

**MEMORANDUM**

April 25, 2013

TO: Planning, Housing, and Economic Development (PHED) Committee  
FROM: Marlene Michaelson, <sup>MM</sup> Senior Legislative Analyst  
SUBJECT: Maryland-National Capital Park and Planning Commission FY14 Operating Budget

*Those expected for this worksession:*

Francoise Carrier, Chair, Montgomery County Planning Board

Parks Mary Bradford, Director of Parks  
Mike Riley, Deputy Director of Administration, Department of Parks  
John Nissel, Deputy Director of Operations  
Christine Turnbull, Regional Operations Manager, Enterprise Division/Parks  
Mary Ellen Venzke, Management Services Chief  
Karen Warnick, Departmental Budget Manager  
Kate Stookey, Chief, Public Affairs and Community Partnerships

Planning Rose Krasnow, Acting Director  
Anjali Sood, Budget Analyst

This memorandum addresses the remaining issues related to the Maryland-National Capital Park and Planning Commission (M-NCPPC) budget, including the Enterprise Fund, Special Revenue Funds, Advance Land Acquisition Revolving Fund, the Property Management Fund, and the Internal Service Funds, as well as the Planning Board request for additional funding related to geographic information systems. A separate memorandum addresses the Planning, Housing, and Economic Development (PHED) Committee's request to discuss a single registration system for the Department of Parks and the Department of Recreation.

**All page references are to the M-NCPPC Fiscal Year 2014 Proposed Annual Budget; Committee Members may wish to bring a copy to the meeting.** M-NCPPC responses to Council Staff questions on the budget are attached at © 1 to 34.

## THE ENTERPRISE FUND

The Enterprise Fund accounts for various park facilities and services that are entirely or predominantly supported by user fees. (See pages 209 - 232 for a discussion of the Enterprise Fund.) Recreational activities include ice rinks, indoor tennis, event centers, boating, and camping programs. Operating profits are reinvested in new or existing enterprise facilities through the Capital Improvements Program. **The FY14 budget projects overall Fund revenue over expenditures of \$59,041, making it the fourth year in a row the Fund is operating without a transfer from the General Fund.** Net income exceeded the budgeted amount in FY12 and is projected to in FY13 as well.

The proposed expenditures for the Enterprise Fund for FY14 are as follows:

<b>FY13 and FY14 ENTERPRISE FUND EXPENDITURES</b>			
FY13 Budget	FY14 Request	Change from FY13 to FY14	% Change from FY13 to FY14
\$9,953,730	\$9,971,767	\$18,037	0.2%
118.9 WY	116	-2.9	2.4%

### Revenues and Losses by Activity

The following chart indicates whether each of the Enterprise Fund activities has generated or is expected to generate a positive return in years. As the summary chart indicates, both indoor tennis and ice rinks are projected to generate significant profits for the Enterprise Fund in FY14, more than offsetting the losses created by the park facilities and event centers.

<b>ENTERPRISE FUND REVENUE OVER/(UNDER) EXPENDITURES</b>				
	Actual FY12	Budgeted FY13	Estimate FY13	Proposed FY14
<b>GOLF COURSES</b>	(\$81,959)	(\$404,100)	(\$332,127)	\$0
<b>ICE RINKS</b>	(\$54,949)	(\$177,300)	\$4,533	\$386,410
<b>INDOOR TENNIS</b>	\$370,993	\$308,300	\$361,933	\$316,719
<b>EVENT CENTERS</b>	(\$128,222)	(\$155,130)	(\$271,710)	(\$236,800)
<b>PARK FACILITIES</b>	\$553,807	\$440,800	\$477,132	(\$407,288)
<b>TOTAL</b>	<b>\$659,670</b>	<b>\$12,570</b>	<b>\$239,761</b>	<b>\$59,041</b>

Golf Courses show zero net revenue since the Commission has finished paying for debt service on Little Bennett Golf Course and transferred operation of the South Germantown Driving Range to Park Activities sub-fund. Golf courses are operated by the Montgomery County Revenue Authority (MCRA). Under the terms of their lease, the MCRA is required to make a percentage rent payment when net revenues generated by the golf courses exceed the lease-stated threshold of \$5.1 million for the three courses. No rent payment is expected in FY14.

In FY14, the Commission will make the final debt payment on the Cabin John Ice Rink, and the reduced payment in FY14 results in positive net revenue for the ice rink sub-fund, which should be even greater in FY15 when there is no longer any debt service. Indoor Tennis continues to produce over \$300,000 in net revenues. Event center revenues continue to increase, as do their operating costs, resulting in a projected \$236,000 loss in net revenues. The Enterprise Fund continues to improve these facilities and market them with the goal of making them self-sufficient in 3-5 years. Although the Park Facilities appear to show their first net loss in many years, this is primarily due to the decision to transfer \$600,000 for capital improvements and to move the operating costs and revenues associated with the South Germantown Driving Range to this sub-fund.

Last year, the Committee asked the Enterprise Fund to develop a long range facility plan to better time the funding of new facilities or major improvements. Given the decreases in debt service and the net revenues that will allow for the funding of new capital improvements in FY14 and beyond, Staff believes this would be a timely and important endeavor.

### SPECIAL REVENUE FUNDS

“Special Revenue Funds” are used to account for the proceeds from specific revenue sources that are legally restricted to expenditures for specific purposes (see pages 241 to 257 in the Budget). Programs that appear in the Special Revenue Funds are funded in total or in part by non-tax sources, while Enterprise Fund activities have traditionally been funded entirely (with some limited exceptions) by non-tax sources (i.e., fees). The total FY14 Special Revenue Fund **revenues** are projected to decrease by \$262,200 or 5.2% as compared to the FY13 budget, while proposed **expenditures** would increase by \$162,293 or 2.8% (to \$5,759,000). **Although projected expenditures would exceed revenues by \$1,122,693, the \$4.3 million Fund balance will be drawn upon to make up the difference.**

While some funds use revenues only to the extent they are obtained (e.g., the Park Police Federally Forfeited Property Fund), for other funds there is an ongoing need for the activity, and transfers from tax supported funds are sometimes used to support expenditures. No revenues or expenditures are proposed for the Historic Renovations Fund in FY14 since the source of revenues is surpluses in the Property Management Fund, and none are anticipated this year.

The Special Revenue Funds in the FY14 Budget include the following funds:

- **Historic Renovations – Property Management:** Any excess revenues from property management of Commission rental properties are used for work associated with historic park properties.
- **Park Police – Drug enforcement:** Revenues from the sale of property seized as a result of drug-related crime convictions may be used for the purchase of equipment and other resources to combat drug-related crimes in the parks. (State law authorization.)
- **Park Police – Federally Forfeited Property:** Revenues from the sale of property seized as a result of drug-related crime convictions may be used for the purchase of equipment and other resources to combat drug-related crimes in the parks. (Federal law authorization.)
- **Interagency Agreements:** Revenues transferred from other agencies, used primarily to fund ballfield maintenance.
- **Park Cultural Resources:** Revenues and expenditures associated with historical and archeological programs and camps.

- **Special Events:** This Fund provides for work done by the Commission on a reimbursement basis for special events in the parks sponsored by outside entities (e.g., the Avon Breast Cancer Walk).
- **Nature Programs and Facilities:** For nature and environmental education programs, projects, and camps at nature facilities.
- **Special Donations and Programs:** This account allows for the expenditure of donations associated with the Parks Foundation and the Parks Corporate Sponsorship Initiative.
- **Traffic Mitigation Program:** Developers with traffic mitigation agreements pay fees used for independent monitoring of trip reduction.
- **Historic Preservation – County Non-Departmental Account:** Allows a transfer from the County Government to M-NCPPC to partially fund the Historic Preservation Commission.
- **GIS Data Sales:** Revenue associated with the sale of Geographic Information System (GIS) data is used to update the plan/topographic base map.
- **Environmental/Forest Conservation Penalties:** Monies collected from fines imposed for violation of the County Forest Conservation Law may be spent on authorized forest-related projects and enforcement and administration of the Forest Conservation Program.
- **Development Review Special Revenue Fund:** Fees associated with the development review process are spent on staff who administer the process. (This Fund has generally required a significant County subsidy from the Administration Fund to cover expenditures.)
- **Forest Conservation:** Fees paid by developers in lieu of planting forests are used by M-NCPPC for forest planting, protection, maintenance, and planting.

FY14 projected expenditures, revenues, and fund balances are shown below.

<b>SPECIAL REVENUE FUNDS</b>					
	<b>Projected Beginning Fund Balance</b>	<b>Proposed FY14 Revenue</b>	<b>Proposed FY14 Expendtrs</b>	<b>Net FY14 Revenue</b>	<b>Proposed Ending Fund Balance</b>
Historic Renovations (Property Management)	\$0	\$0	\$0	\$0	\$0
Park Police - Drug Enforcement Fund	\$41,829	\$400	\$20,000	-\$19,600	\$22,229
Park Police - Federally Forfeited Property	\$35,058	\$300	\$30,000	-\$29,700	\$5,358
Interagency Agreements	\$7,562	\$944,484	\$940,340	\$4,144	\$11,706
Park Cultural Resources	\$10,032	\$31,500	\$41,532	-\$10,032	\$0
Special Events	\$0	\$57,500	\$57,500	\$0	\$0
Nature Programs and Facilities	\$57,350	\$141,925	\$109,900	\$32,025	\$89,375
Special Donations and Programs	\$87,880	\$452,651	\$472,600	-\$19,949	\$67,931
Traffic Mitigation	\$68,665	\$20,100	\$20,000	\$100	\$68,765
Historic Preservation (County non-departmental account)	\$60,629	\$254,940	\$254,840	\$100	\$60,729
GIS Data Sales	\$135,801	\$25,100	\$120,000	-\$94,900	\$40,901
Environmental/Forest Conservation Penalties Fund	\$36,751	\$25,100	\$47,000	-\$21,900	\$14,851
Development Review Special Revenue Fund (includes DAP)*	\$3,121,359	\$2,790,000	\$3,206,081	-\$416,081	\$2,705,278
Forest Conservation Fund	\$719,142	\$54,600	\$601,500	-\$546,900	\$172,242
<b>TOTAL ALL FUNDS</b>	<b>\$1,373,672</b>	<b>\$4,798,600</b>	<b>\$5,921,293</b>	<b>-\$1,122,693</b>	<b>\$250,979</b>

\* Revenues for the Development Review Special Revenue Fund include \$1,840,000 in fees and a \$950,000 transfer from the Administration Fund

In some cases, the funds show a large expenditure that will use a significant portion of the fund balance to achieve the objectives of the fund. For example, in FY14, the Park Police Drug Enforcement Fund is budgeted to spend far more than it anticipates in revenues because it has a large fund balance. This is appropriate as long as there is a fund balance.

Planning Department Staff have provided information on the Development Review Special Revenue Fund (see © 3 to 5). They ended FY12 with a larger fund balance than expected and projected FY13 revenues are greater than budgeted, while projected FY13 expenditures will be less than budgeted. **The result is that they are projecting to begin FY14 with a \$3.1 million fund balance. Given this, Staff does not believe that the Fund needs the \$950,000 transfer from the Administration Fund this year. Without the transfer, this Fund would still have a \$1.76 fund balance at the end of FY14, which should be more than enough to address any unexpected increase in costs or decrease in revenue. Therefore, Staff recommends that the Committee eliminate the \$950,000 transfer in FY14.**

The Committee already discussed the Historic Preservation Non-Departmental Account in County Government, which transfers money to the M-NCPPC Historic Preservation Special Revenue Fund,

and agreed to move the funds from County Government into the M-NCPPC budget so that the transfer is no longer necessary. This will also eliminate the need for this Special Revenue Fund.

### **THE ADVANCE LAND ACQUISITION REVOLVING FUND (ALARF)**

The Advance Land Acquisition Revolving Fund (ALARF) is used to acquire land needed for public purposes, including parks, roads, school sites, and other public uses. (See pages 258-260 for the discussion of the Advance Land Acquisition Revolving Fund.) There is an ALARF project description form (PDF) in the CIP, but ALARF is also shown in the operating budget because it is a revolving fund, and repayments to the Fund need to be held as an operating budget account.

The intent is for the agency or department that ultimately builds the project to repay ALARF; repayment has not consistently occurred in the past. Although the Fund is a revolving fund, there is frequently a lengthy lapse in time before it is refunded and, in some cases, repayment does not occur. M-NCPPC held on to many millions of dollars in real estate for many years for the Inter-County Connector (ICC) and has finally been repaid by the State. To provide the appropriation authority, the budget assumes that the entire Fund balance will be spent in FY14. **Council approval is still required for each ALARF purchase.**

Whenever the Fund drops inappropriately low, M-NCPPC issues new bonds to restore the balance. M-NCPPC last issued \$2,000,000 in Advance Land Acquisition (ALA) bonds in FY05, and debt service began in FY05. For FY14, they recommend debt service of \$593,800, a decrease of \$29,000 or 4.6%. They are not requesting any change in the property taxes associated with ALARF, the proceeds of which are used to pay debt service (real property tax rate of \$0.001 per \$100 assessed value and personal property tax rate of \$0.003 per \$100 assessed value).

