Department of Parks, M-NCPPC and Montgomery County Recreation Department Joint Workgroup Report and Recommendations

October 1, 2009

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Executive Summary

The Department of Parks, M-NCPPC (Parks), and the Montgomery County Government's Recreation Department (MCRD) fully support the PHED Committee's desire to improve and streamline the delivery of county-funded recreation programs. Both agencies have worked diligently over the past five months to examine the possible implications of facility and program transfers and identify opportunities to streamline and enhance customer service through improved technology and marketing. This has been a fully collaborative process, and both agencies now have better insight into how each work program is managed, setting the foundation for more proactive coordination moving forward. We held public meetings and utilized the services of the Recreation Advisory Boards in our analysis. We are positive but realistic, given the present constraints.

Based on direction received from Council members Knapp and Elrich, jointly staffed work groups were created to examine in detail the potential cost savings, efficiencies or customer service improvements that could be achieved in four distinct areas:

- Programming and pricing;
- Facilities review;
- Technology, registration and payment; and,
- Marketing and PR.

Main Recommendations

This document contains a full report from each work group. Each report outlines specific findings and recommendations. The main recommendations are:

- Adopt the recommended program criteria to guide decisions about which programs should be offered by which agency in the future (Recommendation #1);
- Approve the creation of a Joint Parks and Recreation Alliance that will apply the program criteria, review and make decisions about new program offerings, ensure consistency for cost recovery and pricing, and facilitate collaboration (Recommendation #2);
- Transfer the South Germantown Splash Park and Mini-Golf facility from Parks to MCRD, pending further DGS review (Recommendation #10);
- Transfer athletic field permitting and maintenance of the nine athletic fields now permitted and maintained by MCRD from MCRD to Parks (Recommendation #13);
- Transfer grounds maintenance at MCRD community centers, aquatic complexes, and nine athletic fields from the Department of General Services (DGS) to Parks, pending transfer of associated funding (Recommendations #9);

- Strategically select a number of park activity buildings to transfer to MCRD to augment the county system of community recreation centers and enhance program service to residents, pending further DGS review (Recommendation #11);
- Build a joint web program and facility portal to enable a simultaneous search of both agencies' programs and facilities (Recommendation #16); and,
- Establish a marketing function within MCRD and fund through the limited savings achieved from a lower cost alternative to the current Program Guide, and align the marketing planning efforts within both agencies to support joint promotional efforts (Recommendations #20, #21, #22).

The Programming and Pricing workgroup found little overlap among programs, but did recommend some for transfer based on efficiencies to be gained (see Recommendation #3 in the Programming and Pricing workgroup report). The associated revenues would transfer with the programming. It should be noted that the transfer of some of these programs from Parks to MCRD will result in the loss of a portion of the operating revenue for those facilities administered by the Enterprise Fund.

The Facilities Review workgroup found that no significant savings or efficiencies could be achieved through the transfer of certain unique facilities (ice rinks, pools, or tennis centers) from one agency to another. Instead, agency staff focused on mission-driven areas where there was operational redundancy in order to gain economies of scale and eliminate duplication. For example:

1. MCRD manages four large aquatic facilities which contain splash playgrounds, and the Department of Parks manages one splash playground and no other aquatics facilities;
2. The Department of Parks permits and/or maintains over 500 athletic fields in the county, while MCRD permits and maintains only nine; and,
3. MCRD operates and continues to plan for and build large-scale community recreation centers, whereas the Department of Parks ceased building or adding new recreation centers (aka park activity buildings) to its inventory in the mid-1970s.

High-dollar cost savings will not be achieved by the transfer of assets from one agency to the other: there would be no significant reduction in personnel, and the revenues and expenditures would remain fairly constant overall. The net cost of the transfers recommended in this report should be mostly cost-neutral across the two agencies. Associated revenues and expenditures will likely transfer. In some cases, additional analysis by or discussion with external departments or agencies is needed before the logistical details and a complete list of the specific facilities to transfer can be finalized, but the report contains some preliminary recommendations by name.

Some of the recommendations are likely to produce savings before FY11. Others will require funding before implementation can begin. All will result in efficiencies and/or improved

customer service. We continue to analyze the total net cost or savings from implementing the recommendations in this report.

In most cases, the work begun by the work groups will continue through the establishment of formal committees or regularly scheduled meetings between agency counterparts. The two agencies are already working on a revised Memorandum of Understanding (MOU) to reflect the agreements made through this effort and ensure future collaboration and efficiencies. Co-location of the administrative offices (which include program registration, marketing, customer service, and permitting activities) is being discussed which may lead to greater efficiencies and greatly improve customer service. It would also facilitate continued collaboration between the two agencies.

On behalf of our respective agencies and staff, we would like to recognize the Council for their insight and support. This process has resulted in a proposal we believe will effectively streamline the current system of recreation programs, lead to more consistent pricing and cost recovery practices, achieve significant efficiencies, and improve overall customer service to the residents of Montgomery County.

Individual Workgroup Report: Programming and Pricing

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1. WORKGROUP CHARTER

Programming

- Establish an inventory of programming to include unique programs and possible overlaps
- Provide recommendations on how to handle overlap
- Examine staff allocations and workloads
- Look at areas to collaborate on programming
- Develop an ongoing mechanism to manage joint decision-making on programming
- Examine capacity to handle demand and not sacrifice quality

Pricing

- Review pricing mandates and formulas, including any legal requirements
- Develop criteria on cost recovery percentages
- Develop a consistent policy or standard for cost recovery
- Compare and examine instructor contracts

Overall

- Affirm what makes sense
- Change what does not
- Build collaboration

2. CURRENT SITUATION ANALYSIS

The Department of Parks, M-NCPPC has certified staff (ice skating directors, tennis directors, and naturalists) developing and managing the specialized programs within many of their facilities. These programs include but are not limited to: public and private figure skating and ice hockey lessons, “general admission” ice skating programs, public and private tennis lessons, “spot time” tennis court rentals, nature classes, camps and programs, boating, fishing, etc. The Department of Parks, M-NCPPC does not have

separate programmers; programming is but one function of the facility staff's overall work requirements, which also include responsibility for all other activities, building operations, budgeting, and other service functions involved in the overall management of the individual facilities.

The Montgomery County Recreation Department has Recreation Specialists that develop and manage community based, regional, and countywide programs that utilize multiple facilities including recreation centers, senior centers, skate parks, aquatic facilities, parks, schools, libraries, and other public or private facilities. These programs include classes such as art, dance, cooking, personal development, exercise and fitness; crafts; special events; instructional and, revenue sports; out of school and after school programs for youth and teens; therapeutic recreation programs; as well and summer fun centers, camps and clinics. The specialists create, design, implement, manage, and evaluate all of these programs and services via contract instructors, direct leadership staff, partnerships, and volunteers. In addition, aquatic facility staff have life saving and pool operator licenses. Similar to Park facility staff programmers, MCRD facility staff (including Community Recreation Center, Senior Center and Aquatic Center staff) design programs specific to those facilities for the local communities they serve.

The January 2009 *OLO Report 2009-7: Organization of Recreation Programs Across the Department of Parks, M-NCPPC and Montgomery County Recreation Department* addressed the County Council's request to review the organization and coordination of recreation programs within both agencies. This report found that:

- The Montgomery County Recreation Department provides recreation programs in five categories (sports, classes, camps, special events, and trips);
- The Department of Parks, M-NCPPC provides recreation programs in seven categories (sports, classes, camps, special events, trips, recreational amenities, and athletic field permitting);
- Both departments offer sports programs, but the specific types of sports do not overlap;
- Both departments offer ten types of summer camps and clinics, of which six are unique and four are similar;
- Both departments offer fifteen types of classes and activities, of which eleven are unique and four are similar;
- "Similar" does not mean "the same;" and,
- The departments have separate pricing and cost recovery policies and practices.

The workgroup reviewed the "overlap" list produced through the OLO Report to determine which programs could be examined for transfer, collaboration and/or improved service and efficiency recommendations. The "similar" programs provided by

both agencies include art, cooking, crafts, dance, Yoga, horseback riding, nature camps, dog obedience, tennis, senior mini-trips, and community events.

3. ASSUMPTIONS

The recommendations contained in this workgroup report are founded on the following assumptions:

- A full departmental merger in either direction is not being considered;
- Current revenue requirements for both agencies will not be reduced and may increase;
- No new legislation will be enacted changing program authority;
- The Park Enterprise Fund will remains as it is;
- The MCRD Agency Fund will not be changed to allow year-end roll over; and,
- Facility-based programs will be offered by the agency operating the facility designed for their provision.

4. FINDINGS

Finding #1: While there is some crossover of program offerings, there is capacity for both agencies to fill service needs.

An initial goal of the group was to seek ways to create efficiencies and eliminate duplication. Further study by the workgroup of the programs identified as "similar" by the OLO report shows some of these programs actually serve different populations and different geographic areas, provide unique content, or are offered at different times or on different days. For example, both agencies offer "nature camps" but the structure of these camps is significantly different: MCRD offers recreational camps that are based outdoors in nature, whereas Parks offers interpretive nature camps led by park naturalists. A few of the programs similar in name (art, cooking, photography, crafts, senior trips and community events) may have different content depending on the mission of the hosting facility. For example, MCRD offers general interest cooking classes while Brookside Gardens offers cooking classes which instruct patrons on how to plant edible gardens and use the plants in cooking. Another example is tennis: Parks staff offers tennis programs for children ages 5 and up, adults, and seniors, while the Montgomery County Recreation Department provides tennis programs for 3-5 year olds through an independent contractor.

The workgroup believes there is significant enough demand from the public that multiple agencies can offer these types of similar programs without necessarily resulting in direct competition. Little efficiency or customer benefit would be achieved by transferring or abolishing these programs. However, improved coordination is needed to avoid future duplication and take better advantage of existing staff and resources.

Finding #2: There is increased desire to work together to avoid duplication.
In the past, neither agency regularly coordinated any aspect of programming with the other. In their request for analysis of current programs, the agency directors have created a rare opportunity for the Department of Parks, M-NCPPC and Montgomery County Recreation Department to come together in a productive way that has not presented itself in the past. These workgroup meetings have made clear the value of increased coordination and communication and the advantages of collaboration.

Finding #3: There are significant opportunities for Parks and Recreation to develop programs together, particularly those that serve youth and seniors.
Executive Office initiatives call for more programs targeting seniors and youth. As the success of the joint Teen Day at Wheaton Regional Park on July 1 and past collaboration on MCRD's KidFest event shows, there is great potential for co-hosted events.

Finding #4: Both agencies operate under specific but different pricing guidelines for programs.
Parks and Recreation facilities have different funding structures and cost recovery formulas and requirements. This can be an issue when trying to understand why a camp offered at a Parks Enterprise Facility may have a different cost than a camp at a Montgomery County Recreation Department Facility. A chart showing the different levels of cost recovery is contained within the appendix.

