	-	2,200,000	91,000	3,420,000	1,220,000	55.5%
Green Sustainability Fund	-	6,000,000	-	-	(6,000,000)	-100.0%
Sustainable Energy Workforce Program	-	310,000	-	310,000	-	0.0%
Sub-Total	\$ -	\$10,710,000	\$11,091,000	\$7,810,000	\$ (2,900,000)	-27.1%
OCS Total Grants - Outside Sources	\$ -	\$10,710,000	\$11,091,000	\$7,810,000	\$ (2,900,000)	-27.1%
Total Transfer from General Fund - (County Contribution/Cash Match)	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total Grant Expenditures	\$ -	\$10,710,000	\$11,091,000	\$7,810,000	\$ (2,900,000)	-27.1%

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