**Staff recommends approval.**

### **THE PROPERTY MANAGEMENT FUND**

The Property Management Fund provides for the oversight, management, maintenance, administration, and leasing of parkland and facilities located on parkland (see pages 201 to 202). This year, the budget omitted information about Property Management Revenues, something staff believes should be added back in future years. (While it is assumed for budget purposes that revenues will match expenditures, the data on prior years (see © 34) indicate that it is not always true. Staff recommends that the chart on © 34, which was included in last year's budget, be added back for all funds. In FY14, expenditures and rental revenue are both proposed to increase by \$38,600, or 4.5%, due to additional leases and the renegotiation of existing leases. M-NCPPC proposes to increase staffing associated with the Property Management Fund by 1 workyear in FY14 due to the additional workload associated with new leases and renegotiations, but the increased cost will be covered by new revenues.

The funding request is as follows:

<b>FY13 and FY14 PROPERTY MANAGEMENT FUND</b>			
FY13 Budgeted (Revenues and Expenditures)	FY14 Request (Revenues and Expenditures)	Change from FY13 to FY14	% Change from FY12 to FY13
\$867,000	\$905,600	\$38,600	4%
5.0 WY	6.0 WY	1	20%
Note: Workyears include chargebacks			

**Staff recommends approval.**

### **INTERNAL SERVICE FUNDS**

The M-NCPPC budget includes three Internal Service Funds: The Commission-Wide Group Insurance Fund, Risk Management, and Capital Equipment (see pages 261-269). Total expenditures for the Commission-Wide Group Insurance Internal Service Fund for FY14 is \$49.27 million, a \$3.65 million or 8 percent increase over the FY13 budget. Most of the cost increase comes from the Other Post-Employment Benefits (OPEB) pay-as-you-go (PAYGO) cost, which is increasing \$2.2 million. The Government Operations and Fiscal Policy (GO) Committee will be addressing this issue.

Total expenditures for the Risk Management Fund are projected to **decrease** by \$685,897 or 18.7%, to \$2,988,393. The budget is based on actual claims observed in FY12 and there was a significant decrease in claim costs from worker's compensation (see page 265).

The Capital Equipment Service Fund was established to provide an economical method of handling large purchases of equipment (see pages 267-269). The Fund spreads the cost of an asset over its useful life instead of burdening any one fiscal year with the expense. Revenues are expected to increase 27%, while expenditures will increase 12%.

<b>FY13 and FY14 CAPITAL EQUIPMENT INTERNAL SERVICE FUND</b>				
	FY13 Budgeted	FY14 Request	Change from FY13 to FY14	% Change from FY13 to FY14
Operating Revenues	\$1,161,850	\$1,471,980	\$310,130	26.69%
Expenditures	\$908,700	\$1,016,994	\$108,294	11.92%
Net Revenue	\$253,150	\$454,986	\$201,836	79.73%

For a reason not entirely clear to Staff, the budget for the Chief Information Officer and related consulting resources is charged to the Capital Equipment Internal Service Fund. The Committee may want to inquire about this.

## **AMENDMENT FOR GEOGRAPHIC INFORMATION SYSTEMS**

After the submission of the FY14 budget, Council received a request from M-NCPPC for an amendment to add a special project, the Geographic Information System (GIS) Data Visualization Project (see © 35 to 46). The project was approved by the Interagency Technology Policy and Coordination Committee (ITPCC) after M-NCPPC had transmitted its budget, and the Planning Board supports the project.

The project will be managed by the Planning Department's Center for Research and Information Systems Division in cooperation with the Washington Suburban Sanitary Commission (WSSC) and the County's Department of Technology Services (DTS). The proposed funding required is \$70,000 for cloud based GIS Services, training and services as well as to support an intern. The project is designed to facilitate public involvement, web based services, and social media to support policy decision making and service delivery to the public. A more detailed description of project elements (including an interagency demonstration project accessible via a new GIS web portal) is attached on © 38.

**Staff agrees with the ITPCC conclusion that our GIS has been underutilized and supports this project as a means to increase use both for County staff in all agencies and for the broader public.**

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**MONTGOMERY COUNTY PLANNING DEPARTMENT**  
THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

April 18, 2013

**MEMORANDUM**

To: Marlene Michaelson, Legislative Analyst, County Council

Via: Rose Krasnow, Acting Director, Montgomery County Planning Department

From: Piera Weiss, Deputy Director  
Anjali Sood, Budget Analyst AS  
Mark Pfefferle, Chief, Development Applications and Regulatory Coordination *MP*

Subject: Answers to Questions regarding the Planning Department's proposed FY14 Budget

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The following are responses to the questions you have regarding the Planning Department's proposed FY14 Budget.

1. Provide information on costs by program.

Please see the attached Excel Spread sheet (Attachment 1): Montgomery County Planning Department: FY 14 Estimated Work Program Cost.

2. For each of the "new essential needs", please provide additional detail on what is being proposed, the justification, whether the work would be done by in-house staff or contractors, how long it will take, what other agencies would be involved, and whether the other agencies agree with the scope of work you have proposed.
  - a. Please see the attached memorandum from the Planning Board November 8, 2012 Agenda (Attachment 2) describing the proposed essential needs projects. All of the proposed projects would be completed in FY14 and do not require any additional staff.
  - b. The following is a more detailed background on the Functional Master Plan for Co-Location of Public Facilities, which was not fully described in the above mentioned memorandum.

This proposed functional master plan would be a strategic exploration of sites with the potential for co-location of certain public facilities needed to support future development and the anticipated growth in services. The idea for such a study originated with the Joint Work

Group established by the Planning Board and Board of Education to examine issues arising from school site selection proposals that involved parkland, in particular the Bethesda Chevy Chase Middle School/Rock Creek Hill Park site. The Work Group members included Planning Board Commissioner Marye Wells-Harley, County Council staff, and staff from the Planning Department, Parks Department, MCPS, and the Executive's Office. One recommendation that resonated with all of the members: further investigate the merits of facility co-location.

The Work Group presented their findings to the Planning Board, Board of Education, and County Council. On October 9, MCPS staff presented the co-location concept to the School Board. On October 10, 2012, members of the School Board, the School Superintendent, members of the Planning Board, and staff from Parks, Planning and MCPS toured School/Recreation co-location facilities in Prince George's County. The consensus of the tour group was that co-location should be seriously considered since county resources and land will become scarcer while needs will increase. Planning staff prepared a brief description of the proposed project for inclusion as an essential need in the proposed FY14 Planning Department budget. This was presented to the Planning Board on October 25 and approved at the Board's November 8, 2012 meeting.

The Planning Department believes that a functional master plan is the appropriate vehicle to address the identification of sites to meet future public facilities needs county-wide, although other approaches may be considered based on input from other county agencies. We anticipate that the plan would seek to determine the future need for schools, libraries, recreation centers, community centers, community services, as well as facilities needed to maintain and support these services, such as bus depots and maintenance facilities. The Plan would inventory county owned sites, identify opportunities for efficient and cost effective expansion through co-location, and coordinate with county agencies and the Parks Department to develop co-location prototypes.

The request in the proposed FY14 budget is \$50,000 to develop the GIS data base and a detailed scope of work, prepared in consultation with the other county agencies and with the help of professional services.

3. Provide additional information on the changes in professional services for Management and Technology Services listed on page 112.

The proposed FY14 budget reflects a zero budget approach. We are not requesting any new funding for the Management & Technology Services Division; however we have redistributed the funds to more appropriate categories to enable us to better monitor and manage expenses.

These professional services costs reflect the use of consultants to help us manage our complicated and geographically dispersed IT/Telecommunications systems. Our Technology Team Unit manages IT for the Planning and Parks Departments. The costs are shared proportionally. The proposed costs below represent the Planning Department's share of the total costs.

- Network maintenance and security (\$50,000): this LAN/WAN (network) support helps keep our IT system up and running. The Planning Department manages the complex and geographically dispersed system that supports the Parks Department Headquarters, park sites and park police, as well as the interface with CAS. This is our share of the contract, which is a Montgomery County Consulting and Technology Services contract (MCCATS) that is bid competitively.
  - Telephone Support (\$30,000): This is 30% of the total cost, which is our share of Parks/Planning telecommunications support. This is primarily technical and involves wiring and maintaining hardware. This contract is also MCCATS and bid competitively.
  - Cloud (\$18,000): Two years ago our e-mail servers crashed and we, along with the rest of The M-NCPPC, moved to the Cloud for e-mail services. This is our portion of the annual fee.
  - L3 Help Desk (\$59,000): This consultant contract has been in place for a few years because it is more efficient and cost effective than in-house staff support. The on-call support allows staff to resolve computer/printer issues quickly, often via the internet. When we downsized in 2010, this was the most cost effective way to maintain desktop support.
4. Document the costs and revenues of the Development Review Special Revenue Fund this year as compared to last year.

To date revenues are about 45% less in FY13 than revenues received in FY12. FY13 expenditures were less than FY12 as a result of eliminating the Detrick Annex lease. Although we anticipate additional revenues for the remainder of FY13, the total revenues will not reach that achieved in FY12. (Table 1)

	Starting balance	Revenues	Expenses	Transfer from the Admin Fund	Ending balance
FY12	\$741,313	\$4,034,058	\$3,213,447	\$1,278,000	\$2,839,924
FY13 through April 2013	\$2,839,924	\$2,409,744	\$3,128,935	\$1,390,000	\$3,510,733

5. How did the fund balance for the Development Review Special Revenue Fund become so high?

The Department requested a transfer of \$1,528,000 in FY11, \$1,278,000 in FY12, and \$1,390,000 in FY13. At the time we were developing the FY13 budget (Sept 2012), monthly revenues were decreasing as compared to FY12. After the budget was completed and submitted (Dec 2012) the revenues were rising. This increase was attributed to the new fees for sketch plans, as well as an increase in project plan submittals, occurrences we did not anticipate continuing through FY13. (Table 2)

A second factor is that the accounting period in FY11 and FY12 was different. Applications and related fees collected in June 2011 (FY11) were deferred to July 2011 (FY12) under the accepted accounting practice of recognizing revenues as earned. As a result of this change FY12 had revenues for 13 months and FY11 had revenues for 11 months.

A third factor in FY13 was recognizing revenues for those plan applications with credits in the year in which they were received.

A fourth factor was that there were more revenues in FY12 than in FY11 or FY13, even accounting for the additional month in FY12. FY12 revenues were much higher than FY06 - FY11 and FY13.

Finally in FY13, the expenditures were lower as a result of terminating the Detrick Annex lease.

All these factors resulted in a larger balance.

TABLE 2: Revenues By Plan Type/Category			
	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>
<b>Preliminary Plans</b>	\$551,728	\$1,368,416	\$720,140
<b>Project Plans</b>	\$88,359	\$584,934	\$108,334
<b>Site Plans</b>	\$880,617	\$1,217,950	\$1,199,059
<b>Record Plat Fees</b>	\$297,255	\$428,925	\$235,885
<b>Sketch Plans</b>	\$238,377	\$397,573	\$130,000
<b>Staging Allocation</b>			\$3,911
<b>Revenues from DAP</b>	\$17,010	\$21,210	\$12,415
<b>Misc. Revenues including interest</b>	\$8,845	\$15,051	
<b>Total Revenues</b>	\$2,082,191	\$4,034,058	\$2,409,744
<b>Transfer from Admin Fund</b>	\$1,528,000	\$1,278,000	\$1,390,000
<b>Total Budget</b>	\$3,610,191	\$5,312,058	\$3,799,744

6. How are you proposing to change the chargebacks to the Development Review Special Revenue Fund in FY14?

We are not proposing to change the chargeback to the Development Review Special Revenue Fund. The Planning Department is requesting a smaller transfer from the Administration Fund this year than in previous years because of the balance that currently exists in the Development Review Special Revenue Fund. Please also note that we have proposed to use \$416,081 of this fund balance in the current fiscal year and expect to continue to draw down the fund balance in future years.

7. Describe the shifts in regulatory workload that have led you to move staff (e.g., on page 125 it indicates that Area 3 has more special exceptions and therefore will have an increase in positions/work years).

The paragraph on page 125 seeks to explain that Area 3 receives more Special Exceptions (SE), Natural Resource Inventories (NRI/FSD) and Forest Conservation Plans than Areas 1 and 2; however, these development application types are not eligible for charging to the Development Review Special Revenue Fund. Therefore, although the positions and work years are the same as last year's budget, the amount of staff work supported by the Development Review Special Revenue Fund (derived from an assessment of the Labor Codes) is less than in the other Area Divisions and different from last year's projected allocation. FY12 was the first full year of data output from the Labor Code since the reorganization. A detailed analysis of the Labor Codes revealed that the regulatory work in the three Area Divisions was comparable, but not similar. For example, Sketch Plans were in Area 2 only; Project Plans in Areas 1 and 3, as well as the NRI/FSD and SE project types noted earlier.