5. RECOMMENDATIONS

Recommendation #1: Adopt the recommended program criteria to guide decisions about which programs should be offered by which agency in the future.
Most of the existing programs offered by the Department of Parks, M-NCPPC, are unique to a particular facility. Parks built and designed nature centers to provide access to specific activities which include natural habitat, education and natural resources programs. Some recreational, sports, and nature oriented programs have to be offered at a specific facility because it was designed to accommodate only those programs. Examples include swimming programs at aquatic facilities, ice skating programs at ice rinks, boating programs at boat rental facilities, and skating programs at the skate park. These activities must clearly be offered at the venue built to support them.

The workgroup was able to identify industry standards for the traditionally accepted core types of parks and recreation programs through researching the websites of the Commission for Accreditation of Parks and Recreation Agencies (CAPRA), M-NCPPC, and the National Recreation and Parks Association (NRPA). The activities noted below are recommended as a foundation for determining which agency should offer a specific type of program:

Parks	**Recreation**
Arboriculture	Aquatics
Boating	Arts: visual and performing

Parks	**Recreation**
Camping	Camps and playgrounds
Fishing	Crafts
Gardening	Dog Obedience
Horticulture	Exercise and wellness
Interpretation: nature, cultural, heritage	Martial Arts
Land Stewardship	Music
Nature Science	Recreational Hobbies: sewing, scrap booking, photography, cooking, etc.
	Self Improvement: modeling, etiquette
	Sports: instructional and competitive

It is important to note that while these may illustrate the "core" or typical programs of each type of agency, it is not unusual for a Parks Department to offer recreation and sports programs such as ice skating, swimming or tennis.

The actual duplication of programs and services between Montgomery Parks and MCRD now is minimal but the potential for overlap moving forward is significant. The workgroup recommends the following Forming Criteria be used by the Joint Parks and Recreation Alliance (JPRA) to determine which programs should be offered by which agency:

PROGRAM FORMING CRITERIA

Facility Considerations:

1. If the activity is uniquely facility-driven and fits within the facility mission, it should be offered by the agency that owns and operates the facility (if the facility transfers, the programming would transfer as well);

Program Considerations:

2. If the activity is inherently a Parks program (interpreting natural, historical or archaeological resources, land stewardship, arboriculture, or horticulture, for example), it should be offered by the Department of Parks;
3. If the activity is inherently a Recreation program (sports, exercise, wellness, arts and crafts, music, drama, dance, and recreational hobbies, such as photography, cooking, and sewing, for example), it should be offered by the Department of Recreation.

   As the JPRA reviews and evaluates programs, the workgroup recommends its members also:

   - Consider the mission and purpose of the facilities designed for specific activities such as aquatics, boating, nature centers, ice rinks, and tennis

(these programs clearly fall under the purview of the agency operating those facilities);

- Refer to the industry standards chart to help determine which agency has traditional jurisdiction over a particular program;
- Use the substance or content of a program or activity, not its title, when making program decisions;
- Consider the demand for a program: if a particular program cannot by itself meet public demand, and a similar or overlapping program offered by the other agency can fill the gap and improve overall customer service, it can be offered by more than one agency; and,
- Encourage collaboration on joint programming especially if it helps provide services to underserved populations.

More than one criterion may fit; this is not an either/or list but rather an "ala carte" listing of possible criteria to apply when making decisions.

Where there are possible overlapping programs or events that don't fit easily within one of the Forming Criteria or meet the considerations listed above, the following Resolving Criteria should be used to make a final determination:

PROGRAM RESOLVING CRITERIA

1. Which department has the capacity (staffing, facility) to provide the activity? Is there opportunity for expansion?
2. How does the location of the activity relate to similar programs being provided within the community? In other words, is this an overlap of service or an opportunity to fill in the gap? Is there demonstrated public need for this program?
3. Which agency could run this program most effectively? Analyze the cost and determine if the offering would improve customer service, increase revenues, and generate efficiencies. Is there an opportunity for collaboration?

Recommendation #2: Approve the creation of a Joint Parks and Recreation Alliance (JPRA) that will apply the program criteria, review and make decisions about new program offerings, ensure consistency for cost recovery and pricing, and facilitate collaboration.

Workgroup members immediately identified the need for increased communication between Parks and Recreation and an ongoing dialogue regarding program services and any related problems or issues. The workgroup recommends the establishment of a permanent, joint programming committee, called the Joint Parks and Recreation Alliance (JPRA), to serve as the formal framework for ongoing communication. The JPRA would include six staff members from both agencies (three from Parks, three from

Recreation). Members would be appointed by the agency directors and would serve a 2-year term. Two members from each agency must have programming responsibility as their primary duty. The other members can have other responsibilities such as marketing, budget coordination, etc., but must be committed to collaboration between the two agencies. The JPRA would meet monthly, and would be a working committee. Members would be responsible for the following:

- Foster creative programming and innovation between the two agencies;
- Identify opportunities for program and event efficiencies;
- Recommend and champion collaborative programs through implementation;
- Recommend program implementation teams;
- Facilitate information sharing between the two agencies;
- Avoid conflict when scheduling events and search for potential collaborative opportunities;
- Improve customer service;
- Respond to policy priorities;
- Identify staff training needs;
- Solve overlap and conflicting program issues;
- Uphold the established program criteria to determine which programs should be offered by each agency;
- Implement program quality protocols;
- Work within and across both departments in areas such as program marketing and registration; and,
- Keep agency directors informed of decisions and actions.

It should be understood that, while questions of perceived program overlap will be addressed by the JPRA, the JPRA charter will be to identify efficiencies and the viability of programs with regard to costs, revenues, local and regional competition, and quality. The ultimate goal will be to provide the best value for the well-being of the community.

Joint Parks & Recreation Alliance mission statement:
The Joint Parks & Recreation Alliance is committed to providing superlative recreational and educational opportunities to the citizens of Montgomery County by identifying, pursuing, and implementing opportunities for innovative, collaborative and cost effective programming between the Montgomery County Department of Parks, M-NCPPC and the MCRD.

Recommendation #3: Transfer management of programming wherever "overlap" occurs or efficiencies can be achieved, and develop collaborative programs.

Using both the program categories and the proposed criteria as outlined above, the workgroup reviewed the Fall 2009 Program Guide and developed the following chart to show which programs should be offered by which agency and highlight collaborative programs. This chart also highlights those programs that will transfer.

Parks Core Programs	**Collaborative Programs**	**Recreation Core Programs**
Land Stewardship	Cooking: Parks provides a facility and MCRD provides contract instructors.	Aquatics
Interpretation: Natural Cultural Heritage History Camp*	Dance	Sports: Instructional Competitive Soccer Program*
Ice Skating	Special Events: marathon in the parks, the St. Patrick's Day Walk, KidFest, etc.	Camps/Fun Centers
Tennis*	Camps: after school and intergenerational programs.	Arts: Visual Performance
Horticulture	Skate Park: Parks owns the facility and MCRD programs and runs it.	Crafts
Arboriculture		Hobbies
Fishing		Exercise & Wellness Yoga*
Boating		Martial Arts
Gardening		Music
Camping		Dog Obedience Classes*
Camps		Self Improvement
Facility- or Mission-Driven Programs (as such, could be offered by either agency)		
Cooking Photography Camps Trips Arts & Crafts		

** Programs which would transfer from the other agency*

Recommendation #4: Update the formal Parks and Recreation Memorandum of Understanding (MOU) to include the JPRA.
The current MOU between the Department of Parks, M-NCPPC and the Montgomery County Recreation Department does not include any language regarding the development and provision of recreational programming. It is this workgroup's recommendation that the MOU be updated to establish the JPRA and endorse its mission and objectives.

Recommendation #5: Implement collaborative Parks and Recreation programs.
Joint programs will be developed between agency programmers, improving efficiencies, sharing best practices, and generating ideas for collaboration. The workgroup has already come up with two ideas that could be implemented immediately (see the appendix).

Recommendation #6: Assign financial and legal staff from each agency to examine pricing policy and cost recovery criteria.
Additional input from agency financial and legal experts is needed to review pricing mandates and formulas (including any legal requirements), develop criteria on cost recovery percentages and a consistent cost recovery policy or standard, and compare and examine instructor contracts. These tasks would be coordinated and managed by the JPRA.

6. CHALLENGES

- Enterprise Fund Policy will remain (100% cost recovery including debt service)
- The JPRA will need to be "institutionalized" within both departments
- The transfer of some of these programs from Parks to MCRD will result in the loss of a portion of the operating revenue for all facilities administered by the Enterprise Fund

7. FUTURE OPPORTUNITIES

- As mentioned throughout the document, immediate and future opportunities for joint programming have been identified. Full descriptions of two such programs – the On The GO! After School Activity for Youth and Teens and the Grandparent and Grandchild Residential and Day camps – are included in the appendices.

- All or some portion of the cost recovery and pricing formula work could be undertaken concurrently as part of the research being conducted for the LPPRP/PROS update.

Individual Workgroup Report: Facilities Review

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1. Workgroup Charter

The goal of the Facility Review workgroup is to identify any efficiencies, customer service benefits and/or savings achievable through the transfer of operations from one agency to the other.

The following facility categories were identified for review based on the analysis contained within the OLO Report and direction received from the Council:

- Sports Facilities (ice rinks, tennis centers, pools);
- Recreational Amenities (boat rentals, miniature trains and carousel, campground, miniature golf and splash park);
- Park Activity Buildings and Event Centers (Woodlawn Manor, Lodge at Seneca, Rockwood Manor); and,
- Athletic Field Permitting and Maintenance.

To undertake this task, multiple subgroups were created to examine each area in detail. Four separate reports have been produced, outlining the findings and recommendations for each facility category. Much work has been completed and much remains to be done; legal and financial analyses for the proposed asset transfers are still underway. The following reports examine those assets currently in active discussion.

2. Current Situation Analysis

The Montgomery County Department of Parks manages more than 400 parks on over 34,000 acres of parkland. Within these parks are hundreds of amenities including playgrounds, athletic fields, park activity buildings, ice rinks, nature centers, campgrounds, historic sites, equestrian centers, tennis courts, and many others.

Some facilities and programs offered by the Department of Parks provide a more exclusive and individual benefit to users; these facilities charge a user fee to minimize or eliminate the need for tax supported funding. These facilities are contained within the Enterprise Fund and include ice rinks, tennis centers, event centers, boating operations, miniature trains and an historic carousel, a campground, regional park picnic shelters, a splash playground and mini-golf facility, and various space rentals. The Enterprise Division also manages the leases for Little Bennett Golf Course, Needwood Golf Course, Northwest Golf Course, Sligo Golf Course, and the South Germantown Driving Range.

The Enterprise Fund facilities must collectively cover five types of costs through operating revenues and a minimal funding transfer from the general Parks Fund which is tax supported. These costs are: (1) operating costs (including utilities), (2) overhead costs (charge backs and central administrative costs), (3) existing debt service costs, (4) ongoing maintenance and renovations costs, and (5) reserve fund costs. The Enterprise Fund is to have a minimum cash balance equal to 10% of operating revenues plus one year's debt service which currently equates to two million dollars.

During this past year, the Enterprise Division has strived to increase efficiencies and hold staff both accountable for fiscal management and facility operations. The Enterprise Fund ended its last fiscal year with an operating income of $950,000. Administrative costs were reduced by $448,039 from FY08 to FY09. Significant emphasis was also placed on increased programming and special events. During FY09 the Enterprise Fund generated a net income of $281,864. This is a $902,406 increase over FY08.

MCRD currently has 21 community recreation centers and 4 senior centers. Two additional community recreation centers are anticipated to be opened within the current fiscal year. One of these facilities – Wisconsin Place – will be under an operating agreement with Parks.

These centers host a wide array of activities and programs ranging from self-directed activities such as open gym, fitness, game and computer rooms to supervised and programmed activities such as after school youth activities, adult recreation classes, and therapeutic and senior programs. Each facility also provides community space for civic group meetings, rentals for receptions, parties and other social events. Most programs/activities have associated cost recovery ranging from 50% to 120%.

Over the last year MCRD has faced several budget and staff reductions and recently underwent a reorganization which shifted from programming areas such as teens, youth sports and summer programming to regional areas to reflect a more community-based approach. MCRD has an annual operating budget of $33,000,000 and a revenue mark of $10,500,000.

Individual Workgroup Report: Facilities (Sports Facilities)

1. **WORKGROUP CHARTER**
    - For both agencies, analyze debt service requirements, expenditures (including utilities and operational costs), customer demographics, programming, and CIP implications;
    - Explore possible transfers to the Revenue Authority;
    - Examine internal efficiencies (requires ongoing review);
    - Determine impact of potential transfers (savings, programming, customer service, staffing, legal, budget, etc.); and
    - Develop recommendations for future facility operations including timelines and plans for community outreach.

2. **CURRENT SITUATION ANALYSIS**

The Department of Parks operates two indoor ice rinks and one outdoor rink, located in Cabin John and Wheaton Regional Parks. Both facilities offer a diverse selection of programs and services year round for all ages, including general and special skating sessions, skate rentals, snack bars, pro shops, group and private lessons, and sheet rentals for hockey groups and private parties. These facilities are staffed by highly qualified and specialized staff: the managers have many years experience managing rinks, the skating directors are certified skating instructors, the pro shop managers have significant retail experience, and the building technicians specialize in ice maintenance.

There are two indoor tennis facilities operated by the Department of Parks. These are located in Cabin John and Wheaton Regional Parks. Both tennis centers provide six courts, one of which is generally available for spot-time play by the hour. The majority of the time on the remaining courts is allocated by lottery for seasonal reservations only. A number of courts on selected days and times are set aside for the popular group lesson program. Similar to the ice rink management, the mangers at the tennis facility have years of experience managing sports facilities and/or are professional tennis players themselves.

The Enterprise Fund currently has annual debt service payments for the construction of Wheaton Ice Arena and Cabin John Ice Rink. The debt service for each facility in FY09 is $360,000 and $585,000 respectively. The end of the debt service payments is near, (FY12 for Wheaton and FY14 for Cabin John); it will be necessary to use the revenues to continue to make facility improvements and major repairs. (According to an August 2007 study done by Facility Engineering Associates, Inc., Enterprise facilities as a whole had accumulated a back-log of about $2,000,000 in needed maintenance and repair work. Some of the needed work (about $200,000) has since been completed.)

MCRD operates four indoor aquatic centers that offer year-round programming such as open recreation swim, fitness classes, lesson programs, competitive swim, and water safety programming. Each indoor facility also provides a fitness amenity to complement

the programming provided. In FY09 the aquatics team provided services to nearly 2 million customers, including tiny tots, youth, adults, seniors and therapeutics. Facilities also have space available for birthday parties and practice time for high school and college swim teams. MCRD also oversees all maintenance operations at the Piney Branch Elementary Pool, which is operated by a public partner. During summer months, MCRD operates seven outdoor pools and one splash park to provide a full range of aquatic programming.

Aquatics facilities have an annual operating budget of $5,370,000. Cost recovery for aquatic programming ranges from 100% to 120%. MCRD has an annual bond payment to retire the debt for the construction of its indoor aquatic centers. The FY09 transfer of payment to Montgomery County Revenue Authority was $2,662,970.

MCRD also has an operating agreement with Parks for the day-to-day management of the Olney Skate Park. This park operates nine months out of the year on an adjusted schedule and serves a wide variety of youth and adults. Activities range from open skate time to classes and camps. Cost recovery at this facility is at 50% with an annual operating budget of $80,000. Parks provides all maintenance support to the facility.

3. ASSUMPTIONS

The recommendations contained in this workgroup report are founded on the following assumptions:

- The two departments will continue to manage, maintain, and program the facilities they currently operate; and,
- Both departments will continue to provide recreation and leisure opportunities to Montgomery County residents.

4. FINDINGS

Finding #5: No significant savings or efficiencies could be achieved through the transfer of a "unique" facility (ice rinks, pools, or tennis centers) from one agency to another.

During the past fiscal year the Parks Department Enterprise Division facilities generated enough revenue to cover operating costs and replenish the reserve fund, thereby requiring no Park fund subsidy in FY 10. Other non-Enterprise park facilities continue to offset the costs of their operation through fees, rentals, leases, new programmatic opportunities, and permit charges.

For the Recreation Department, aquatics facilities generated $1.4 million, subsidizing the Recreation Department's programs and activities but not fully covering operational costs. Other facilities – community centers and the like – generate some income as well but firm numbers comparing that revenue against the costs to maintain and manage those MCRD facilities are not available.

In part, this is because the Recreation Department is required to meet certain revenue "targets" somewhat irrespective of costs, while Parks facilities measure success not as meeting selected annual revenue targets, but as recovering actual costs. Both agencies meet their target requirements rather well. Because the model for each agency, however, is quite different, it has made true apples-to-apples comparisons very difficult. In order to get to the bottom of the numbers to ascertain respective operational efficiencies in the two Departments, the Recreation Department called in a third agency, the County's Department of General Services to assist in the cost recovery analysis. As of this writing, the analysis of the County's true costs to operate facilities has not been finalized.

In general, therefore, it is fair to say the sports facilities maintained by both agencies provide affordable recreational opportunities for the public with costs partially offset by user fees. The fees charged are comparable to other area facilities, and both agencies regularly benchmark fees against other similar entities. The facilities are regularly maintained to industry standards. Preventive maintenance and safety inspections are performed by certified personnel. Energy Efficient devices have been installed in both Parks and Recreation facilities, such as new lighting fixtures, sensor lights, temperature controls, and other elements to reduce costs. In all cases, our facilities in both Parks and Recreation in Montgomery County are widely admired throughout the State and have received a great deal of national recognition as well.

Finding #6: Programming responsibilities often represent only a portion of overall facility staff duties.

The Department of Parks, M-NCPPC has certified staff that develops and manages the specialized programs within their facilities. These programs include but are not limited to ice skating, tennis, boating, fishing, etc. The facility staff is also responsible for all activities, rentals, building operations, programming, and other service functions involved in managing the facilities. The Montgomery County Recreation Department has a similar model to Parks in that in many sites have staff that manage specialized programs in their facility (i.e. swim lessons) and are also responsible for rentals, etc. The Recreation staff has specialized camps and class personnel to administer the programs at various facilities.

Finding #7: Parks and Recreation facilities serve a large portion of the county's population and maintain high levels of customer satisfaction.

The 2007 Montgomery County Resident Survey reported that within the past twelve months 86% of county residents had visited a park at least once, 62% had visited a community recreation center at least once and 47% had attended a recreation event or program at least once. Overall, parks and recreation facilities saw more than 4,500,000 visits in the past year alone. Feedback received from customer surveys show that on average more than 85% of Parks users are satisfied with the safety, cleanliness, program quality, and staff helpfulness and courtesy of Park recreational facilities, and feel their activity needs have been met.

Finding #8: The two departments use different accounting models to calculate associated costs for individual facilities.

The Department of Parks, M-NCPPC, through its use of Smart Parks and the Enterprise accounting model, is able to clearly identify individual costs for specific facilities. The county's Department of General Services (DGS), which has major responsibility for maintenance of Recreation buildings, uses a gross square footage cost for all county facilities and currently cannot identify individual costs for each specific site. This made an apples-to-apples facility efficiency comparison difficult.

5. RECOMMENDATIONS

Recommendation #7: Maintain the current operating structure for ice rinks, tennis centers and pools.

After a great deal of discussion, analysis, and review of the underlying funding mechanisms for the development of the ice rinks, tennis centers, and pools, the work group determined that management of these facilities should not be shifted between the two departments, nor aggregated in one department or the other. Each sports facility in these categories has different and specialized training, staffing, and management requirements. No savings are likely to be achieved by any aggregation or operational move from one department to another since specialized personnel and maintenance are not interchangeable among these facilities. Analysis further determined that each of these sports facilities has instituted good business practices. In the short-term, a full shift of the tennis and ice facilities to MCRD could result in personnel costs of approximately $2 million. Likewise, transferring aquatics (pools) from Recreation to the Parks Department, on the theory that many are located within parks already, could create unknown costs to the County and, in both examples, union and pension issues. Since these three areas of operation appear to be highly efficient under current management, and since they provide very distinct services, the juice did not seem to be worth the squeeze.

Recommendation #8: Look for opportunities to jointly contract for supplies, service and maintenance contracts where appropriate.

Efficiencies could be gained by combining the agencies' purchasing power for supplies and service and maintenance contracts.

Recommendation #9: Transfer all MCRD grounds maintenance responsibilities to the Department of Parks, M-NCPPC.

This would include grounds maintenance for MCRD facilities located within M-NCPPC parks as well as the athletic fields recommended for transfer. This shift would ensure continuity of services and produce some efficiency since one agency would be managing one service provider. Efficiency would be gained by contracting with one single contractor so one trip and one crew are dedicated to maintaining that one site. This would hinge on the MCRD maintenance budget being transferred from DGS to the Department of Parks, M-NCPPC.

6. Challenges

- The two agencies use different accounting models to calculate associated costs for individual facilities. This made an apples-to-apples facility efficiency comparison difficult.

7. Future Opportunities

- Combined staff training
- Joint purchasing of equipment and supplies
- Consider the eventual transfer of Woodside Gym from Parks to MCRD or another agency (pending DGS and Parks review). Woodside Gym is a basketball gym primarily used for recreation activities and is not located in a park.

Individual Workgroup Report: Facilities (Recreational Amenities)

1. **WORKGROUP CHARTER**

   The goal of the Facility Review workgroup is to identify any efficiencies, customer service benefits and/or savings achievable through the transfer of operations from one agency to the other.

2. **CURRENT SITUATION ANALYSIS**

   Recreational amenities are primarily summer seasonal operations located in regional parks. They are family-oriented, and most are unique facilities not typically offered by private business. These facilities are currently accounted for in the Department of Parks' Enterprise Fund but are managed and operated by the regional park staff (Enterprise pays for a portion of some of these staff salaries). Some of these facilities cover their operating costs but none cover all maintenance and capital improvement expenses. The list of recreational amenities includes:

   - The boating operations at Rock Creek and Black Hill Regional Parks;
   - The campground at Little Bennett Regional Park;
   - Park picnic pavilions located within regional and recreational parks;
   - The miniature train operations at Cabin John and Wheaton Regional Parks;
   - The historic carousel at Wheaton Regional Park;
   - The splash playground and miniature golf course at South Germantown Recreational Park; and,
   - The Enterprise programs at Brookside Gardens, within Wheaton Regional Park.