8. Provide additional detail on supplies and materials and other services for FY14 as compared to FY13. In the past you have broken it down into the top ten or so subcategories.

Please see Table 3 on the following page.

TABLE 3: Support Services Budget for Montgomery County Planning Department by Major categories		
Title	FY13	FY14
Retirement – FT	\$0	
Group LTD Insurance – FT	\$0	\$5,000
Unemployment Payments	\$43,800	\$37,100
Salaries and FICA interns	\$22,800	\$22,800
Personnel Other	\$13,000	\$15,000
<b>Total Personnel</b>	<b>\$79,600</b>	<b>\$79,900</b>
Office Supplies	\$164,500	\$74,400
Advertising want ads, advertising media, RFP's	\$12,000	\$3,000
Postage	\$40,000	\$15,000
Telephone/ communication	\$74,900	
Utilities	\$290,000	\$241,700
Internal Rent Cap Eq ISF	\$51,500	\$57,000
Commission -Wide IT Initiative	\$54,200	\$43,100
CIO Allocation	\$46,600	\$50,000
Reprs/Maint Bldg & Struct	\$176,500	\$150,000
Real Propty Rent/Lease	\$0	\$0
Maintenance Copier and other office equipment	\$390,000	\$280,000
Risk Management	\$77,700	\$49,400
Group Insurance	\$61,400	\$0
Const/Renov Serv – Bldgs	\$160,000	\$150,000
Flooring Services	\$30,000	
Tuition Assistance	\$10,000	\$10,000
Legal Services	\$9,000	\$10,000
Leadership & Development Training	\$0	\$25,000
Specialized printing	\$5,000	\$5,000
Repairs/Maint HVAC, Elevator	\$110,000	\$371,000
Misc. Services	\$125,000	\$153,200
<b>Total OSC</b>	<b>\$1,723,800</b>	<b>\$1,613,400</b>
Legal Chargeback	\$85,000	\$85,000
	\$2,052,900	\$1,852,700

9. Do the professional services related to master plans on page 111 match the most recent master plan schedule and need for work to be performed in FY14. Are any additions or reductions necessary based on the most recent schedule?

The professional services are aligned with the master plan schedule in the proposed budget. There would need to be a reassessment of the distribution of the professional services based on the master plan work program. Most of these can be reallocated to whichever master plan is added or shifted in the work program, since these amounts involve consulting services to answer certain questions that arise in all master plans, such as economic considerations or traffic congestion.

10. What is the new framework for forecasting referenced on page 130?

The research team develops forecasts of County housing, jobs, and population. This product supports the analysis of County growth and development. The County forecast is developed cooperatively with the Metropolitan Washington Council of Government's (MWCOC) regional forecasting efforts. The resulting product is the primary demographic input into MWCOC's federally mandated regional analysis of the transportation network's impact on air quality.

The new framework included new data sources, cleaning up the baseline since no establishment level baseline exists for the previous forecast efforts, and adding the ability to document error corrections.

The department acquired ES202 employment data, a record level government series that was not previously used in the forecast. This employment information was incorporated into the forecast after a two year effort of cleaning and geo-coding the information. The forecast now uses record level based employment information that can be corrected each year in a documented fashion as errors are discovered.

Developing the Forecast is a two-step process. In the first step, the team develops an aggregate County level forecast through year 2040 as follows:

- Developed a population growth model that incorporated new information from the 2010 Census.
- Developed new employment projections that more realistically reflected high, low, and moderate County employment growth scenarios. The previously used County level employment projections were the result of incremental adjustments to a year 2000 baseline that pre-dated the recent recession.

The second step in the forecasting process is to allocate the above "aggregate" County population, employment, and households projections to small sub-County geographies. In order to develop a new framework, the research team:

- Developed a new, more accurate source for identifying “on the ground” locations for existing employment. The previous baseline employment measure had not been updated since 2005.
- Incorporated a new measure of the County’s employment pipeline. This updated pipeline was the result of a two year “clean up” effort that pulled information from the agency’s Hansen system, State appraisal data, and the Department of Permitting Services.
- Developed and incorporated a revised land use base, a “parcel snapshot” for the County, into the forecast. This product is still evolving, but provides a “time stamped” quality controlled source of land use information for forecasting and other land use analysis.

All of these base inputs were moved from the previously used spreadsheet model into a geographic information system. This transition positions the Department to continue to progress towards more contemporary land use modeling frameworks that better capture the dynamics of county demographic and land use change.

Montgomery County Planning Department: FY14 Estimated Work Program Cost										
	FY13 Approved	FY14 Proposed	Personnel **	Professional Services	Publication	Other Costs	Sub Total	Historic Preservation Chargeback	DR Chargeback	Total
<b>Total Funded Workyears</b>	<b>137.05</b>	<b>137.85</b>								
<b>Program: MASTER PLANNING PROGRAM</b>										
<b>Plans</b>										
Countywide Transit Corridors Functional Master Plan	2.35	1.73	\$204,898	\$100,000		\$29,197	\$334,095			\$334,095
Functional Master Plan for Historic Preservation	2.20	1.78	\$208,451			\$29,704	\$238,155			\$238,155
Functional Plan For Co-Location of For Public Facilities		0.40	\$47,375	\$50,000		\$6,761	\$104,126			\$104,126
Wheaton-CBD and Vicinity Sector Plan	0.40									
Kensington And Vicinity Sector Plan	0.30									
Takoma/Langley-Groceroads Sector Plan	0.40									
Chevy Chase-Lake Sector Plan	2.40									
White Flint II Sector Plan	1.50	2.01	\$238,061	\$9,000		\$33,923	\$280,983			\$280,983
Glenmont Sector Plan	2.85	1.91	\$226,217			\$32,235	\$258,452			\$258,452
Long Branch Sector Plan	2.25	0.76	\$90,013			\$12,827	\$102,839			\$102,839
Lyttonsville/Rosemary Hills Sector Plan	1.55	1.18	\$137,388	\$3,000		\$19,577	\$159,966			\$159,966
Bellhearsda CBD Sector Plan		0.91	\$107,779	\$18,000		\$16,358	\$141,137			\$141,137
Westbard/ River Road Plan		2.41	\$285,438	\$9,000		\$40,874	\$331,109			\$331,109
White Oak Science Gateway Master Plan	4.70	2.35	\$278,329			\$39,661	\$317,990			\$317,990
Gaithersburg East/Montgomery Village Master Plan	0.20	2.81	\$332,811	\$27,500		\$47,424	\$407,735			\$407,735
Aspen Hill Master Plan		1.91	\$226,217	\$23,500		\$32,235	\$281,952			\$281,952
Minor and Limited Amendments/Neighborhood Plans	1.40	0.30	\$35,531			\$5,083	\$40,595			\$40,595
Bertensville-Neighborhood Plan	0.90									
Clerksburg Master Plan Limited Amendment & Ten Mile Creek Watershed		1.05	\$219,110			\$31,223	\$250,333			\$250,333
Sandy Spring Minor Master Plan Amendment	2.00	1.06	\$125,544			\$17,890	\$143,434			\$143,434
Pooks Hill Minor Master Plan Amendment	1.45	0.91	\$107,779			\$15,358	\$123,137			\$123,137
<b>Public Policies Planning and Coordination</b>										
Public Project Coordination	8.80	7.35	\$870,520			\$124,046	\$994,566			\$994,566
Master Plan Staging/Monitoring	3.95	4.15	\$491,518			\$70,040	\$561,558			\$561,558
<b>Special Projects</b>										
Subdivision Staging Policy /COG Master Plan Local Area Modeling Support)	3.85	3.10	\$367,158	\$100,000		\$52,319	\$519,477			\$519,477
Sustainability Indicators and Planning Activity	1.40	1.60	\$189,501			\$27,003	\$216,504			\$216,504
Agnculture Initiatives	1.90	1.91	\$226,217			\$32,235	\$258,452			\$258,452
Special Projects	1.00	2.15	\$254,642	\$470,000		\$36,286	\$760,927			\$760,927
<b>SUB-TOTAL MASTER PLANNING</b>	<b>47.75</b>	<b>44.50</b>	<b>\$5,270,494</b>	<b>\$808,000</b>	<b>\$0</b>	<b>\$761,028</b>	<b>\$6,827,522</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,827,522</b>
<b>New Work Program Efforts in FY14</b>										
Expected to end in FY13										

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**Montgomery County Planning Department: FY14 Estimated Work Program Cost**

	FY13 Approved	FY14 Proposed	Personnel **	Professional Services	Publication	Other Costs	Sub Total	Historic Preservation Chargeback	DR Chargeback	Total
<b>Total Funded Workyears</b>	<b>137.85</b>	<b>137.85</b>								
<b>Program: REGULATORY PLANNING PROGRAM</b>										
<b>Regulatory Policy Development/Amendment</b>										
Zoning Text Amendments (ZTA)/Subdivision Regulation Amendments (SRA)	2.05	1.75	\$207,267			\$29,535	\$236,802			\$236,802
Zoning Code Rewrite	6.85	5.10	\$604,034			\$86,073	\$690,107			\$690,107
<b>Land Use Regulations</b>										
Special Exceptions	4.25	3.05	\$455,987			\$64,977	\$520,963			\$520,963
Local Map Amendments and Development Plan Amendments	2.95	3.00	\$355,314			\$50,831	\$405,945		-\$188,400	\$237,545
Preliminary Plans/Subdivision Plans	11.40	12.20	\$1,444,944			\$205,900	\$1,650,844		-\$1,498,800	\$154,044
Project, Sketch and Site Plan Reviews and Site Plan Enforcement	10.20	9.20	\$1,089,630			\$155,269	\$1,244,899		-\$873,100	\$371,799
Pre-Application Meetings/Guidance		0.90	\$108,594			\$16,189	\$121,783			\$121,783
Site Plan Enforcement and Building Permit Review	0.30	1.80	\$213,189			\$30,379	\$243,568			\$243,568
Historic Area Work Permits	4.00	4.00	\$473,752	\$12,900	\$8,000	\$67,508	\$562,160	-\$254,840		\$307,320
Forest Conservation Reviews, Inspections & Enforcement	10.45	10.90	\$1,290,975			\$183,960	\$1,474,935			\$1,474,935
<b>SUB-TOTAL REGULATORY PLANNING</b>	<b>52.45</b>	<b>52.70</b>	<b>\$6,241,888</b>	<b>\$12,900</b>	<b>\$8,000</b>	<b>\$889,420</b>	<b>\$7,182,008</b>	<b>-\$254,840</b>	<b>-\$2,638,300</b>	<b>\$4,368,868</b>
<b>Program: INFORMATION RESOURCES</b>										
<b>Public Information</b>										
Research	4.40	4.90	\$580,347	\$100,000		\$82,697	\$763,044			\$763,044
Information Systems/Geographic Information Systems (IS/GIS)	5.60	6.80	\$805,379			\$114,764	\$920,143		-\$25,000	\$895,143
Information Services	5.90	6.80	\$805,379			\$114,764	\$920,143		-\$374,200	\$545,943
<b>SUB-TOTAL INFORMATION RESOURCES</b>	<b>15.90</b>	<b>18.50</b>	<b>\$2,191,104</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$312,225</b>	<b>\$2,803,329</b>	<b>\$0</b>	<b>-\$399,200</b>	<b>\$2,204,129</b>
<b>Program: MANAGEMENT/ADMINISTRATION</b>										
<b>Governance</b>										
Work Program Management	6.80	7.15	\$846,832			\$120,671	\$967,503			\$967,503
Work Program Support	10.95	9.40	\$1,113,318			\$158,644	\$1,271,962			\$1,271,962
<b>Agency Support</b>										
Information Technology	4.00	5.60	\$663,253	\$157,000		\$649,911	\$1,470,164			\$1,470,164
<b>SUB-TOTAL MANAGEMENT/ADMINISTRATION</b>	<b>21.75</b>	<b>22.15</b>	<b>\$2,823,403</b>	<b>\$157,000</b>	<b>\$0</b>	<b>\$929,226</b>	<b>\$3,709,630</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,709,630</b>
<b>TOTAL</b>	<b>137.85</b>	<b>137.85</b>	<b>\$16,328,887</b>	<b>\$1,076,900</b>	<b>\$8,000</b>	<b>\$2,881,900</b>	<b>\$20,292,487</b>	<b>-\$254,840</b>	<b>-\$2,937,600</b>	<b>\$17,100,147</b>
New Work Program Efforts in FY14										
Expected to end in FY13										
**Personnel cost does not include OPEB PreFunding and OPEB pay go.										

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**MONTGOMERY COUNTY PLANNING DEPARTMENT**  
THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

MCPB Date: <sup>11-8-12</sup> 10/25/2012  
Agenda Item #11/1

MEMORANDUM

October 25, 2012

TO: Montgomery County Planning Board

VIA: Rose Krasnow, Interim Director *RHK*  
Montgomery Planning Department

FROM: Piera Weiss, Deputy Director *PW*  
Traci L. Anderson, Chief, Management and Technology Services

SUBJECT: Planning Department FY14 Budget Development Follow-up

**ACTION REQUESTED**

Planning Board approval to include the requested elements in the Planning Department's FY14 budget.