3. **ASSUMPTIONS**

   The recommendations contained in this workgroup report are founded on the following assumptions:

   - The transfer of unique facilities will have one-time up-front costs.

4. **FINDINGS**

   Finding #9: Some recreational amenities are managed by regional park staff funded by the Enterprise Fund and the tax-supported Park Fund.

   Due to the seasonal nature of all of these operations, the responsibility for their management is embedded into the duties of various park managers who retain other, larger duties. These managers are also responsible for all other park activities, grounds and maintenance operations, budget administration, management of park personnel, and other service functions involved in running the largest parks in the Department of Parks, M-NCPPC system. The recreational amenity portion of their workload is relatively small. Because these are Enterprise Fund facilities, a portion of some of these managers'

salaries is paid for by revenues derived from user fees, thereby lowering costs to the Park Fund.

Finding #10: Profits from these recreational amenities are used to buy new amenities for the parks.

One of the advantages of the Enterprise Fund is the ability to implement needed improvements quickly and without the need for taxpayer dollars. Past upgrades paid for by these revenues have included new picnic tables, new roofs for shelters, new grills and updated security systems. Loss of this revenue would delay or derail similar improvements in the future.

5. RECOMMENDATIONS

Recommendation #10: Transfer the South Germantown Splash Playground and Mini-Golf Course from the Department of Parks, M-NCPPC, to Montgomery County Government's Recreation Department.

MCRD currently manages four public aquatic facilities in the county, some of which include splash playground features. The South Germantown Splash Playground and Mini-Golf facility is located directly behind MCRD's South Germantown indoor pool and would benefit from the expertise of the aquatics staff. Efficiencies in purchasing, staff training, and personnel recruitment and placement would be achieved through this transfer.

6. CHALLENGES

- Decision is needed on whether a lease agreement or a title transfer is appropriate for this transaction.
- In FY02, the Enterprise Fund spent $819,495 out of Fund Reserves on the Splash Park, with the assumption these funds would be replenished over time. To date, only about $219,000 has been recuperated. The Enterprise Fund Reserve continues to be below the Recommended Reserve Level.
- DGS and the MCRD Aquatic Team will be undertaking a comprehensive review of the Splash Park in the upcoming month to better understand maintenance operations. Aquatics staff will play a vital role in this assessment and have been actively engaged in summer operations. This review and analysis will be complete by mid-October.
- The transfer of this facility must occur during the off-season to ensure a smooth handover.

7. FUTURE OPPORTUNITIES

The removal of the mini-golf course may be warranted to allow for the expansion of the very popular splash playground. The splash playground generates significantly more revenue than the mini-golf course; plans for this expansion are already in discussion among Enterprise staff.

Individual Workgroup Report: Facilities (Park Activity Buildings/Event Centers)

1. **WORKGROUP CHARTER**
   - Determine whether competition or duplication exists between the different park activity buildings, event centers and recreation centers and the services offered by each; and,
   - Coordinate current and future optimal service delivery

2. **CURRENT SITUATION ANALYSIS**

   The Department of Parks, M-NCPPC, currently permits and maintains 29 park activity buildings located in different parks throughout the county. These small, one-room buildings are not programmed by the Department of Parks; they are rented by the Parks to the public for social and business functions throughout the year.

   A parks staff study entitled "M-NCPPC Recreation Centers in Montgomery County" was completed in November 1984. This study was conducted to examine utilization trends of M-NCPPC recreation centers in Montgomery County from 1967 to 1983, analyze the apparent decline of M-NCPPC recreation centers, and make recommendations regarding construction of additional small centers.

   The study found the recreation centers were used only 20% of the total available time and that use of the centers had declined 23% since 1978. The study recommended that new recreation centers should be constructed as larger, multipurpose facilities capable of handling a variety of recreational and social activities simultaneously and that no additional small centers should be constructed by M-NCPPC. Though a few replacement buildings have been constructed over the years when the original building was lost to fire, no new recreation centers have been built by M-NCPPC since mid-1970.

   In 2007, when the small M-NCPPC recreation buildings were again studied, the overall use was 23% - an increase of only 3 percentage points. The County population had increased dramatically (by 33%) over the same time period while usage of the small M-NCPPC recreation centers barely moved.

   Three rental facilities fall into this category that are accounted for in the Enterprise Fund. The facilities are: Rockwood Manor, the Lodge at Little Seneca, and Woodlawn Manor.

   Although collectively the three rental facilities have never been able to produce revenue in excess of operating costs because of their size and limitations, they serve an important need in the county. These facilities are used by the public as locations within park settings for social functions, meetings, classes, and more. M-NCPPC also uses these buildings throughout the year for business meetings, training sessions, and other gatherings. Each facility is unique and has varying advantages related to location, size and configuration, and amenities. This arrangement allows the Department of Parks to

preserve Rockwood and Woodlawn Manors – both a part of Montgomery County history – with minimal impact on the Park Fund operating budget.

3. ASSUMPTIONS

The recommendations contained in this workgroup report are founded on the following assumptions:

- MCRD is looking for opportunities to expand its programming and generate additional revenue;
- MCRD will continue building large-scale, full-service community recreation centers;
- MCRD will continue to rent these buildings to the public and honor historical use patterns;
- The Department of Parks, M-NCPPC, will not build or make available for rental any additional park activity buildings;
- Historical resources will remain in the care of the Department of Parks;
- The operational costs, rental revenue, and permitting responsibility for any building transferred would transfer with the building;
- The Department of Parks, M-NCPPC would continue to maintain the grounds; and,
- M-NCPPC would still hold title to the land on which any building sits.

4. FINDINGS

Finding #11: The Montgomery County Recreation Department continues to focus on the building and operation of large-scale Community Recreation Centers.

MCRD continues to build large Community Recreation Centers (CRC) throughout the County. These 33,000 square foot buildings provide multiple functions in staffed buildings including a rentable community room. The existing park activity buildings are basically a rentable "community room" with a kitchenette and bathrooms. These functions are duplicative and competitive, particularly in those areas served by both buildings. The only service delivery reason to keep a small park activity building in the same service area as a CRC is if the demand for service is so great in the CRC community room that the PAB community room is necessary, or if MCRD programming can be successfully expanded to fill the hours the park activity buildings are not rented by the public.

Finding #12: The Department of Parks, M-NCPPC permits and maintains 29 park activity buildings.

The majority of these park activity buildings are in down county locations. Utilization rates range from the small single digits to more than 50% of available time. Most buildings are currently permitted less than 25% of the available time. The physical condition of these buildings varies. Rentals are available year round and are managed by the Park Permit Office.

Finding #13: Detailed information about the use and condition of these park activity buildings has been collected.

On March 7, 2007, Facility Engineering Associates (FEA) submitted a report based on a visual condition assessment of the park activity building inventory (see appendix). The FEA study identified future maintenance liability for a twenty year period with cost estimates and proposed dates of completion for each building and an overall Facility Condition Index (FCI).

The Department of Parks created a Catalog of Recreation and Ancillary Buildings that provides a snapshot of revenue, expenses and detailed usage data on each park activity building over one fiscal year. This catalog also documents percent capacity used, revenue per hour by function, and percent of total use by function. Building performance metrics include expenses per hour, revenue per hour and cost per user. These metrics allow an apples-to-apples comparison of building performance and allows a comparison to Facility Management national standards.

Finding #14: Some service area overlap does exist among a few MCRD community recreation centers and park activity buildings.

A service area map was developed by the Department of Parks and MCRD to help determine where new MCRD buildings should be constructed. This map was enhanced to show potential duplication of service in the provision of recreation center space (see appendix) for the purposes of this report. This service area map is designed to estimate the geographic location of customers who use existing MCRD Community Recreation Centers (CRC) and Neighborhood Recreation Centers (NRC) and may use the proposed future CRCs. Each circle represents the approximate user population as identified from demographic information contained in the Class reservation system and the 30,000 population standard estimated to be within a CRCs geographic service area.

The map shows several areas where overlap may occur in the future: the Western county area, Clarksburg, White Oak, Kemp Mill, Kensington, Wheaton, and North Bethesda. Current overlap exists in the following areas: Long Branch, Leland, Bauer Drive, and Germantown.

Finding #15: Several park activity buildings are permitted primarily by the Montgomery County Recreation Department.

The Montgomery County Recreation Department permits multiple park activity buildings from the Department of Parks, M-NCPPC through Park Permit Office in order to host various camps, clinics and classes. In many of these buildings, the Recreation Department is the primary user. MCRD receives a 50% discount on all park activity building rentals. In FY09, MCRD paid over $25,000 to rent these buildings (this reflects the across-the-board 50% discount offered only to MCRD). The buildings with the highest MCRD use are: Norwood in Bethesda, Quince Orchard Valley in Gaithersburg, Owens in Beallsville, and Camp Seneca in Boyds.

5. RECOMMENDATIONS

Recommendation #11: Strategically select a number of park activity buildings to transfer to MCRD to augment the county system of community recreation centers and enhance program service to residents.

This workgroup recommends the long-term transfer of all appropriate park activity buildings from the Department of Parks, M-NCPPC to the Montgomery County Recreation Department. This transfer would occur in phases over 3-5 years. The initial transfer will include a few buildings in new services areas where MCRD is looking to build a market in advance of a new CRC being built and a few buildings in the down county area where demand is already high. This way, the revenue from the down county centers would help to offset the initial start up of the new market areas in the up county region.

The buildings were selected for transfer based on the following criteria:

1. MCRD is planning to build a new Community Recreation Center (CRC) in the near term in a service area where there is already a park activity building and MCRD is the predominant user of that park activity building;
2. MCRD is the sole or vast majority user, and the transfer will not lead to scheduling or parking conflicts with other highly used park amenities;
3. MCRD has another building in close proximity that would allow synegy of maintenance and scheduling; and/or,
4. MCRD programming is currently in high demand in a service area which would enable MCRD to generate revenue to offset the start up costs of offering programming in new services areas in advance of a new CRC being built.

These transfers would allow the Montgomery County Recreation Department to increase programming in those areas where they are already offering programs, generate additional revenue, and grow capacity that could be transferred to a new CRC once it's completed.

MCRD does have the facility booking module available through its software contract with CLASS. They would need to activate that module and bring on staff to support this function. The permitting function could initially be managed by the Park Permit Office and then phased over to MCRD once they are set up and ready to take it over. If a sufficiently large number of buildings transfer, it is likely that a Park Permit office work year may transfer as well to support the permitting function.

The transfer would include programming, repairs, preventive building maintenance, and capital renewal. All underlying real estate would remain titled to M-NCPPC. Park staff will continue to maintain the park up to the building footprint. The final list of buildings to transfer is pending further DGS review and recommendations. Once specific sites are recommended, both agencies will need to assess the condition of each building and

surrounding site, prepare a renovation POR with budget and schedule, and jointly incorporate these items into the CIP submissions as appropriate.