**BACKGROUND**

At the October 18, 2012, the Planning Board directed staff to provide more information regarding several new work program elements and the reduction in the Development Review Special Revenue Fund included in the Department's preliminary budget proposal. This memorandum provides additional details as requested.

**WORK PROGRAM ADDITIONS**

The Department reviewed and refined its priorities for FY14, and offers the following information to clarify these preliminary requests:

1. Functional Master Plan for Co-Location of Public Facilities - \$50,000

This Plan is a strategic exploration of the types and quantities of public facilities – new and existing – needed to support future development and anticipated growth in services. An enhanced co-location concept was developed by the cross agency work group that had

been assigned by the County Council to examine issues arising from school site selection proposals involving parkland. This is planned as a one-time cost for professional services, and will not require additional staff.

2. Transportation Planning and Coordination - \$375,000

The Department's transportation analyses must be restructured to answer the large questions involved with transportation planning including bus rapid transit and other non-auto modes of travel. To do this, and provide needed supplemental technical assistance for master planning transportation analysis and the Subdivision Staging Policy, the following is needed:

- Adaptation of the new Council of Governments regional transportation model (which has better analytical tools for non-auto modes) into our more fine-grained county-wide transportation model, which forms the basis of the Subdivision Staging Policy analysis and master plan development scenarios.
- Analytical work associated with preparing TPAR 2014 to account for an approved BRT network, travel time and consider other measures recommended by the County Council and Planning Board.
- Local Area Modeling
  - Development of a replacement tool for our current obsolete software.
  - Technical assistance in preparing forecasts and potential solutions for master plan intersection performance.
  - Traffic counts needed to support local intersection modeling and the Mobility Assessment Report.

3. Study of Garden Apartment Lifecycle and Redevelopment - \$50,000

This study will develop baseline data and conditions for a county-wide housing supply/demand analysis framework that may be used broadly to support master plans. The initial framework is designed to identify a master plan's overall impact on the County's supply of affordable units. The study is envisioned to take place in two phases:

- I) Internal staff will collaborate with DHCA to survey the housing supply, to create county-wide typology of lifecycle and affordability (\$50,000); and
- II) Department staff will incorporate the developed typology into demographic profiles and models (\$110,000).

In FY14, the Department proposes to conduct the housing supply survey, and to develop a shared typology re: garden apartment lifecycles. The requested funds will support hiring of interns to conduct the baseline supply review, under guidance of the Chief. This

is estimated as a one-time cost. Additional phases of work will be funded in succeeding fiscal years at the costs delineated above. A more detailed explanation of these projects is attached (Attachment A) for the Board's review and consideration.

4. Special Study – Economic Analysis Supporting Master Planning Efforts - \$100,000  
(for Phase I)

The Department reconsidered the proposal, and identified phases of study to support to more efficiently allocate internal staff resources, as well as optimize the study's benefits. The three phases of work include:

- I) In coordination with the Montgomery County Department of Economic Development, formalize knowledge of the County's economic strengths and weaknesses, developer preferences, and structural constraints to regional competitiveness (\$100,000);
- II) Purchase the REMI Region Macro Economic Model (\$120,000); and
- III) Expand the small area forecasting to identify which factors are most effective at changing the decisions developers make about where to locate within the County (\$50,000).

In FY14, the Department proposes to assess the County's competitive status relative to other jurisdictions in the region with respect to office space utilization, business re-location, employment and housing markets, and determine how master plans might be able to enhance Montgomery County's desirability. The requested funds will support a developer survey and consulting services. This is estimated as a one-time cost. Additional phases of work will be funded in succeeding fiscal years at the costs delineated above. A more detailed explanation of these projects is attached (Attachment A) for the Board's review and consideration.

**TRANSFER TO DEVELOPMENT REVIEW SPECIAL REVENUE FUND**

The Department has reviewed its regulatory activities and identified additional services and personnel costs, which are eligible to be charged against the Development Review Special Revenue Fund. Therefore, the transfer request is reduced nominally to \$950,000 from \$1,140,000.

**SUMMARY**

The Department per the Board's direction closely reviewed and refined its requests. These adjustments reflect the critical services needs and preserves the Department's budget in relation to SAG.

## ATTACHMENT A

### SUMMARY: ECONOMIC ANALYSIS OF MASTER PLANNING EFFORTS

This effort will evaluate the impact of alternative master plan scenarios on regional and county employment and population. Initial work will target the following questions:

- Given competing regional growth in retail, office, and industrial, (or for industry specific employment cluster growth) what are the thresholds of development that we can realistically support? Are master plan densities, housing, and employment levels consistent with these thresholds?
- How does the master plan's amount and mix of housing influence County commuter and workflows? Given our regional competitors, how does the master plan influence the County's overall housing, income, and jobs distribution.
- Fiscal: How do we evaluate the countywide fiscal implications of a new master plan given the plan's employment and housing mix?

#### Phase I: Qualitative Macro Level/Background

Developer Survey: \$ 35,000

Consulting: \$ 65,000

Coordinate with DED to formalize knowledge of County economic strengths and weaknesses, developer preferences, and structural constraints to regional competitiveness. Cooperate with DED to better define the nexus between long range master planning efforts and to identify specific strategies for improving the influence of the master planning process on economic development outcomes.

#### Deliverables include:

- Meta analysis/Summary of existing literature on national and regional trends in office, retail, and industrial location.
- Survey of employer concerns/preferences (i.e., access to transit, tax structure, housing costs, forward-backwards industry linkages, amenities for employees, etc.)
- A regional profile of historical industry location and relocation decisions. Which industries are we losing, which are retaining?
- Profile of the small area characteristics for the specific types of places to which we are losing development. What are the characteristics of our competitors' most successful retail and office developments? How do they differ from Montgomery County?
- Prospective assessment of how industry specific land use needs can improve our competitiveness. (Example: adequate zones for light manufacturing to support changing needs of local bio tech)

**Phase II: Quantitative Macro Level**

**REMI Multi Region Macro Economic Model:**

**(Acquisition, calibration, baseline scenario development) \$100,000**

**Additional Scenario Development (Consulting): \$ 20,000**

Both DED or MCP identify the direct jobs associated with employer relocation or with a new proposed development. However, neither agency has a good handle on the mix of indirect jobs that projects generate. Both agencies need a framework for placing economic impact assessments and employment scenario development within a reliable framework that provides industry detail, realistically assesses inter-industry relationships, and better considers our economic relationships to surrounding jurisdictions.

REMI is a modeling tool that considers the inter-industry relationships that exists between regions. The model can evaluate changes in employment and population based on a wide array of policy variables. The baseline economic scenario proposed for the model would assume MC "builds out" according to the design vision implied in our current master plans. We would then profile the long term economic, housing, and implications of this prospective build out, given the regional model's consideration of inter-industry relationships and the regional competition for jobs and households. The baseline scenario will provide:

- Industry specific business mix , growth in specific clusters
- Distribution of secondary employment/amenities that attract a competitive workforce: (retail, restaurants, entertainment)
- Housing: by type and price range.
- Allow an assessment of whether the required workforce matches our current demographic profile (age, education, income).
- Allow an investigation of the fiscal implications of these demographic changes.

**Phase III: Allocation**

**Interns \$35,000**

**Statistical Analysis Support \$15,000**

The work is an expansion of the small area forecasting work currently performed by the CRIS. The emphasis is creating more realistic small area "neighborhood level" forecasts that describe future concentrations of jobs and housing. This modeling work attempts to identify which sub-county factors (i.e., density bonus, MPDU requirements, zoning changes, proximity to BRT and other transportation improvements) are most effective at changing the decisions developers make about where to locate within the County.

**Deliverables:**

- A small area forecasting framework that adequately describes how growth in one master plan effect decline in another.
- a quantitative assessment of the impact of the transportation network on changing land development patterns

- A small area profile for our housing/ jobs mix. A typology of neighborhoods and commercial centers.
- An initial quantification of impact that our growth controls have on actually changing developer location choice.
- The baseline for small area fiscal impact framework. An initial assessment of what happens as the commercial sector bears increasing share of fiscal costs.

## **SUMMARY: GARDEN APARTMENT LIFECYCLE AND REDEVELOPMENT ANALYSIS**

### **Project Background**

Montgomery County's stock of garden apartments represents an emerging issue. A wave of garden apartments was built during the 1960's and many are nearing the end of their physical life. Some decisions need to be made regarding their future. In some cases, property owners may undertake major renovations, which may cause displacement or result in raised rent levels. In other cases, they seek more intensive redevelopment, which typically causes displacement and higher rent levels.

Redevelopment proposals often occur in the context of active master plan efforts. Over the past year this has occurred in the context of several Area 2 master plans, including the proposed minor master plan amendment for Halpine View; the recommendations for the Glenmont Forest apartments in Glenmont; and the recommendations for the White Oak Apartments in the White Oak Science Gateway master plan. It is also a concern in other areas, such as Battery Lane and the Falklands in Area 1.

There are several aspects to this issue. We need to understand the types of housing that should be encouraged by master plans to respond to long term market demand. We need a solid database for the existing garden apartments and their residents, including the extent of various housing affordability programs that affect who lives in these units. We need to consider the impact of both refurbishment and redevelopment on existing residents. We need a tool to determine whether redevelopment at various levels would lead to a net loss of affordable housing.

So far, we have been forced to try to deal with this problem on a case by case (or plan by plan) basis without an accurate profile of the garden apartment stock, an understanding of the factors driving demand for these units or a strategy for making redevelopment decisions. In Glenmont, we had the luxury of having sufficient time and resources for the Research Division to conduct an analysis of the garden apartments in Glenmont and the impact of redevelopment on the stock of affordable housing. Since this appears to be an ongoing, County-wide issue, however, we should try to get ahead of the curve and seek to understand the issue and the options.

The goal of this project is to provide both the data and a framework for future master plan recommendations. We have requested funds to permit an assessment of the County's stock of garden apartments; analysis of the demographic factors driving the long term demand for these types of units; examination of how other jurisdictions have dealt with this issue; and economic analysis of redevelopment options. Ultimately, this will provide a framework for future master plan decisions.

### **Specific Tasks**

- Develop a geographically complete and accurate profile of existing garden apartment stock overall and the stock of affordable units specifically

- Profile factors that affect the lifecycle of the existing stock (e.g., vacancy rates, rent rates, refurbishment costs)
- Analyze factors driving demand for garden apartments (e.g., need for basic units without current amenities)
- Prepare pro-forma analyses to illustrate redevelopment scenarios
- Develop a tool for evaluating redevelopment options with regard to the stock of affordable housing
- Examine how other jurisdictions have addressed this issue and relevant to Montgomery County

**Phase I: Survey Existing Stock (Baseline Supply) and Demographic Models (Demand)**  
**Interns: \$ 35,000**

Internal staff will work with DHCA to survey the housing supply with the goal of creating countywide typology by lifecycle and affordability.

- How many units do we have?
- How many are affordable? Work with DHCA to determine the distribution of rents.
- Where are units in their life cycle?

GIS Interns will clean up the current land use so that we can perform meaning small area and Countywide analysis

Additionally, internal staff will better leverage the information in our existing demographic models to better characterize the demand for affordable units.

- Profile/indicator of distribution of family size, age of head, kids, and income projected over time.
- Perform this analysis Countywide and for sub County market areas based on age profiles and neighborhood typology.

**Phase II: Profile Garden Apartment Redevelopment**  
**\$35,000 Interns**  
**\$75,000 Consulting**

Develop pro forma that describe affordability levels as garden apartment stock redevelops:

- Determine the ideal characteristics/amenities associate with the types of apartment development we should be encouraging. (examine regional and national trends)
- Determine the costs/pro forma for test cases in target neighborhoods.
- Determine the typical profile for affordable units lost/gained during redevelopment in the target areas.
- Identify the gaps in demand/supply for target geographic areas.
- Identify methods of incentivizing developers to actualize desired affordability mix in redevelopment projects.

## CAS FY14 BUDGET QUESTIONS

1. On page 30, the Grand Total last line of the page, the total for the two counties does not appear to be correct (assuming you would add 316 million from Prince George's to 146 million for Montgomery County (proposed FY14), the total should be less than the 512 million shown on page 30. Is there an error here or something I am misunderstanding?

*No error, just a presentation that could have used additional annotation. The Group Insurance Fund, shown under Proprietary Funds, is only shown in the Total Commission columns due to the fact that it is a Commission-wide fund and is not split between the two counties.*

2. What is the targeted fund balance in the Administration Fund and Park Fund?

*As stated on page 17 of the Proposed Budget, the Commission targets a reserve of 3-5% of operating expenditures in the Administration and Park Funds. In FY14, the proposed budget includes a designated fund reserve of 3% in each of these funds. Projected fund balance above this level is intended to and is necessary to balance future years in our 6 year projections.*

3. What is the status of the implementation of the ERP? When will it be fully implemented?

*The Commission is engaged in the implementation of an ERP solution from Lawson Software. This effort includes software modules to support Finance, Human Resource/ Payroll, Purchasing, and Budgeting. The implementation effort began in the early spring of 2012 for Finance, HR/Payroll and Purchasing. Budgeting is just beginning now. At this point in time, much of the configuration of the software is complete, preliminary testing is complete for the first three modules, and much of the technical details of data conversion has been accomplished. Efforts over the next six months will focus on the Budgeting module and final testing of the software and training of Commission staff with a scheduled go-live date of October 1 for all modules.*

4. Provide additional detail on other services and charges and supplies and materials (i.e., major cost items).

*DHRM:*

*Other Services and Charges total \$338,520.* This category addresses services such as:

- *Specialized technical consultant/management services (e.g., classification and compensation consultant, regulatory compliance and equal employment training, labor counsel and other legal services). (approximately 161K)*
- *Financing for capital equipment (employment filing systems) and departmental share of enterprise technology initiatives funded in the internal service fund. (approximately 43K)*
- *Computer/copier maintenance agreement, licensing agreements and repair (approx. 70k)*
- *Other miscellaneous charges (primarily park police testing and recruitment services)- 64K*

*Supplies and Materials total \$41,500.* This charge remained flat from FY13. This category primarily addresses supplies for the department (computer equipment, office supplies, training materials) and supplies to support corporate meetings of the agency and official records of the agency (technical equipment to maintain minutes and equipment for maintaining agency records).

CAS Support Services :

Other services and charges total \$537,550: Primary components of this category include:

- Rent payments to the building internal service fund which houses Central Administrative Services' departments and operations. (approximately 363K)
- Communication/telephone systems (approximately 65K)
- Maintenance agreements/insurance/postage other miscellaneous services to support CAS functions (approx. 110K)

Supplies and Materials total \$17,000

- Office and printer/copier supplies

Finance :

Other Services and Charges total \$581,400 (reduced \$9,000 from 2013). This category addresses services such as:

- Maintenance agreements for Commission wide hardware and software applications. (approximately \$315K).
- Financing for capital equipment and departmental share of enterprise technology initiatives funded in the internal service fund. (approximately 125K)
- Audit & other professional fees (approximately \$50K)
- Other miscellaneous charges for communications, training, printing, etc.

Supplies and Materials total \$79,900 (unchanged from 2013). This category primarily addresses supplies for the department (computer supplies, office supplies, training materials) and materials necessary to maintain the official records of the Agency.

Legal :

Other Services and Charges total \$202,706. This category addresses services such as online legal research and case management tools, library materials, legal fees for outside counsel, rent and equipment charges.

Supplies and Materials total \$14,900 and remained flat. This category includes office supplies and computer supplies.

5. Provide additional rationale for the new positions requested in legal and HRM?

The ½ position (for Montgomery County) requested in DHRM is a Grade G, administrative specialist, which will provide critical administrative support to the Budget Division, which is currently without any dedicated administrative support. Some of the tasks will be managing the budget calendar, scheduling meetings, entering data, and preparing material for meetings and documents for publishing. This position will increase the value and service to our Commissioners and operating departments by freeing up the professional staff time to focus entirely on critical functions such as current and long-term fiscal planning, budgetary fiscal policies, labor cost analysis, benefit analysis and coordination of Commission-wide budget needs.

*An additional position is proposed for the Legal Department to improve service levels for the Montgomery County Land Use Team at MRO. Based on an uptick in litigation related to Planning Board cases, several major County initiatives (including the Zoning Ordinance Rewrite), and ongoing enforcement activities, the MC Land Use Team is overtaxed. As a result, the Team does not have the capacity to meet Planning Board expectations for handling more routine legal projects – for example, Planning Board resolutions and providing real-time consultation with planners – on a consistent basis. Therefore, the additional term contract arrangement for that Team is proposed as a near-term solution.*

6. How are chargebacks allocated by Department? How do the chargebacks in FY14 differ from FY13?

*DHRM: DHRM chargebacks to Montgomery County total \$139,190. Of that amount, \$103,310 is for Labor Counsel and park police testing and is allocated to the Park Fund and \$35,880 is allocated to the Group Insurance Fund and Risk Management Fund representing the time spent by Corporate Budget Office and the Executive Director on these two work programs in the Internal Service Funds. The FY 14 chargeback represents an increase of \$1,090 from FY 13.*

*Finance: In FY10, the methodology for chargeback allocations was analyzed, at the request of the departments, and presented for review and comments. The revised methodology was accepted at that time for future use and has been used since FY10, and updated annually from the CAFR and Finance Department budget data. The revised methodology is comprised of two sections; General Allocations and Data Center Allocations.*

*General Allocations are based on the total activity of the funds receiving services from the Finance Department as a percentage of total Commission activity. Activity is defined as total revenue and expenditure dollars from the prior year's CAFR. This methodology may be imperfect and there could be other ways to more accurately calculate the figures, however it is believed that the process we use is reasonable and does not require more effort than is gained by the result.*

*The Data Center allocated costs are for Commission-wide software applications, such as Kronos, EneryCAP, NeoGov, and Lawson S3 ERP (new project expected to go-live in FY14), and their associated license fees, annual support agreements, hosting costs, server costs and personnel expenses, based on time reporting. The formulas used to allocate the aggregate costs are based on the budgets from the Prince George's County Parks & Recreation Department and the Montgomery County Parks Department as a percentage of the total operating budget.*

*The calculation of chargebacks for FY 2014 resulted in a decrease of \$30,700 to Montgomery County funds, most of which is attributable to decreased costs charged to group insurance and capital equipment funds, offset slightly by increases in charges to enterprise funds.*

Legal :

*With the exception of 30% of the risk management fund chargeback and 100% of the pension fund chargeback, all other chargeback amounts are strictly compensation-based (salaries and benefits) for specific positions to support specific functions.*

*There is no material difference between the chargeback allocations for the Legal Department's proposed FY 14 and approved FY 13 budgets for Montgomery County funding sources.*

7. What audits were completed in FY13? What audits are planned for FY14?

MC FY 13 Audits Completed as of 4/17/2013

	<i>Department Head Credit Cards</i>	<i>Purchase Cards</i>	<i>Compliance Audits</i>	<i>Surprise Cash Audits</i>	<i>Hotline /Investigations</i>
<i>Number of Audits</i>	0	7	3	4	1

*The audit plan for FY14 has not yet been completed; it is due to be presented to the Audit Committee by the end of May. At a minimum, it will include continuing audits of department head credit cards, purchase cards, compliance audits, and surprise cash audits.*

8. Please send a copy of the full Commission resolution to see if there are ways we can make the resolutions more comparable.

*Two resolutions are attached – that adopting the Final FY13 budget and that adopting the Proposed FY14 budget.*



**MONTGOMERY COUNTY DEPARTMENT OF PARKS**  
THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

April 17, 2013

TO: Planning, Housing and Economic Development Committee  
Marlene Michaelson, Senior Council Analyst

VIA: Mary Bradford, Director of Parks *MB*  
Michael Riley, Deputy Director of Parks *MR*

FROM: Karen Warnick, Budget Manager *KWarnick*

SUBJECT: Budget Worksession

Below please find the Department of Parks' responses to Council Staff questions in preparation for the budget worksession of April 22:

**1. Last year you did not include a program budget, noting that for FY13 you decided to focus on the cost recovery goals of Vision 2030.**

**a. Have you prepared program-based budget data for FY14 and do you plan to prepare it in the future?**

The Department of Parks did not prepare a program based budget for FY14.

The Commission is in the process of implementing a new Enterprise Resource Planning (ERP) system. This new system is being configured to collect actual data by program/activity which is critical to preparing and tracking a program budget. In order for a program budget to be useful, our systems must have the capability to track actual vs. budgeted expenditures by program, which is a capability we have not had in the past. The ERP system is scheduled go live in the fall of 2013. That means that FY14 will only have a partial year of data and we will not have a full year of data until the end of FY15. We will revisit the benefits of preparing a program budget after we have a full fiscal year of data in our new system.

The Department is also in the process upgrading to the next generation of SmartParks with the implementation of an Enterprise Asset Management (EAM) system expected to go live in FY 14. The new EAM will allow the Department to enhance data gathering for our work programs, resource allocation, cost recovery, performance measures, and gather operating budget impact costs.

**b. What changes have you made over the past year to implement the cost recovery goals in Vision 2030? (I noticed a comment related to Property Management, but did not see other comments on this issue.)**

The Department began tracking cost recovery data for the services we provide with the implementation of the Vision 2030 plan in 2012. Data is collected on the direct costs of the service provision and all the revenue sources, such as fees, volunteer hours, sponsorships/donations, etc.

For FY13, the Department began collecting this data twice a year. Staff have attended training on collecting and analyzing the data. Where appropriate, staff have adjusted fees, increased marketing, or reduced expenditures to meet cost recovery goals.

Both Park Fund and Enterprise Fund programs have used the cost recovery data gathered over the past year to meet the goals outlined in the Vision 2030 Plan to manage and prioritize our work programs and services.

#### Park Fund

Since we developed the cost recovery goals, it allowed the Department to look more closely at ways to reduce costs or increase fees or use alternative funding sources. For the past two years, a concerted effort has been made to expand the Department's capacity to engage volunteers in a variety of programs.

- Volunteer support has been instrumental in stream and park cleanup activities thereby reducing costs associated with park maintenance.
- Volunteers have enabled some of our summer camp programs to remain affordable for our patrons and to meet our cost recovery goals.
- The Deer Management Program is exceeding its cost recovery goal through the use of volunteers to assist with the managed deer hunts.

#### Enterprise

The Enterprise Division has also made changes in the past year to implement the cost recovery goals in Vision 2030. The Enterprise Division uses the cost recovery data, along with a number of other information sources such as fee surveys and enrollment statistics, to monitor program fees. The cost recovery information analysis reveals that program costs vary from facility to facility due to the nature of the operation and that ice rinks are more expensive to operate than tennis centers. In order for the ice skating and hockey class programs to meet cost recovery goals, the methodology has not been to raise class fees but to look at finding ways to further reduce utility costs.

For the event centers the cost recovery goal is 200% and cost recovery rate is at 160%. In order to meet this goal, the strategy has been to focus on marketing and enhancement of the facilities in order to increase usage. There is a 3 year plan to analyze the return on investment and to meet the goals by marketing and enhancing the facilities, and setting fees that remain competitive in the market.

#### Property Management

Many of the new building license agreements reflect a more current standardized approach, charging the private 3rd party occupants both a building license fee and a common area maintenance (CAM) fee. The CAM fees reflect the cost of park management operations for that portion adjacent to the building and cover costs such as mowing, snow removal and preventative maintenance of the building systems (HVAC). Additionally, utilities, and janitorial costs are passed on to the 3rd party occupants, saving the Commission these costs.

#### New policies - Increase alternative funding sources

The Department had recently adopted two policies aimed at increasing alternative funding sources: 1) the Individual Park Naming and Dedication Policy in December 2011 and 2) the Corporate Sponsorship Policy in January 2013.

Both programs are administered through the Parks Foundation. The Department is collaborating with the Foundation to develop sponsorship packages that bundle opportunities and will then work in coordination to market them to major businesses.

The Department has initiated discussion with the Recreation Department and various public-private partners who operate on parkland to determine if/how the sponsorship program can be expanded to include and benefit those facilities and programs.

As the Department continues to assess the viability of public-private partnerships and sponsorships, we must think ahead when constructing or renovating parks and amenities to consider use of taxable bonds rather than tax-exempt bonds so that desirable sponsorships and partnerships are not precluded.

**2. Describe any changes in Department programs or policies over the last year related to Vision 2030.**

The following are some examples of program and/or policy changes as part of the Strategic Plan for Vision 2030.

- The 2012 PROS Plan, approved by the Planning Board in July, 2012, includes service delivery strategies that incorporate the concept of equitable geographic distribution.
- Park staff are striving to provide new and/or renovated parks in higher density areas with lower levels of service through Sector Plans and urban park facility plans, e.g. Caroline Freeland, Woodside, and Hillandale.
- The current PROS Plan provides more specific policy guidance regarding park acquisition/dedication than previous plans. Accordingly, developer provided public use space is consistently supported by the PROS Plan's Urban Park Guidelines and Park Classification System contained in PROS.
- As noted in the PROS Plan, park staff have initiated an Athletic Field Study. As part of a recent leadership training program, one group focused on athletic field conditions and evaluation of playability and is moving forward with an ongoing workgroup.
- The Enterprise Division changes programs and policies related to Vision 2030. The goal is to repurpose, maintain, and enhance facilities. Two recent examples include repurposing the Wheaton Outdoor Arena into the Wheaton Sports Pavilion, and the expansion of the South Germantown Splash Park.

A 6-year program was implemented in FY13 to audit all park Best Natural Areas (BNAs) and Biodiversity Areas (BDAs). The audit will be repeated regularly thereafter similar to the program used by the Montgomery County Stream Protection Strategy. The first year of data collection is scheduled to be completed June 2013. As the audits are completed, a Natural Resource Management Plan will be developed for each BNAs and BDAs. Completion of this overall effort is expected in 2018.