Currently, all 29 park activity buildings are under review for a possible transfer (see list in Appendix). It is MCRD's intent to continue permitting these buildings for public use. If a transfer does occur, consideration will be given to existing seasonal users and permitted use for social and community events.

Recommendation #12: Continue planning for and reviewing those park activity buildings not ultimately transferred to MCRD.
It is possible those buildings that are in good condition and not of interest to MCRD could be more heavily utilized and meet a larger community need if rented on a monthly basis to a single tenant (such as a daycare). Rent for these leases would be based on 100% cost recovery (or market rate) and would be managed to complement and not compete with other park uses to avoid parking conflicts. If a tenant cannot be found, or if the building condition does not support tenancy, other alternatives should be considered.

6. CHALLENGES

- Depending on how many buildings transfer, this could represent a significant revenue loss for the Department of Parks.
- MCRD will have to build sufficient permitting capacity to manage public reservations for these buildings.
- During the identification process, the maintenance, deferred maintenance, capital replacement, and any associated backlog for these buildings must be determined, and a remediation plan for each candidate building developed.

7. FUTURE OPPORTUNITIES

- The extension of programming into these facilities will expand public access to recreational programming, providing locations the public could potentially walk to from their homes and expanding recreational opportunities available in parks.
- Should MCRD determine they no longer need one or more of these buildings in the future, they should return to the Department of Parks for possible lease at 100% cost recovery or other alternative use.
- The Department of Parks could continue to permit these buildings on behalf of MCRD for an appropriate chargeback until their permitting capacity has been built.

Individual Workgroup Report: Facilities (Athletic Fields)

1. **WORKGROUP CHARTER**

   - Analyze existing inventory, maintenance and renovation practices, and permitting procedures of M-NCPPC, MCPS, Montgomery County Recreation Department, and CUPF; and,
   - Develop a restructuring plan to achieve programmatic and economic efficiencies.

2. **CURRENT SITUATION ANALYSIS**

   The Department of Parks, M-NCPPC maintains and permits 359 dedicated and overlay park athletic fields and by contract also maintains 172 dedicated and overlay MCPS athletic fields at 71 middle and elementary schools. MCPS is responsible for the permitting and field maintenance at 24 of 26 high schools and for cutting the grass at the remaining middle and elementary schools not maintained by Parks. MCPS does not maintain athletic fields outside of the high schools. Parks permits and maintains the fields at Blake and Blair high schools (with the exception of the stadium and track fields at Blake). Two hundred and ten (210) MCPS fields are permitted by Community Use of Public Facilities. The Montgomery County Recreation Department permits and by contract maintains 9 dedicated and overlay athletic fields; the usage of these fields is predominantly by outside user groups, not the Recreation Department. The permit fees charged for these fields are not in line with those now charged by Parks and CUPF. The Department of Parks, M-NCPPC used to maintain these fields under a MOU.

   Both M-NCPPC and MCPS offer Adopt-A-Field programs which provide for priority use of the adopted fields in exchange for field improvements and maintenance responsibilities. Additional partnerships outside the scope of the traditional Adopt-A-Field agreement have been entered into by M-NCPPC as appropriate where significant construction or financial or land contributions are involved.

   M-NCPPC, CUPF and MCPS hold quarterly Field Coordination Meetings to discuss all areas of field maintenance, permitting and agreements and ensure coordination on fees, policies and other field-related issues.

3. **ASSUMPTIONS**

   The recommendations contained in this workgroup report are founded on the following assumptions:

   - Budgeted funds for outside maintenance will be transferred from DGS to Parks;
   - Hourly pricing for the Montgomery County Recreation Department athletic fields will be aligned with Parks and CUPF; and,
   - The Montgomery County Recreation Department will retain its priority use for the fields it turns over to Parks.

4. FINDINGS

Finding #16: Both agencies maintain and permit athletic fields for public use.

As outlined in the Situation Analysis, the Department of Parks, M-NCPPC, permits and maintains close to 300 park fields and by contract over 170 MCPS fields, and MCRD currently permits and maintains by contract 9 dedicated and overlay athletic fields.

Finding #17: The current level of maintenance for MCRD fields is inadequate.

MCRD's existing maintenance contract for their fields provides a lower level of maintenance than the maintenance contract managed by the Department of Parks. The current MCRD contractor does not have the expertise to provide quality athletic field maintenance, and the level of maintenance established in the contract is limited by current budget restraints. Maintenance should include the dragging and lining of infields, lining of rectangular fields, etc. There is a high demand for use of rectangular fields by the community which could be more effectively utilized if properly maintained.

Finding #18: The Department of Parks, M-NCPPC currently has the largest maintenance infrastructure for athletic fields in the county.

With the maintenance of close to 500 of the county's athletic fields already under its management, the Department of Parks, M-NCPPC, is by far the largest caretaker of athletic fields in the county. The addition of 9 dedicated and overlay fields to the department's current maintenance inventory will improve the quality of the fields now managed by the DGS contract.

5. RECOMMENDATIONS

Recommendation #13: Transfer maintenance and permitting of the nine dedicated and overlay MCRD fields to the Department of Parks, M-NCPPC.

The maintenance of the existing MCRD fields could easily be folded in to the maintenance being performed under the existing MCPS Athletic Field Maintenance Contract managed by the Department of Parks, M-NCPPC. This would provide a higher level of maintenance for these fields with little or no staff impact. [Note: Maintenance responsibilities would not include any capital improvements or site improvements outside of the athletic fields, such as parking lots, tennis or basketball courts, etc.]

MCRD fields would be permitted by the Park Permit Office and convert to the same fee structure as Parks and CUPF to ensure consistency. This would also reduce by one the number of agencies responsible for permitting countywide fields. The fees collected by Parks would help to offset the increased maintenance cost to the agency. These fields would also convert to established M-NCPPC guidelines and policies for use. MCRD would retain their priority status for use of these fields, and have free use for center-sponsored programs during daytime hours. Public use would be permitted by Parks during non-Recreation hours of use. Rates will be determined. Events at these sites would have to be closely coordinated to avoid traffic and parking conflicts in those neighborhoods.

Recommendation #14: Expand the existing Quarterly Field Coordination meetings to include MCRD through the transition of field permitting and maintenance.
Currently, representatives from MCPS, CUPF and Parks meet quarterly to discuss field-related issues and efforts such as streamlining permitting processes, fee and scheduling coordination, outreach to users, inclement weather procedures, and other topics. Issues for the expanded group to consider might include: maintenance and permitting transfer, cross-training and cooperative permitting, "one-stop" permitting, best approach to reissue permits for fields turned back in after the seasonal allocation is complete, spreading out field usage to balance wear across all fields, expansion of the MCPS maintenance program, better inclement weather notification processes, and expanded opportunities for Adopt-A-Field and public-private partnership agreements.

6. CHALLENGES

- Takeover of grounds maintenance responsibilities will require internal analysis of work programs in order to absorb the additional work load
- Budgetary issues will need to be addressed concerning the transfer of funds from DGS to Parks
- Maintenance of future Recreation sites will need to be factored into the Parks maintenance budget

7. FUTURE OPPORTUNITIES

- A joint Parks-CUPF searchable field website would greatly improve customer service.

Individual Workgroup Report: Technology, Registration and Payment

Workgroup Members: Jeff Bourne, MCRD Co-Chair
Kate Stookey, M-NCPPC Co-Chair
Chip Bennett, M-NCPPC
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1. WORKGROUP CHARTER

The goal of the Technology/Registration/Payments work group is to recommend the best method of providing customers with a seamless, "one-stop shopping" experience for Department of Parks, M-NCPPC and Montgomery County Recreation Department program registration and facility rentals.

To achieve this goal, the work group will:

- Examine the current systems employed by each department, how they are structured, managed, staffed, and funded
- Explore and analyze all available CLASS-based options for a single portal, single entry system, including one- and two-database solutions
- Identify the advantages and disadvantages of each option, and address relevant issues for each, including but not limited to:
    - Required CLASS functions outside of regular registration and rental functions (single database issue only)
    - Software/licensing
    - Accounting/revenue allocation/cash collection and reconciliation/merchant accounts
    - PCI compliance
    - Registration processes (how, where, who, when)
    - Administrative policies (fee assistance, refunds, security deposits, late fees, etc.) and standards (data entry, etc.)
    - Hardware/IT support/Help Desk support
    - Staffing/customer service
    - Standardization vs. centralization
    - Identity management

    - Promotional/marketing impacts
    - Short-term vs. long-term costs/efficiencies
    - Business process reengineering
- Coordinate efforts as appropriate with CUPF, ERP and 311
- Produce a final set of recommendations detailing the "what, how, who & when" regarding implementation

2. Current Situation Analysis

Currently, both agencies operate separate and distinct program/activity registration and facility reservation systems. Both utilize the same CLASS proprietary software (as do CUPF and MCPS), but the data fields, program definitions, inventory classifications, administrative policies and procedures, and financial guidelines and regulations for each system are unique to each agency.

In an effort to make program information easier to find, the two departments began to produce a joint, printed Program Guide in the fall of 2005. This Guide is mailed quarterly to 90,000 active program participants, distributed through both departments' facilities, and made available electronically as a pdf on both departments' websites. At this time, the Guide is the only place where program information for the two agencies is combined. No comprehensive, searchable website exists.

To register for or learn more about a program, a patron must follow different procedures depending on whether it is a program offered by the MCRD or the Department of Parks, M-NCPPC. Both departments accept registrations in-person (at all facility locations), via their separate IVR phone systems, via mail, and online. Patrons registering electronically must have a dedicated PIN for each department and go to a separate website to search for and register for each agency's programs. Patrons registering by mail or in-person must also have a dedicated PIN for each department, but they use the combined registration form and must make sure the selected programs are listed in the appropriate department's section in order to be accurately processed. Walk-in registrations for Parks programs cannot be processed at Recreation facilities, and vice versa. Payments to either agency can be made by cash, check, or credit card.

Anecdotal evidence from customers indicates some confusion exists over which agency is responsible for which program or facility, but this has never been extensively researched, so the magnitude of the confusion is unknown.

3. Assumptions

The recommendations contained in this workgroup report are founded on the following assumptions:

- An unknown level of confusion exists about which agency is responsible for which program or facility;
- A full departmental merger in either direction is not being considered;

- Limited, if any additional funding will be available for proposed technological improvements in FY10 or FY11; and,
- The number of electronic registrations and reservations will continue to grow.

4. FINDINGS

Finding #19: The magnitude of confusion over which agency is responsible for which program is unknown.

The "confusion" is largely anecdotal. No surveys or other research methods have assessed the full extent of customer confusion and dissatisfaction with the current bi-agency system of registration and payment. Both agencies receive inquiries from confused patrons, but thousands of program registrations continue to come in and hundreds of programs continue to sell out. Programs are still being offered by two separate agencies with separate organizational names, bank accounts, accounting procedures, facility locations, and mailing addresses. Unless a full departmental merger occurs, a completely unified system may not be achievable.