- The Countywide Natural Resources Management Plan has been completed and a review of this document was presented to the Planning Board in February 2013. Now that this planning effort has been completed, it will be used to prioritize future natural resource management work.
- In an effort to formalize the maintenance and management of athletic fields, our Athletic Field Permit Policy was amended in consultation with the Community Use of Public Facilities (CUPF) to reflect new, streamlined permitting procedures and changes in use to improve the management and parameters for use of park fields. The amended policy was adopted by the Planning Board in February 2013.

- The Department has stepped up its efforts in the area of recycling so that we are a leader in the County as it relates to waste reduction. A recent Leadership Team project address the Departmental needs regarding meeting or exceeding the County's recycling targets.
- The Department has worked to incorporate Crime Prevention through Environmental Design (CPTED) principles and guidelines into parks and recreation site design and ongoing maintenance practices. Three CPTED projects have been completed this fiscal year by the Park Police Community Services Section working in conjunction with divisions to implement CPTED principles both with new construction and existing parks and park buildings.
- A Department Public Outreach Manual has been drafted to establish clear public outreach guidelines for park construction projects, public-private partnerships, building leases and demolitions, and park master plans, among other activities, and is currently in review. This manual is anticipated to be finalized by the end of FY13.
- To meet the demand from the recent swell in the number of people who want to play cricket in Montgomery County, the Department has constructed two "temporary" cricket fields; one in South Germantown Regional Park and one in Calverton-Galway Local Park by repurposing fields that had originally been constructed for other sports. Park Planning and Stewardship is in the midst of a site selection study for a permanent facility that would be large enough to hold tournaments.
- To enhance users experience on trails, staff is working on a trail signage manual to add distance markers, directional and way-finding signage, and interpretive signage, per departmental standard. The 14 miles of Rock Creek Trail is being used as a pilot program. Both the manual and the pilot program are expected to be completed by the end of the summer of 2013.
- To incorporate the 2010 Americans with Disabilities Act (ADA) Standards for Accessible Design into planning and development of new and renovated park and recreational facilities for both the M-NCPPC Department of Parks and Montgomery County Department of Recreation, the Department has two consultants under contract to conduct phases one and two of the audit of Parks existing facilities for compliance. The first phase has been completed and the second phase is currently underway.
- The Department is developing a comprehensive "green" operations and maintenance initiative and is participating in the conducting a Sustainable Sites Initiative (SITES) pilot project program at Evans Parkway Local Park and Kemp Mill Urban Park. The standards result in water savings, appropriate plantings, less waste, more public participation in design and better storm water management among other benefits.

**3. Provide an update on efforts to improve the efficiency of maintenance operations.**

Refocused/Realigned Resources

Maintenance staff have been trained and educated on best management practices for care of environmentally sensitive areas, non-native invasive plant management, and stormwater management structural maintenance.

The Northern Parks Division re-aligned internal boundaries thus separating the South Germantown Management Area from the Black Hill Management Area so as to provide for more efficient routing and staff proximity as well as to accommodate extensive growth in the Black Hill Management Area.

Management staff positions were redeployed to more effectively cover the expanding work program and allow for adequate oversight of staff in response to efforts to fill vacancies.

Using SmartParks data, managers have been able to review reports on "work not done" and to hire seasonal employees, when possible, to complete many of these projects.

When possible, staff is scheduled to report directly to the work location in the morning thereby significantly reducing travel time and providing more time for the actual work during the day. For example, landscape crews located at Shady Grove report directly to Pope Farm from November thru April so they can assist with digging trees in fall and spring. The tree crews have divided the county into sections. Work is scheduled for each week for a different section of the county. Crews report in the morning to the maintenance yard located in the designated section where the work is to be done for the week.

#### Technology Used in the Field

Where possible, the Department is including remote monitoring on new or replacement equipment (grinder pumps, HVAC equipment, locking systems, etc.), that will alert staff to potential problems allowing less costly repairs prior to complete failure.

The Department has invested in computer diagnostic programs in our Fleet operation to enhance productivity such by greatly shortening the time spent on troubleshooting vehicle problems.

The Department has made use of new products to increase efficiency and lower costs. Cost savings have been achieved by using products such as more efficient LED lights and lights with longer working hours which need to be replaced less frequently. For outdoor lighting, the Department has started to use astronomical time clocks that have a built-in sunrise and sunset feature, with daylight saving time programed.

The Department is replacing older drinking fountains, which required winterization, with frost free fountains meeting ADA guidelines. These new fountain require less maintenance and fulfill our ADA mandate.

#### Training

The Department has greatly expanded training of staff on Best Management Practices (BMP's) associated with stormwater management facilities and surrounding areas.

Where possible, divisions have cross trained field administrative staff, to maximize efficiency, and to limit the amount of time supervisors and other field staff perform administrative duties.

#### Volunteers

The Department continues to look for additional ways to increase volunteer participation and implement efficiencies wherever we can to continue to reduce overall costs. This robust program has more than 8,000 volunteers who contribute the equivalent of 34 work years in 24 distinct program areas supporting a wide variety of programs throughout the parks system. Examples include efforts cleaning streams of trash and debris, maintaining the grounds, natural and garden areas around nature centers, public gardens, and supplementing our archaeology and cultural resource programs. The estimated dollar value of our volunteer activities is estimated at over \$1.5 million.

#### Maintenance and Operations Manual (MOM)

The Department developed the first Maintenance and Operations Manual (MOM) for the newly renovated Takoma-Piney Branch Local Park and presented to the park manager in August 2012. A MOM is to be prepared whenever there is a new facility and/or new materials used in a renovation to give the park manager all of the information he/she will need to operate and maintain the facility. Topics range from how to clean a new material to how to maintain and repair boardwalks to a maintenance agreement with another municipality. The maintenance data is entered into SmartParks.

- 4. The backlog of outstanding work orders for repairs and preventative maintenance has increased in the last year (from 2,000 to 2,500). How will you address the backlog given that it is highly unlikely the Council will be able to significantly increase funding for M-NCPPC in future years?**

The backlog of repairs and preventative maintenance are being aggressively prioritized to address the most critical safety issues which impact safe operations, mandated responses, and return on investment. The Department will defer cyclical and lifecycle replacement projects and maintenance or eliminate inventory that cannot be properly maintained. The Department is using SmartParks data to manage the allocation of resources to help staff be more efficient with the limited resources (see response to question #5 below).

**5. Provide an update on Smart Parks.**

SmartParks is used in the daily operation of the parks in the decision making process and the allocation of operations resources. Some examples are:

Playgrounds

Trending reports from SmartParks have been used to identify possible problems causing high maintenance of some amenities such as the playgrounds. Reports comparing maintenance cost of playgrounds have shown some playgrounds with very high maintenance cost. Possible causes for the high maintenance could be aged equipment, poor drainage, high usage, etc. SmartParks data has allowed us to better analyze these costs and find solutions to the problems. Often the solutions have led to reduced maintenance costs.

Playground safety is a priority for the department. With 291 playgrounds and monthly inspections, the 3,500 annual inspections were more than the existing crews could handle. A decision was made to reassign an existing position to the playground inspection crew, thus allowing the inspectors to achieve a 100% inspection rate for these high profile amenities and to better address maintenance needs

Dog Parks

Dog parks are fairly new amenities in our inventory. The original estimates of maintaining the dog parks produced the need to impose a user fee to offset costs. SmartParks was configured to track costs related to the dog parks. The results showed that the maintenance costs of the dog parks were significantly lower than expected. A decision was made to eliminate the fee, thereby reducing the hassle for our patrons to get the permit and for the department to save the cost of collecting and administering the fee.

Tree Care/Maintenance

The Arboriculture Section uses SmartParks to:

Assist in organization of the work requests that are received on a weekly basis. The Arboriculture Section receives an average of 25 and 50 new work requests on a weekly basis. Using the system, the crew is able to track which ones have been inspected (to be scheduled), which ones have not yet been inspected (new), which ones are in progress (assigned), and which ones are complete (closed).

Track data on tree canopy loss so we can mitigate through our tree planting efforts countywide.

Determine labor costs and time associated with completing tree work on a park by park basis using specific staff. A few years ago, analysis of this data showed the backlog to be greater than the crews' work capacity and existing staff positions were reassigned to the tree crew.

Recently, with the added workload created by recent storms and the Derecho, the backlog increased significantly. This year, the decision was made to contract out some of the tree work to reduce the backlog and allow the tree crew to move back into a proactive mode. The Department leveraged funds reimbursed from Federal Emergency Management Administration (FEMA) to cover 75% of this contract.

Respond to citizen and staff inquiries regarding the status of a work request. Using SmartParks data, the Arboriculture Section is able to provide an update based on notes that have been entered into the work request.

Lifecycle Replacement

By tracking maintenance over a given period, the Department is able to implement work programs which decreased the expected maintenance and replacement. For example, the Heating, Ventilation, and Air Conditioning (HVAC) shop uses maintenance and repair data collected in SmartParks to quickly assess replacement needs throughout our facilities. Lifecycle replacement can be deferred to support the replacement of higher maintenance/higher annual cost systems.

Lock Shop

The Lock Shop has developed a "key hook" database within the SmartParks system which identifies every door and provides critical information about the size of the door, the hardware, and the key cut. This database is used to compare products currently in use to help determine which ones perform better. This is an excellent timesaving tool for anticipating requested repairs prior to the site visit or when re-keying a facility is required.

- 6. Provide an update on the Parks Foundation and contrast the revenues raised in the past year with those raised in the preceding year (including source of funding). What are the targets for FY14?**

The Montgomery Parks Foundation is not on a concurrent fiscal year with the Department. It functions on a calendar year.

Attached are the Foundation's FY12 Audit (Jan-Dec 2012) and the approved FY13 Budget (Jan-Dec 2013), which indicate that the 2012 actual revenues were \$609,160 and the 2013 budgeted revenues are \$742,000. Projections for FY14 will be made later this year in the fall.

- 7. Provide an update on operating costs associated with Woodstock Equestrian Center and any efforts to secure private funding.**

In cooperation with the Montgomery Parks Foundation, the Public Affairs and Community Partnership Division is actively soliciting corporate sponsors for Woodstock and has raised approximately \$10,000 to date. Once the facility opens and a community of users develops, we anticipate the formation of a friends group that will work with Montgomery Parks on fundraising for further improvements to the park.

There is a need for additional parking which was planned for but available funds could not support the inclusion of that element in the construction of the cross country course, outdoor arena, and renovation of historic structures. Other needs will be identified as the increased use occurs and efforts will continue to raise private funds to offset taxpayer costs.

As it relates to operations, the department is prepared to formally open the developed section of the park to the public later this month using a minimum amount of resources. Most of the equipment needed to operate the facility has been acquired or repurposed from other operations and we have hired an experienced seasonal employee to handle onsite operations.

- 8. Provide the vacancies by quarter for the last 3 years.**

See chart below.

**Department of Parks Quarterly Vacancy Report - FY11, FY12, and FY13**

Authorized Positions		669		Authorized Positions		672		Authorized Positions		672	
Quarters		Vacancies	Vacancy Rate	Quarters		Vacancies	Vacancy Rate	Quarters		Vacancies	Vacancy Rate
FY 2011	1st Q   Sept.2010	50	7.47%	FY 2012	1st Q   Sept.2011	72	10.71%	FY 2013	1st Q   Sept.2012	76	11.31%
	Recruitable Vacancies	12	1.79%		Recruitable Vacancies*	23	3.42%		Recruitable Vacancies	42	6.25%
	Frozen Vacancies	34			Frozen Vacancies*	42			Frozen Vacancies***	25	
	Contract Working Against Vacancy	4			Contract Working Against Vacancy	7			Contract Working Against Vacancy	9	
	Lapse		5.00%		Lapse		7.50%		Lapse		7.50%
	2nd Q   Dec.2010	48	7.17%		2nd Q   Dec.2011	78	11.61%		2nd Q   Dec.2012	63	9.38%
	Recruitable Vacancies	12	1.79%		Recruitable Vacancies	17	2.53%		Recruitable Vacancies	30	4.46%
	Frozen Vacancies	33			Frozen Vacancies**	57			Frozen Vacancies***	25	
	Contract Working Against Vacancy	3			Contract Working Against Vacancy	4			Contract Working Against Vacancy	8	
	Lapse		5.00%		Lapse		7.50%		Lapse		7.50%
	3rd Q   Mar.2011	51	7.62%		3rd Q   Mar.2012	69	10.27%		3rd Q   Mar.2013	62	9.23%
	Recruitable Vacancies*	15	2.24%		Recruitable Vacancies	5	0.74%		Recruitable Vacancies	32	4.76%
	Frozen Vacancies	33			Frozen Vacancies**	57			Frozen Vacancies***	25	
	Contract Working Against Vacancy	3			Contract Working Against Vacancy	7			Contract Working Against Vacancy	5	
	Lapse		5.00%		Lapse		7.50%		Lapse		7.50%
	4th Q   Jun.2011	63	9.42%		4th Q   Jun.2012	72	10.71%		4th Q   Jun.2013	0	0.00%
Recruitable Vacancies*	26	3.89%	Recruitable Vacancies	19	2.83%	Recruitable Vacancies		0.00%			
Frozen Vacancies	33		Frozen Vacancies**	49		Frozen Vacancies***					
Contract Working Against Vacancy	4		Contract Working Against Vacancy	4		Contract Working Against Vacancy					
Lapse		5.00%	Lapse		7.50%	Lapse		7.50%			

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\*Modified hiring freeze invoked in last quarter of FY2011 due to Park Police study, potential RIF and carried forward 1st quarter FY2012

\*\*Lapse and 15 additional positions due to property tax shortfall beginning in December 2011

\*\*\*Reduced frozen vacancies to 1/2 of 50 WY lapse to better reflect actual attrition rate

- 9. The lapse calculations on page 52 do not appear to quite match the stated goal of 7.5% lapse and did not increase for FY14 although workyears will increase slightly. Shouldn't lapse in FY14 be 51.36 workyears instead of 49.77?**

Lapse is calculated as a percentage of the overall career salaries and then converted into work years for each division based on the average salary of employees in that division. This accounts for a small aberration in work years as compared to calculating lapse based strictly on work years. In FY13, the Council approved increased funding for operating budget impacts for Park Police but did not include a new work year. This work year was accounted for in the reduction of the lapse by one work year. This one work year reduction was carried forward in the FY14 calculation of lapse.