Finding #20: Creating a single CLASS database for the two agencies would require the investment of close to $1,000,000 and up to 24 months of dedicated staff and contractor time.

Both departments currently use the same CLASS software but have separate and distinct data structures and associated business practices. There is no automatic way to combine the hundreds of thousands of client accounts and thousands of facilities and programs contained within these two separate database systems. The data fields request information from customers in different formats; the program and facility classifications have been built and organized differently; the policies for refunds, deposits, bank reconciliations, cash management, reporting practices, and other business procedures are unique to each agency; and ledger structure and audit requirements are also different. In order to produce one single database, a new one would have to be created, and all the data currently contained in both databases would need to be reentered either manually or with the help of a contractor who would develop a customized web program and manage the process. Both are expensive propositions. Verbal estimates indicate consultant costs could run as high as $500,000, and manual entry would require more than 15,000 hours (or seven full-time people for one full year). Before the new database can be built, however, a significant amount of time would be needed to evaluate the business processes for each agency in detail and reach agreement on standardizing virtually every aspect of both departments' current financial and business management systems. This solution would also have long-term staff implications, as three additional staff would be needed: a financial manager to manage the financial transactions and interagency reconciliations; a database administrator proficient in Oracle; and additional IT staff to support the combined system.

Finding #21: There is no workable alternative to the CLASS software system.
Over the years, both agencies have occasionally looked for alternative software systems that might better support the variety of program, facility and inventory needs they have. While more effective applications were found for some specific areas of need (such as facility rentals), there is still no competing product that offers as comprehensive a set of applications as the current CLASS software system. While some of the functions of the CLASS system could certainly be improved, the system overall serves both departments well. It makes little sense to shift away from a functioning software system that syncs account information for all possible uses across the entire department just to enable enhancements in a few areas. Staff will continue to revisit this issue in the years to come in the event a better, more comprehensive inventory management and booking system should become available.

Finding #22: CLASS offers an application called PortalLink which would enable customers to go to one website and search for programs offered by multiple providers with multiple databases.
Customers will still need to retain two separate PIN numbers and make separate payments for Parks or Recreation programs, but PortalLink would greatly improve the public's ability to access information about the multitude of programs and activities offered by creating a single point of entry for online program and facility searches. The PortalLink module has a one-time fee of $7K and an annual 25% maintenance fee. More detailed information on PortalLink is available in the appendix.

Finding #23: Single payment options do exist but would require additional staff or monetary resources to support.
The workgroup researched various single payment options, and specifically examined the feasibility of utilizing PayPal or CLASS' Hosted Solution payment system to accept a single payment for patrons registering or making reservations online.

PayPal is a well known Internet payment service that is one of many similar services that have been available with the advent of the Internet in the mid-1990s. Internet payment services charge a fee to allow a website owner to place buttons and forms on a website to collect customer information and sales data to be sent across the Internet to credit card processing firms. When a customer's credit card is authenticated and found to have sufficient funds, the online sale is allowed to go through. A short time later, the sales data goes to the website operator to complete the order and the credit card data goes on to a bank or second credit card processor.

The Class booking system already has these steps built into its process. Instead of using PayPal, it uses a service called TenderRetail that handles the processing of sales and credit card processing. If the two agencies were to switch from TenderRetail to PayPal, the benefit of the careful integration of the Class system data with our payment processes would be lost. What is now done automatically would become a manual process of gathering sales data from PayPal and entering that information into the Class

booking system. It would sever the smooth flow from the payment side of the process to each agency's finance operations.

Also, because PayPal can only pay into one bank account, all transactions would have to be parsed into "Parks sales" and "Recreation sales." A programming consultant would have to be hired to investigate how PayPal would work as sales come in to make sure that each transaction was sorted to the proper agency and develop a customized program to manage this. Each agency's booking staff and finance departments would have to consider the implications of a sales system now disconnected from their finance systems.

PayPal charges $30 per month flat fee for each account (we would be using two, one for Parks and one for Recreation). In addition, we would pay 1.9% to 2.9% of the sales total of each transaction plus an additional "handling charge" of 30 cents for each transaction.

The Hosted Solution offered by CLASS retains the integration of payments within our existing financial reporting systems, so this is not an issue. CLASS charges 3% of the sales total of each transaction and an upfront set-up fee of approximately $1K. CLASS, like PayPal, will only pay into one bank account, so all transactions would still need to be parsed into "Parks sales" and "Recreation sales" and a customized program would still be needed to make sure payment transfers were accurate.

Finding #24: Over 40% of MCRD customers and 65% of Parks customers register online, and this number continues to grow.
RecWeb registrations have grown from 37% in 2007 to 44% in 2009, and online ParkPASS registrations have grown from 58% to 65% over the same time period.

Finding #25: Any technological improvements made to the current system will require varying levels of time and resources; there is no "quick and easy" solution.
The only option that requires little to no resources is the status quo Option #1. This is not a recommended option as it changes very little from a customer perspective. Options #2, #3 and #4 all require varying levels of additional funding or staff time. The single database option is the most comprehensive, but it also has the longest lead time and most significant associated costs. Options #2 and #3, though less expensive than the single database solution, still require a significant investment of time and money to implement.

5. Recommendations

Recommendation #15: Build a shared portal using the CLASS PortalLink application to enable a simultaneous search of both agencies' program and facility databases (Option #2 or Option #3 in the Chart of Options).
Options #2 and #3 allow users to go to one website and search for programs and facilities offered by both the Department of Parks, M-NCPPC, and the Montgomery

County Recreation Department. With either of these options, the search could be expanded to include offerings from other program providers, creating a single entry point for a comprehensive, countywide search. These alternatives are less expensive than the single database solution and require significantly less time to implement. Should the portal option be approved and expanded to include other program providers, a participation fee could also be charged to offset ongoing costs, such as maintenance and technical support.

The workgroup explored four options: 1) retaining the status quo with enhancements, 2) the creation of a searchable portal without a single ID system, 3) the creation of a searchable portal with a single ID system, and 4) a single, combined database. Once the group's initial research uncovered the requirements, costs and timeline associated with the single database solution (Option #4), this option was no longer pursued. Though the single database option would have the greatest impact on the largest number of parks and recreation users, it does not allow for the eventual expansion to a comprehensive, searchable countywide program site, which would ultimately provide customers with the most convenience. The group felt Option #1 did not adequately address the charter of the workgroup, so this option was also removed from further consideration.

This left Option #2 and Option #3. The only difference between these two options is the ability to provide a single sign-on for customers. With a single sign-on, customers would need only one PIN or ID number to register for programs or reserve facilities offered by the Department of Parks, M-NCPPC and the Montgomery County Recreation Department. Currently, this kind of single sign-on system does not exist. Discussions with CLASS representatives indicate this application is under development, but conversations with other CLASS users indicated CLASS has been saying this option is "coming soon" for more than six years and it is still not ready. In order to provide a single sign-on system, it appears we would have to develop this application ourselves in coordination with CLASS. It is unclear at this time what the cost and timeline for this type of web development would be.

Option #2 does allow users to simultaneously search for and find programs and facilities offered by either department. It does still require users to maintain separate accounts with the Department of Parks, M-NCPPC and the Montgomery County Recreation Department and pay each department separately for their respective programs or reservations, but this is not unlike Travelocity or Expedia or any other travel planning site where you pay for the flight, hotel and car rentals separately. Use of a third party single payment system (like PayPal or CLASS' Hosted Solution) would require a per transaction fee of 1.9% - 3% of the overall sales total. Based on FY09 revenues, this could cost as much as $400,000 annually at a time when neither agency can afford this kind of loss. With a single point of entry and a customized search tool (see Recommendation #3), however, customers will be able to find what they are looking for much more quickly. More detailed findings for each of the considered options can be found in the following Chart of Options.

Technology/Registration Chart of Options

	Option 1: Enhanced Status Quo	**Option 2: Searchable Portal without Single Sign-On**	**Option 3: Searchable Portal with Single Sign-On**	**Option 4: Single Database**
Pluses	Establishes single web presence as starting point for customers No hard costs incurred	Allows customers to search in one place for all Parks and Recreation programs and activities Can be expanded to include all countywide public and private program providers Creates single point of access for most customers Encourages automated registration and reservations	Allows customers to search in one place for all Parks and Recreation programs and activities Can be expanded to include all countywide public and private program providers Creates single point of access for most customers Creates single ID for all customers Encourages automated registration and reservations	Enables cross-registration for all types of customers (online, walk-in, mail, phone)
Minuses	Does not allow customers to search both databases simultaneously Still requires customers to search separate databases, maintain separate ID numbers and accounts for each agency	Does have significant upfront costs Still requires customers to maintain separate ID numbers and accounts for each agency	Does have significant upfront costs Single sign-on program would have to be developed from scratch Requires existing customers to create new account	Does have prohibitive upfront costs Requires significant time and dedicated staff resources to evaluate and standardize virtually every aspect of business and financial procedures, accounting and audit regulations and requirements, and administrative policies and practices Would pull full-time staff from current work programs or require hiring new staff for 2+ years Limits search to Parks and Recreation programs only Requires existing customers to create new account Accounting history will not be synched with new accounts

Technology/Registration Chart of Options (cont.)

	Option 1: Enhanced Status Quo	Option 2: Searchable Portal without Single Sign-On	Option 3: Searchable Portal with Single Sign-On	Option 4: Single Database
Costs	**$0**	**$125,000+** Short-Term: +/- $25K for additional hardware or server space $7K PortalLink module fee $20K for development of searchable portal Long-Term: $1,750 annually for PortalLink maintenance fee $65K annually for additional IT support to manage PortalLink	**$250,000+** Short-Term: +/- $25K for additional hardware or server space $7K PortalLink module fee $100K temp costs for data entry and account monitoring $20K for development of searchable portal Unknown cost to develop a single sign-on program Long-Term: $1,750 annually for PortalLink maintenance fee $65K annually for additional IT support to manage PortalLink	**$1,000,000+** Short-Term: $250K-$500K in consulting costs to build new system and work though business reengineering $300K-$400K annually for 3-4 FT staff to manage build of new system Long-Term: $300K annually for 3WY to manage and support system
Timing	**3-4 weeks**	**9-12 months** Installation of new PortalLink module Design, building, implementation and testing of customized searchable website Staff training on new system	**12-18 months+** Installation of new PortalLink module Design, building, implementation and testing of customized searchable website Design, building, implementation and testing of single sign-on program Staff training on new system	**18-24 months** Mapping of current processes for each dept Evaluation and standardization of all related business and financial processes Design, building, implementation and testing of entirely new, joint database Cross-training for Parks and Recreation staff

Technology/Registration Chart of Options (cont.)