- 10. Are all new NPES costs covered by the water quality protection charge?**

Yes, the proposed increase to the water quality protection charge will cover the new NPDES costs.

- 11. What is the rationale for the increase in staffing for property management?**

The property management work program has taken on the preparation and management of new leases for the closed park activity buildings and parking lots, and, with increased bandwidth technology, the telecom contractors are asking for revision in their contracts, resulting in an increase in new cell towers leases. The increase in leases reflects a \$106,000 increase in rentals.

- 12. I understand that Golf Course debt service is ending in FY14 but do not understand why all other costs and revenues are zeroed out in FY14. Were all of these associated with the Germantown Driving Range?**

The Golf Course debt service will be completed in FY13. There were only two revenue and expenditure activities accounted for in the Golf Courses sub-fund: the golf course lease with the Montgomery County Revenue Authority and the South Germantown Driving Range. No revenue or expenditures are projected in FY14 from the golf course lease. The South Germantown Driving Range was shifted out of the Golf Course sub-fund in FY14 and moved to the Park Facilities sub-fund to put the driving range revenues and expenditures with other like-facilities in regional and recreational parks.

- 13. With all the debt service on Golf Courses and Ice Rinks ending in FY14, is the Enterprise Fund considering any major capital projects for future years?**

The debt service for the Golf Course ends in FY13 and the debt service for the Ice Rinks ends in FY14. Yes, the Enterprise Division is considering major capital projects for future years. Capital projects include deferred maintenance, preventative maintenance, continued expansion of the South Germantown Splash Park, improvements at the Agricultural History Farm Park's Barn, a new generator for the Cabin John Ice Rink and refrigeration system improvements.

- 14. Are the transfers out in the Park Facilities Enterprise Fund (\$600,000) for the capital improvements? Provide additional details on these projects including a breakdown of costs.**

Yes, the \$600,000 is for capital improvements included in the CIP budget. These funds will be transferred out of the Enterprise fund once the services have been completed. There are a number of candidate projects in the CIP including further improvements to the South Germantown mini-golf and splash playground, facility planning for additional courts and air conditioning at the Pauline Betz Addie Indoor Tennis Center, replacing the refrigeration system on the NHL and studio rinks at the Cabin John Ice Rink, and adding a new bathhouse to the Little Bennett Campground.

**15. Why is there a 15% increase in the cost of Enterprise Fund Administration Personnel costs at the same time there is a decrease of 4 workyears?**

There is a 15% increase in the cost of the Enterprise Fund Administration personnel costs due to increases in benefit and retirement costs and increasing to a full-time career marketing position from a 50% chargeback to reflect the increased marketing needs of the Enterprise Fund. As noted on page 232 of the proposed budget book, one full time position/work year was transferred to the Ice Rinks. However, this position was unfunded in FY13.

The reduction of 4 workyears is a reflection of the transfer of 1 workyear to the Ice Rinks, the reduction of 2.1 workyears for seasonal/intermittent staff, and the reduction of 1 workyear in chargebacks.

**16. Northwest Branch Recreational Park shows a 0.5 increase in workyears for OBI, but a \$235,904 increase in expenditures. What are the expenditures?**

Personnel	\$ 35,704	50% of one full-time career maintenance employee
Supplies & Materials	\$ 16,200	Fertilizers, pesticides, small equipment, etc.
Other Services & Charges	\$ 2,000	Port-o-john rentals
Capital Outlay	\$182,000	One time expenditure for large equipment including a crew cab truck, mowers, trailer, infield pro, etc.
Total	\$235,904	

The Supplies and Materials budget is proposed to decrease by \$69,000 to more closely reflect the actual needs established over the past two years. The Other Services and Charges budget is projected to increase by \$50,000 for specialized services such as lead abatement.

**FY14 Property Management Fund Summary**

Summary of Annual Comparisons by Major Object	Actual FY11	Actual FY12	Adopted FY13	Proposed FY14
<b>REVENUE</b>				
Rentals	\$783,753	\$813,707	\$794,000	900,000
Interest	\$5,435	\$5,607	\$8,000	5,600
Fund Balance from Prior Years	<u>\$131,729</u>	<u>\$0</u>	<u>\$65,000</u>	<u>\$0</u>
<b>Total Revenue</b>	<b>\$920,917</b>	<b>\$819,314</b>	<b>\$867,000</b>	<b>\$905,600</b>
<b>EXPENDITURE</b>				
Personnel Services	\$296,589	\$228,046	\$309,100	366,916
Supplies & Materials	\$3,176	\$61,797	\$230,800	161,584
Other Services & Charges	\$621,153	\$381,600	\$227,100	277,100
Sub Total	\$920,917	\$671,443	\$767,000	805,600
Chargebacks	<u>\$0</u>	<u>\$100,000</u>	<u>\$100,000</u>	<u>100,000</u>
<b>Total Expenditure</b>	<b>\$920,917</b>	<b>\$771,443</b>	<b>\$867,000</b>	<b>905,600</b>
Revenue Over(Under) Expenditure	<b>\$0</b>	<b>\$47,871</b>	<b>\$0</b>	<b>905,600</b>
Positions/Workyears Full Time Career	3.00 3.00	3.00 3.00	3.00 3.00	4.00 4.00
Positions/Workyears Part-Time Career	<u>0.00</u> <u>0.00</u>	<u>0.00</u> <u>0.00</u>	<u>0.00</u> <u>0.00</u>	<u>0.00</u> <u>0.00</u>
Positions/Workyears Total Career	3.00 3.00	3.00 3.00	3.00 3.00	4.00 4.00
Positions/Workyears Term Contract	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00
Seasonal/Intermittent	0.00	0.00	0.00	0.00
Chargebacks <sup>1</sup>	0.50	2.00	2.00	2.00
Less Normal Lapse	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Workyears Total</b>	<b>3.50</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>

1-Chargebacks: FY11 Budget: 0.5 WYs from Special Programs Division. Chargeback discontinued in late FY10 and funding not included in FY11 Actuals. Chargebacks: FY12, FY13, and FY14: 0.5 WYs to Enterprise Fund and 2.5 WYs from Park Fund

TELE & INFO



**MONTGOMERY COUNTY PLANNING BOARD**  
THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

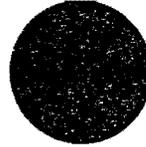
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OFFICE OF THE CHAIR

April 12, 2013

The Honorable Nancy Navarro  
President  
Montgomery County Council  
Stella B. Werner Office Building  
100 Maryland Avenue  
Rockville, Maryland 20850-2371

072204



RECEIVED  
MONTGOMERY COUNTY  
2013 APR 15 PM 2:02

Dear President Navarro:

On behalf of the Planning Department, I would like to request an amendment to the proposed FY 14 budget to add a special project, the GIS Data Visualization Project. This project was approved by the Interagency Technology Policy and Coordination Committee (ITPCC) earlier this year after the M-NCPPC had transmitted our budget to the Council and Executive. The Planning Board supports this project.

This project will be managed by the Planning Department's Center for Research and Information Systems Division in cooperation with the Washington Suburban Sanitary Commission (WSSC) and Montgomery County's Department of Technology Services (DTS). The proposed funding required is \$70,000 for cloud based GIS Services, training and supplies as well as to support an intern. The full project description is attached.

I understand that the ITPCC will be including this as part of their April 16<sup>th</sup> presentation to the Government Operations and Fiscal Policy (GO) Committee on the ITPCC work plan. Thank you for your consideration of this cross agency IT project.

Sincerely,

Françoise M. Carrier  
Chair

FMC/PW/cm  
Attachment  
cc: Isiah Leggett, County Executive

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# INTERAGENCY TECHNOLOGY POLICY AND COORDINATION COMMITTEE (ITPCC)

## 1.3—GIS Data Visualization Project

[January 2013]

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## Project overview

This project's focus is to engage a broader base of inter-agency subject area experts in demonstration projects that use GIS to improve critical areas of County service delivery.

The County's Geographic Information Systems (GIS) resources are grossly under-leveraged. The County primarily uses GIS as a resource for mapping "where" physical infrastructure is located (e.g. 'where are roads located? where are buildings located? etc.) The County's core GIS resources remain in the domain of technical professionals whose areas of expertise rest within the traditions of surveying and mapping. Consequently, inter-agency GIS efforts have focused on making incremental improvements to otherwise static mapped information. Given recent advances in GIS, the current emphasis on incremental improvements to base map information is inadequate.

GIS has matured, and its focus is rapidly converging on the development of families of interactive web-based analysis tools. Ideally, these tools are designed to engage both policy makers and the public in practical, broadly-scoped decision making. This new paradigm, commonly referred to as "GIS 2.0, encompasses an emphasis on public involvement, web based services, and the appropriate leveraging of social media. The ultimate objective is to proactively apply the "GIS data" within these frameworks that support policy decision-making and service delivery to the public. The GIS Strategic Plan (2011) calls for the development of an inter-agency framework that more strategically leverages the County's GIS spatial analysis capabilities.

### **1) Develop a common County cloud based "portal" for web based GIS applications.**

This site will provide both the public and public sector decision-makers access to easily understood "public facing" web based GIS services and applications. The unifying theme will be deploying applications that improve the delivery of key County services.

### **2) Launch of an initial inter-agency demonstration project that is accessible via the new GIS portal.**

Scope a project to be performed in collaboration with the Montgomery County Food Council. This project would result in an interactive GIS tool that describes the County's current and potential food delivery systems and enhances public awareness and access to these resources. Examples:

- Enhanced public awareness and access to farmers' markets
- Locations and guidance to other food assistance resources
- Guidance to other nodes within the County's local food supply network

### **3) Establish linkages via the GIS portal that expands the public's ability to visualize and analyze key data elements provided under the County's Open Data Initiative.**

### **4) Provide training for staff across multiple agencies that increases County in house ability to coordinate the interagency development and deployment of GIS web applications.**

## Project scope

### 1.3—GIS Data Visualization Project

This section is where you clearly define the logical boundaries of your project. Scope statements are used to define what is within the boundaries of the project and what is outside those boundaries. Examples of areas that could be examined are data, processes, applications, or business areas. The following types of information can be helpful.

- The types of deliverables that are in scope and out of scope (business requirements, current state assessment)
- The major life-cycle processes that are in scope and out of scope (analysis, design, testing)
- The types of data that are in scope and out of scope (financial, sales, employee)
- The data sources (or databases) that are in scope and out of scope (billing, general ledger, payroll)
- The organizations that are in scope and out of scope (human resources, manufacturing, vendors)
- The major functionality that is in scope and out of scope (decision support, data entry, management reporting)

The scope of this project includes and excludes the following items:

### In scope

- The acquisition of cloud based GIS services suitable for proof of concept testing.
- Design of GIS web portal suitable for hosting the target project and future GIS web applications.
- Development of a single 'demo' web application with the Montgomery County Food Consortium.
- Evaluation of the project - Initial report and recommendations for potential future use of cloud GIS in MC government.
- Identification of pricing, acquisition schedule, and data agreements needed to maintain core County GIS layers.
- The estimates for required staff support is scoped to a limited amount of hours. [ Planning (.1 person years), WSSC (.1 person years), DTS (.1 person years)]

### Out of scope

- Project completion is dependent on funding.
- Cloud service acquisition is for evaluative purposes. Cloud resources will only be available for the target project and relegated to the scope of the target project. Other web based GIS projects will be considered post the project evaluation and with the allocation of additional funding.
- During the project timeframe, staff resources will only be available to support the deployment of the web application identified as the target project.
- The demo web application will rely on data supplied via the ITPCC's open data initiative. The development of long term agreements to create additional base data sources or to maintain existing sources is outside the scope of the GIS Data Visualization component of the project.
- The project is scoped to developing a hosting platform for select "public facing" projects identified and approved by the ITPCC. The proposed portal is not intended to, nor is it capable of, acting as a central location for the rich diversity of GIS web application needed for County GIS operations.