	Option 1: Enhanced Status Quo	**Option 2: Searchable Portal without Single Sign-On**	**Option 3: Searchable Portal with Single Sign-On**	**Option 4: Single Database**
Staff Impacts	N/A	Short-Term: Contractor to develop customized searchable front-end website Long-Term: 1 PT staff to manage new system and monitor accounts	Short-Term: Contractor to develop customized searchable front-end website and program for single sign on and to synch account information 2 FT temp or seasonal staff to monitor and manage account data in first year Long-Term: 1 PT staff to manage new system and monitor accounts	Short-Term: Contractors to establish business process and build new database Dedicated project team would require reassignment of existing staff and new hires 3-4 FT staff to manage build of new system and monitor accounts for first year Long-Term: 3WY for financial systems, Oracle database administrator, IT support
NOTES:	Creation of simple web "jump" page with links that direct customers to relevant pages on both agencies' sites	Requires all participating agencies to standardize some classifications and administrative policies and procedures, which could extend the timeline	No timeline in place for when single sign on program would be ready for rollout Requires all participating agencies to standardize classifications and some administrative policies and procedures, which could extend the timeline	Does not include additional resources required by DTS or other county departments Would need to identify which agency takes "ownership" of system management

Recommendation #16: Hire a contractor to define the feasibility, timeline and actual costs associated with Option #3.

As mentioned above, it is unclear what the actual costs of creating a single sign-on system would be – or if it's even feasible at this time. Neither agency has personnel with the appropriate experience and expertise to undertake this kind of analysis (which could be costly).

Recommendation #17: Develop an easy-to-use, searchable joint website to provide customers with a single point of entry for program and facility searches.

Parks and Recreation marketing staff would work with internal staff and web developers to design and build a customized front-end, searchable program and facility portal that would allow customers to search both departments' databases simultaneously for programs or facilities of interest. This search would be a comprehensive, criteria-based search using the decision-making factors most important to our customers (age, type of program, location of program, etc) in addition to those currently mandated by the existing inventory system. This website is an essential piece of the shared portal approach recommended by the Technology and Registration workgroup and critical to its success. The development of this website is likely to cost approximately $20K and would occur in tandem with the implementation of the proposed portal.

Recommendation #18: Explore the expansion of the PortalLink application to include other program providers in Montgomery County.

In addition to the Department of Parks, M-NCPPC and the Montgomery County Recreation Department, there are many other public and private program providers in Montgomery County offering leisure-time activities. The expansion of the proposed portal to a comprehensive, searchable countywide program site would ultimately provide customers with the most convenience. Libraries, county municipalities, CUPF, community centers, local YMCA's, and other public (and private?) program and facility providers could be allowed to list their programs, creating a countywide resource for residents looking for productive ways to spend their leisure time. Expanding the site for a fee could help offset the ongoing costs of the system. It would need to be determined if this searchable site would be for public agencies only or would also include private program providers.

6. CHALLENGES

No short- or long-term cost savings are likely to be achieved through any of the technological improvements proposed.

Additional staff and funding will be required if any of the technological improvements proposed are approved.

If either portal option is selected, standardization of some administrative policies and data entry procedures will be required.

The recommended approach will not impact current walk-in, phone, or mail registration processes.

The recommended approach is unlikely to completely eliminate the need for a printed program guide.

The recommended approach could be replaced by MC311 if the "Scheduler" module is purchased.

7. FUTURE OPPORTUNITIES

- Expansion of the Portal Link application to include other public (and possibly private) program providers in Montgomery County. A participation fee could be charged to help offset the ongoing costs of the system.
- Conversations with MC311 indicate there is a possibility that an Oracle Siebel product ("Scheduler") acquired through the County's Enterprise Resource Planning initiative could replace the current CLASS program registration and facility booking system. Detailed information was not available on this product, so the Technology Workgroup will be meeting with County and Oracle representatives in September or October to review the Scheduler module and determine if this module can accommodate all program registration and facility booking needs prior to making a final decision on the best approach to take.
- A single database option should be explored further as funding allows. This option would provide greater convenience to the largest number of parks and recreation users and was tabled at this time only because of the significant investment in time and resources required.
- Regardless of whether a single database option is possible in the future, the Department of Parks, M-NCPPC, and the Montgomery County Recreation Department should explore the creation of a single shared HelpDesk with dedicated staff from each department to address program and registration questions and requests or co-location of key administrative functions and facilities. This would provide "off-line" customers with one phone number, one mailing address, and one fax line for program registration or program-related questions without incurring the costs of establishing a single database.

Individual Workgroup Report: Marketing and PR

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1. WORKGROUP CHARTER

The goal of the Marketing and PR work group is to recommend the best method of coordinating the promotion of both departments' programs, activities and services.

To achieve this goal, the work group will:

- Examine each department's existing marketing program and how projects are created, implemented, staffed, and funded
- Explore and analyze all possible options for the promotion of the departments' programs, including but not limited to publications (such as the Guide), media and websites, with an emphasis on "green marketing"
- Identify opportunities for collaborative marketing efforts in other areas and increased cross-promotion
- Establish communications standards for joint publications and efforts
- Develop common approach, methodology and tools for customer research and evaluation (in coordination with programming and facilities work groups, as appropriate)
- Generate ideas for collaborative events (to share with programming work group)
- Develop work plan for select efforts to include timing, staffing, responsibilities, and funding sources
- Coordinate efforts as appropriate with CountyStat (specifically as it relates to green marketing and customer research)

2. CURRENT SITUATION ANALYSIS

The Department of Parks, M-NCPPC, and the Montgomery County Recreation Department each offer thousands of programs, activities and events to the residents of Montgomery County every year. Because neither Parks nor Recreation had a structured, active marketing program in place during the population boom in this county, people who moved here were not sufficiently informed of the programs, services and facilities offered by the two agencies. At the same time, private businesses that offer similar

programming (i.e. yoga studios, MSI soccer, private gyms, camps run by for-profits, etc.) were, in fact, marketing to those new residents, making the contest for residents' leisure time even more competitive. There are now hundreds of other public and private program providers in this county – including the libraries, which now offer plant clinics with master gardeners and arts and crafts classes to residents. In response, and particularly given these tight economic times, it is more critical than ever before for both agencies to actively promote their services.

Since 2005, the two agencies have produced a joint program guide on a quarterly basis. Each quarter, this Guide is mailed to approximately 90,000 active program participants, an additional 20,000 or so are distributed through both departments' recreational facilities, public libraries, and other government facilities, and a pdf of the Guide is made available electronically on both departments' websites. Many of the Montgomery County Recreation Department's facilities are located within regional and recreational parks managed by the Department of Parks, M-NCPPC, so information about these facilities and related programs is already included in the relevant park brochures. If someone is searching either website for an activity or facility managed by the other department, links are in place to take visitors directly to the related pages on the other agency's website. The two departments have also collaborated on targeted joint marketing efforts in the past, including cinema and newsprint advertising to promote the joint Program Guide, and promotional materials are frequently distributed through both departments' facilities.

The Department of Parks, M-NCPPC created the Park Information and Customer Service (PICS) Office in 2006 to manage marketing and public response functions for the entire department. This team manages standards development, publications, advertising, special events, copywriting, graphic design, printing, web content and design, customer surveying and research, responses to public inquiries received via the general information phone line and web site email inbox, event and program related sponsorships and partnerships, the Parks Show (cable television show), media and public relations, outreach planning, production and design of the Parks portion of the joint Program Guide, park opening and dedication events, photography, signage, banners, departmental reports and presentations, and other promotional efforts for the department.

The Montgomery County Recreation Department's marketing and promotional efforts are not coordinated under one main team. These functions are woven into the day to day operations for Department staff. Individual program staff and facilities managers produce and distribute flyers and other materials to promote their own programs. The message and format of these documents vary widely. As part of the County Government, the Montgomery County Recreation Department coordinates with the Montgomery County Office of Public Information for assistance with public service announcements, press releases, the Destination Recreation cable television show, and

event publicity. A consolidated and more coordinated marketing office would greatly assist to manage marketing and public response functions for the entire department.

MCRD has almost no marketing budget outside of what is budgeted for the Guide. In FY08, MCRD created a marketing manager position to address marketing needs and increase program participation and revenue for the department. However, that position was delayed and then eliminated as a result of FY10's severe budget cuts.

3. ASSUMPTIONS

The recommendations contained in this workgroup report are founded on the following assumptions:

- A full departmental merger in either direction is not being considered;
- No additional funding is available for marketing efforts in FY10;
- MCRD's marketing manager position will be re-created in FY11 and a dedicated marketing budget will be established funded through savings from shifts in marketing strategies;
- An as yet-to-be-determined percentage or fixed dollar amount of each department's marketing budget will be dedicated to collaborative promotional efforts.

4. FINDINGS

Finding #26: The two agencies already have a history of promotional collaboration.

As outlined in the Situation Analysis, both agencies currently coordinate on select promotional efforts.

Finding #27: The establishment of a formal marketing program has a direct, positive impact on participation and revenue.

Prior to 2005, marketing efforts within the Department of Parks, M-NCPPC were decentralized and uncoordinated. Parks staff has worked diligently over the past three years to create a coordinated brand, leverage economies of scale to increase impact and minimize cost, and lay the foundation for a dynamic, customer-oriented program. The centralized and targeted nature of the Department of Parks, M-NCPPC's current marketing program ensures consistency among all promotional efforts, achieves efficiencies of scale for printing and design work, and maximizes the impact of every project through targeted promotion.

The Department of Parks, M-NCPPC's marketing program increased revenue by a few hundred thousand dollars within the first year for the ice rinks alone. Targeted programs, such as the miniature trains' Halloween Haunted Train events and Rockwood Manor's Women's Retreat, have grown participation significantly each year and increased revenue in double digits. Brookside Gardens has increased the advertising budgets for the *Wings of Fancy* butterfly exhibit and the *Garden of Lights* show as outside competition grew, and each program now attracts between 40,000-50,000 visitors annually.

The efforts of the Parks marketing staff have helped increase public awareness of the department's services; grow the use of park facilities and amenities from 75% in 2003[1] to 86% in 2007[2]; and increase revenue for targeted facilities and events by 10% or more. Media coverage has more than doubled, and the information gathered through the Parks' "How are we Doing?" customer surveys continues to help facility managers improve services and overall operations. Awareness and coordination internally and cross-promotion within the department have also greatly improved.

Finding #28: The Montgomery County Recreation Department does not have a centralized marketing function and has only limited funds to implement marketing efforts other than the Guide.

As outlined in the Situation Analysis, MCRD's marketing and promotional efforts are not coordinated under one main team, and there are minimal dedicated marketing dollars outside of what is spent annually on the production of the Program Guide.

Finding #29: The Department of Parks, M-NCPPC does not have sufficient staff or resources to implement marketing programs for both agencies.

Little efficiency would be achieved by consolidating both departments' marketing efforts under the Park Information and Customer Service division. In fact, quite the contrary is true: building and maintaining a marketing program for the Montgomery County Recreation Department would require additional staff and funding. The entire Department of Parks, M-NCPPC marketing project budget is now only slightly higher than the Montgomery County Recreation Department's budget for their portion of the Program Guide. Currently, five full-time staff are responsible for managing and implementing all of the Department of Parks, M-NCPPC's marketing and communications functions. At least 1-2 dedicated marketing staff and an appropriate marketing budget would have to be added to the Park Information team to effectively build and maintain a marketing program for the Montgomery County Recreation Department. This is not a recommended approach. The most successful marketing teams are fully immersed in the daily operations of the agency their work must support. This enables them to align their goals with the agency's overall mission and respond in a timely manner to shifts in agency policy or priority. Collaboration, efficiencies of scale for printing and design work, and sharing of best practices can all be achieved through regular meetings and coordination on the development of marketing strategies and plans, but each agency needs a dedicated marketing team housed within its organizational reporting structure to be truly successful.