In this section, describe the deliverables of the project. Provide enough explanation and detail that the reader will be able to understand what is being produced. Make sure that the deliverables produced align with what is in scope from the previous section.

### Deliverables produced

Deliverable	Description
GIS Portal and Portal Design Standards	Develop standards for a County GIS web portal. Design and deploy this portal to support select ITPCC recommended projects.
"Demo"	Work with a County partner (Montgomery County Food Council) to

1.3—GIS Data Visualization Project

Application"	develop an initial "demo" web application for the site.
Acquisition and Evaluation of Cloud based GIS Services	Acquire cloud based GIS services sufficient to support the development project. Produce an executive report that identifies the best practices for the adoption of cloud based GIS. Use the lessons learned from the target project to provide an initial evaluation of the potential costs and benefits of cloud based GIS, for Montgomery County government.
Recommendation for Data Purchases	Provide ITPCC with recommendations for the pricing, acquisition schedule, and data agreements needed to maintain core County GIS layers .

## Project estimated cost/effort/duration

The estimated effort and project costs may be depicted in many ways. For example, you may insert an Excel table, insert a Word matrix, or use narrative description.

Also include a brief timeline (or a set of bullets) showing the project start date, major milestones, and end date.

Estimated cost: \$70,000

- |   |  |
|---|--|
| 1. Purchase Cloud Based GIS Services<br>(1- 2 years of service) | \$ 30,000  |
| 2. WEB GIS Training –<br>(for ITPCC selected county staff)      | \$ 12,500 (3 staff course, 3 Sr. staff advanced trainings) |
| 3. Staff support/ Intern for "Web GIS"<br>1 year                | \$ 25,000  |
| 4. Publications/Supplies  | \$ 2,500   |

### Estimated Total effort/duration:

Approximately 18 months: Feasibility assessment discussions; approval and initiation; planning and design; implementation; testing; cutover; closeout.

Milestone	Date
Start of project	November 2012
Milestone #1—Complete Feasibility Assessment and ITPCC Approval	January 2013
Initial Agreement with non-profit partner (Montgomery County Food Council) on participation and support of the demo "web" project .	March 2013
Task the GIS Policy Group and the County GIS Users Group with the project scope.	March 2013
Secure Project Funding in FY14 Budget	July 2013
Stakeholder Meeting I: Draft written guidelines that define the user requirements for the "demo" web application.	July 2013

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GIS Policy Group Work session I: Draft preliminary guidelines and requirements for County GIS portal.	August
Internal Launch of Prototype Site: Deploy Website to Internal Users for Review and Testing	October 2013
Stakeholder Meeting II: Feedback/Recommendations	November 2013
GIS Policy Group Work session II: Draft recommendations to ITPCC for key GIS Data Layers	December 2013
Soft Launch: Deploy Web Site to Select External Users for Review and Testing	January 2014
Preliminary Report: MC Strategic Approaches to Cloud based GIS/Recommendations	February 2014
Go Live on Site	March 2013
Stakeholder Meeting III: Debrief/Closeout	April 2013
Final Report: MC Strategic Approaches to Cloud based GIS/Recommendations	July 2014

# Project assumptions

Project assumptions are circumstances and events that need to occur for the project to be successful but are outside the total control of the project team. They are listed as assumptions if there is a HIGH probability that they will in fact happen. The assumptions provide a historical perspective when evaluating project performance and determining justification for project-related decisions and direction. (Remove this comment section from final document.)

To identify and estimate the required tasks and timing for the project, certain assumptions and premises need to be made. Based on the current knowledge today, the project assumptions are listed below. If an assumption is invalidated at a later date, then the activities and estimates in the project plan should be adjusted accordingly.

1. GIS Web Portal Design and Pilot Project will be completed in FY14-- [July1, 2013- June 30, 2014.
2. CIO Subcommittee and ITPCC Approval to proceed;
3. Commitment to provide necessary staff and time resources to perform the project to completion.
4. Approval of funding necessary to complete the project
5. The partner role (Montgomery County Food Council) will be purely advisory, providing guidance and expert opinion on the types of functionality that would be useful if embedded in the web application. The project's management, final deliverable, and approach will be solely determined by the ITPCC and scoped to the resource constraints defined in this project proposal.

*Project risks are circumstances or events that exist outside of the control of the project team and will have an adverse impact on the project if they occur. (In other words, whereas an issue is a current problem that must be dealt with, a risk is a potential future problem that has not yet occurred.) All projects contain some risks. Risks may not be able to be eliminated entirely but can be anticipated and managed, thereby reducing the probability that they will occur.*

*Risks that have a high probability of occurring and have a high negative impact should be listed below. Also consider those risks that have a medium probability of occurring. For each risk listed, identify activities to perform to eliminate or mitigate the risk.*

Project risks are characteristics, circumstances, or features of the project environment that may have an adverse effect on the project or the quality of its deliverables. Known risks identified with this project have been included below. A plan will be put into place to minimize or eliminate the impact of each risk to the project.

Risk area	Level (H/M/L)	Risk plan
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Funding not approved

H

Seek alternate sources. Terminate project if funding is not available.

1.3—GIS Data Visualization Project

Agency resources not available  
or inadequate.

M

Review project scope; realign to available resources if  
possible. If not, cancel the project.

## Initial Project Team Designees/POC

List the Agency POC contact information for project team members designated by the Project Sponsor/Project Manager to initially staff the project. Amend as necessary as the project is formally implemented.

Agency Name	Name	eMail	Phone
MCG	Sonny Seagal		240 777 2903
MCPS	Sherwin Collette		
Montgomery College	Salvatore DiMaria	Salvatore.dimaria@montgomerycollege.edu	240 567 7596
MNCPPC	Richard DeBose (PM)	richard.debose@montgomerycounty.org	301 650 5612
WSSC	Paul Coverstone	pCovers@wsscwater.com	301 206 8404

**MEMORANDUM**

April 25, 2013

TO: Planning, Housing, and Economic Development (PHED) Committee

FROM: Marlene Michaelson, Senior Legislative Analyst  
Vivian Yao, Legislative Analyst

SUBJECT: Combined Registration System for Department of Parks and Department of Recreation

At the Planning, Housing, and Economic Development (PHED) Committee's April 16 meeting to discuss the Department of Recreation FY14 operating budget, the Committee asked why the Department of Recreation and the Maryland-National Capital Park and Planning Commission (M-NCPPC) Department of Parks had not created a combined registration system for class, program, and camp registration. An update from the Department Directors is attached at © 1-3.

**Background**

The idea of a joint registration system was identified by a joint Department of Parks and Department of Recreation workgroup in FY10. At that time, they estimated a cost of approximately \$250,000 but also had concerns about the system, including how revenue could be distributed to two different departments in two different agencies. The Departments have continued to pursue other opportunities to jointly promote their programs and improve coordination, described on © 1-2. They have continued to explore options for a joint registration system.

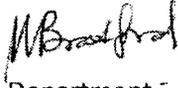
**Active.Net**

As described on © 2-3, there is a brand new software called Active.Net that they believe might be a viable turnkey single registration system. It is web-based and is supposed to be able to direct revenue to multiple accounting systems. They have scheduled a presentation in early June and have committed to return to the PHED Committee no later than July 31 with an implementation plan that would include a timeline and anticipated resources necessary to implement and operate a new shared system, as well as a supplemental if needed.

MEMORANDUM

April 24, 2013

**TO:** Planning, Housing, and Economic Development (PHED) Committee

**FROM:** Mary R. Bradford, Director of M-NCPPC Montgomery Parks   
Gabe Albornoz, Director of Montgomery County Recreation Department 

**SUBJECT:** Update on Single Registration System and Inter-Agency Coordination

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We look forward to our upcoming discussion with you on the status of coordination between M-NCPPC Montgomery Parks (Parks) and the County's Recreation Department (MCRD) and our recommended next steps for a single registration system for our agencies.

We agree a single registration system is a good idea, and our staff has continued to search for viable options at a reasonable cost since our discussion with Council in FY10. This memo provides information on the various efforts and discussions by our agencies over the past few years.

**BACKGROUND**

In FY10, our Joint Workgroup Report proposed the creation of a searchable portal with a single sign-on so customers would need only one PIN or ID number to register for programs or reserve facilities offered by Parks, MCRD and CUPF. The price tag for our recommended option was estimated to be at least \$250,000 with a timeline for implementation of 12-18 months. We explored all existing software solutions available on the market and each presented the same challenges – primarily, 1) enabling full network access to a shared system for staff of both agencies in multiple locations and 2) ensuring the revenue could flow into two separate accounting systems to support the Enterprise Fund's need for immediate access to its capital. Regardless, staff believed these obstacles could be overcome through the development of customized software and the commitment of appropriate resources.

Given the economic climate at the time, however, no funding was made available to undertake this effort, and the subsequent budget cuts in FY11 and FY12 meant that both agencies were occupied instead with the challenge of maintaining core services with fewer resources.

**ONGOING COORDINATION**

Since then, our agencies have continued to explore less costly alternative solutions to jointly promote our programs and improve coordination in other critical areas identified through our FY10 discussions with Council as outlined below:

- In February 2009, Parks and MCRD produced our first digital Program Guide, available online so customers visiting either agency's website could view and access information on the classes and programs offered by the other;
- In February 2010, Parks and MCRD launched the multi-year Vision2030 effort, which led to the joint development of cost recovery targets, provided comprehensive research on current and

future public demand for parks and recreation facilities and services, and facilitated ongoing interagency coordination on the development of both agencies' CIP work programs;

- In June 2010, Parks and MCRD staff kicked off our regular monthly meetings of the Joint Parks and Recreation Alliance (JPRA) which reviews and makes decisions about new program offerings, ensures consistency for cost recovery and pricing, and facilitates collaboration on programs and events;
- In December 2011, both agencies partnered with Activity Rocket ([www.ActivityRocket.com](http://www.ActivityRocket.com)), which provides a shared, searchable portal for classes and programs for youth up to the age of 18, to promote our programs;
- In June 2012, the Planning Board approved the installation of a Dryland Diving Training Facility at Wall Local Park, a public-private partnership developed in collaboration with Parks to supplement the programming offered by MCRD at their Wall Park indoor pool;
- In November 2012, staff coordinated a software demo from Active Systems for Parks, MCRD, the County's Office of Community Use of Public Facilities (CUPF) and local municipalities;
- In January 2013, staff coordinated a software demo from Vermont Systems for Parks, MCRD, CUPF and local municipalities;
- In January 2013, Parks and MCRD produced our first joint Summer Camps Guide so all five annual publications now include program listings for both agencies;
- In January 2013, Parks invited MCRD to participate in (and benefit from) the Parks' Corporate Sponsorship Program, which is currently in development;
- In February 2013, Parks and MCRD staff met with the County's Chief Innovation Officer to explore the creation of an online, web-based searchable class and program directory with a shared URL to facilitate joint marketing and the ability to include other county agencies and municipalities;
- In June 2013, Parks and MCRD are cohosting a large, countywide Health and Wellness event at South Germantown Recreational Park, and continue to coordinate on other large community events.

#### **CURRENT OPPORTUNITIES**

Ongoing conversation and the scheduled presentations in November 2012 and January 2013 by Active and Vermont Systems, the only two existing companies capable of providing a registration and booking software solution for agencies with our current volume of business, proved disappointing, as neither existing system is able to adequately address the difficulty of providing countywide network access to one shared server or the need for separate accounting without customization at significant cost.

Earlier this month, however, an unexpected announcement by Active about a brand new software solution called Active.Net may provide the answer to our continued search for a viable "turnkey" single registration system.

The new software is web-hosted – thus avoiding the problem of providing interagency access to a single shared server – and Active claims it is able to direct revenue to multiple accounting systems – thereby ensuring immediate access by each agency to its earned income. (More information can be found at: [www.activecommunities.com/technology-solutions.htm](http://www.activecommunities.com/technology-solutions.htm).)

Given that Active's CLASS software (the program registration and facility booking software currently used by Parks, MCRD and CUPF) is likely to become obsolete and no longer supported by Active as a result of the new software they've introduced, we are presented with an ideal opportunity to invest in the creation of one new, shared system for all agencies.

**NEXT STEPS**

MCRD, Parks and CUPF have scheduled a presentation by Active on the Active.Net solution for June 3-4, 2013, and have invited Marlene Michaelson and Vivian Yao to attend.

This demonstration is necessary before we can provide the PHED with accurate information about this opportunity and the associated costs and timeline to implement a single registration system.

Staff is proposing to return to the PHED no later than July 31, 2013, with an implementation plan that would include a timeline, anticipated resources needed to implement and sustain a new, shared system, and a supplemental request for additional funding in FY14 (if needed) as well as estimated needs for FY15 and beyond.