Finding #30: Between the two agencies, close to $500K is spent on the design, production, printing and mailing of the joint Program Guide.

The Montgomery County Recreation Department spends approximately $300,000 to produce and distribute their portion of the Guide; the Department of Parks, M-NCPPC spends closer to $150,000. This includes costs for design, production, printing, mailing,

[1] Park User Satisfaction Survey, October 2003
[2] Montgomery County Resident Survey, December 2007

and delivery. On average, 120,000 are printed each quarter. Of those, 90,000 are mailed to active program participants. Postage alone costs $140,000 each year.

Finding #31: Online and social media continue to grow more popular.
According to The Online Marketing and Media 2008 survey, *"Overall online marketing spending continues to increase, with over a third of all survey respondents revealing that up to 25% of their marketing budget will be dedicated purely to online marketing and media this year. This is a 15% increase over predicted spending in 2007."* Traditional advertising (print, radio and television) is expensive. Public agencies with small marketing budgets are hard pressed to compete with larger campaigns for visibility and are wiser to spend their dollars on less expensive and broader-reaching online and social media. Search optimization, easy to navigate websites, and social networking are becoming more critical for organizations with smaller budgets and fewer resources.

Finding #32: More than 40% of Recreation and 62% of Parks users are registering for programs or reserving facilities online.
This marks a shift from traditional mail or walk-in registration and reservations. The Department of Parks, M-NCPPC introduced online registration almost five years ago. Since then, the numbers have grown by 3%-4% annually; currently 65% of the program registrations are online transactions. Online reservations for Parks picnic shelters, park activity buildings and campsites began in January 2009 and already account for more than half of the total number of bookings. The Montgomery County Recreation Department's facility use survey data shows that while 52% of their users find their program information through the hard copy Guide, more than 70% of them go online to register once they have found the program they want. Current year data shows online registration now accounts for 44% of MCRD registrations. Though some customers still register for programs or reserve facilities over the phone, by mail or in person, those numbers continue to decrease for both agencies.

Finding #33: Marketing inputs are as critical as marketing outputs.
For a marketing program to even begin to be successful, the organization must be able to deliver on what it's promising. This is why marketing is as much about inputs (research and feedback) as outputs (advertising and publications). A significant amount of time must be dedicated to the review and analysis of programs and services to determine how they can be improved. Put simply: marketing is only as strong as the programs or facilities it promotes.

The Department of Parks, M-NCPPC introduced its "How are we Doing?" (HAWD) survey program in 2007, and now regularly analyzes feedback for all Enterprise facilities and nature centers. Athletic fields were added in 2008, and the Parks' permitted picnic shelters, park activity buildings and campsites will be added to the survey program in 2009. These HAWD survey cards assess customer satisfaction with staff helpfulness and courtesy, program quality, safety, cleanliness, and whether their activity needs were met. Identical online surveys were created for all facilities. The cards are made available

to patrons at each facility and can be dropped in a collection box on-site or dropped in the mail (they are self-mailing). The data is entered regularly and a report with analysis and recommendations is produced and distributed biannually. In addition, Park program participants are asked to complete a program evaluation at the end of every ice or tennis lesson session and Brookside Gardens classes and programs. This customer feedback provides valuable information to which to react, so Parks staff can continue to improve offerings, and work within the operational budget to rectify or fix facilities or services that are irrelevant or inadequate.

MCRD has a long history of program review and assessment, utilizing a number of methodologies. Perhaps the most significant and consistent evaluative tool has been the comparison of which products have sold and which have not. Programs receiving low or no registration are not continued. In 2008, the Montgomery County Recreation Department began working with the Montgomery County Office of CountyStat to conduct Customer Satisfaction Surveys, and now regularly analyzes feedback for all Montgomery County Recreation Department programs, services, and facilities. The department looks at customer satisfaction within process areas such as registration, facility condition, helpfulness of staff, and benefit of program participation. This customer feedback provides valuable information to staff, so they can continue to improve offerings, and work within the operational budget to expand, make additions to, or improve on facilities/programs/services offered during a particular season. The department collects data throughout the year on indoor and outdoor facilities, all new programs, memberships, rentals, events, classes, workshops, trainings, and other related programs/services. The data is entered regularly and a report with analysis and recommendations is produced and presented to the CAO annually. In addition, the data is posted as public information on the CountyStat website.

Both departments have identified the need for a regular, comprehensive user survey to identify gaps in service, emerging trends, and the leisure-time interests of an increasingly diverse population.

5. RECOMMENDATIONS

Recommendation #19: Free up marketing dollars for both agencies by transitioning to a "greener," lower cost format for the Program Guide.

The two departments spend a combined $400-500K annually to produce and distribute the joint Guide. The shrinking budget situation, upward trend in online registration numbers, and growth in the impact of social and online media have all led the workgroup to explore various options to bring the Guide costs down and reduce the amount of paper and ink used. The Guide – at least the way it's currently produced – may no longer be the best way to get the word out about our programs. Some of the options being considered are 1) transitioning to on-demand printing for the Guide and mass distribution of a postcard to direct users to a searchable web site for program information and registration (see Recommendations #1 and #3 in the Registration, Technology and Payments report) and 2) creation of a newsprint publication similar to

Montgomery College's class listing, which could be distributed through the Gazette or via mail to the existing mailing list. Any changes to the current format would need to be phased in to ensure a smooth transition for customers. The print and mail option is likely to require the issuance of an RFP or an amendment to an existing contract. Based on preliminary research, however, these changes could potentially save $100,000-$200,000 annually, which would be used by the departments to fund additional marketing efforts and/or positions.

Recommendation #20: Establish a centralized marketing function within the Montgomery County Recreation Department with a dedicated marketing budget.

Joint promotional efforts will not advance very far if the Montgomery County Recreation Department continues to have limited resources dedicated to the marketing of their programs, facilities, and services, and no centralized marketing function. The Department of Parks, M-NCPPC has benefited greatly from a centralized and standardized marketing program. Similar steps must be taken for the Montgomery County Recreation Department, starting with dedicated marketing staff. Once this team is in place and begins to centralize and structure the Montgomery County Recreation Department's marketing efforts, regular dialogue between the two agencies would be vastly improved and the opportunities for promotional collaboration greatly increased. This will require annual funding of at least $75,000 for the marketing manager position and the creation of a dedicated marketing budget.

Recommendation #21: Align the marketing planning efforts within both departments to support joint promotional efforts.

Monthly planning meetings between both agencies' staff will begin in October. These meetings will help coordinate existing efforts and identify future opportunities for collaboration. Already, both departments are working together to identify more cost-effective alternatives to the current Program Guide, and are actively working on several of the projects outlined on the following Chart of Options.

Marketing & PR Workgroup
Implementation Plan

	Description	Lead Agency	Partners	Begin	Complete	Cost Recreation	Cost Parks
Concept Mapping	large scale surveying on the best way to "get the word out" to customers and non-customers	Recreation	CountyStat	Fall 2009	Fall 2009	$ -	$ -
Social Media	Facebook, Twitter, You Tube speaking frequently directly to customers	Both		Fall 2009	ongoing	staff time	staff time
Park Map	comprehensive map with all Park facilities. Next version already budgetedand will include Recreation.	Parks	Real Estate sponsor ($10K)	Winter 2009	Spring 2010	$0	$25,000
Cable Programming	better coordination of "The Parks Show" and "Destination Recreation" maybe making into one show	Parks	PIO, County Cable Montgomery	Fall 2009	ongoing	staff time	staff time
Centralize Marketing in Recreation	Recreation's marketing suffers from being diluted and decentralized. A term position for marketing could be created	Recreation	OHR, OMB, PIO	Fall 2010	Winter 2011	$75,000	$0
"Greening" of the Guide	Explore other types of printing that would reduce the cost	Both	Gazette, Washington Post, Print on Demand	Summer 2009	Winter 2009	expected savings	expected savings
	reduce amount of guides mailed - tiered over several issues	Recreation	Fry Communications	Winter 2009	Winter 2010	expected savings	expected savings
	replace some or all Guide mailings with postcards announcing availability online and at distribution centers	Recreation	Fry Communications, Printshop	Winter 2009	Winter 2010	expected savings	expected savings
Registration Kiosks	Units placed in high traffic areas (e.g. libraries) dedicated to search and registration for Parks and Recreation programs, classes, etc.	Parks	outside vendors, DTS	Winter 2009	Install 1st units FY11	$ 18,000.00	$ 18,000.00
Flat screens at each facility	Install flat screen TVs placed at or near the entrance to display daily activites and promote upcoming things.	Recreation	outside vendors and sponsors	TBD	TBD	sponsored or paid through advertising	sponsored or paid through advertising
Big LED signs	placed outside facilites	Parks	outside vendors and sponsors	TBD	TBD	TBD	TBD
Distribution Partnerships	Seek discounts on advertising by partnering with like minded publications that could be distributed to our lists or at our facilites	Parks	outside vendors and sponsors	TBD	TBD	TBD	TBD
Welcome Packets	Insert information about facilities and programs into welcome packets ditributed by real estate agaents or moving speciliast. Also look to be included in information distributed through health insurance providers.	Recreation	outside vendors and sponsors	TBD	TBD	$ -	$ -
Newsletters	Enhance current newsletters by utilizing new software (e.g. constant contact)	Both		TBD	TBD	$ 1,800.00	$ 1,800.00
Websites	provide recipricol links for on each other's websites	Both		Summer 2009	ongoing	$ -	$ -
Event Calendar	Develop a joint online events calendar	Both		TBD	TBD	TBD	TBD
Enhance presence in Local Publications	Submit articles to be included in local publications	Both		TBD	TBD	staff time	staff time
Public Service Announcements	Develop and shoot public service announcements to enhance awareness	Both	PIO, County Cable Montgomery	Fall 2009	ongoing	staff time	staff time
Transit ads	Advertise events and programs on Ride-on and bus shelters	Both	DOT and Clear Channel	TBD	TBD	TBD	TBD
Café Press	Online store that provides print on demand items such as shirts, hats, and bags	Parks		TBD	TBD	staff time	staff time
Arts and Humanities Council	Take advantage of their contact list	Parks		TBD	TBD	TBD	TBD

Recommendation #22: Shift marketing emphasis from printed pieces to online and social media.

Printing is becoming more cost-prohibitive and the use of such large quantities of paper and ink goes against both departments' resource conservation practices. Production of the Guide alone uses more than 90,000,000 pages annually and $140,000 is spent on postage each year. It makes the most economic and environmental sense to begin to reduce the number or size of all printing projects, starting with the Guide. Printed pieces also require staff and resources to distribute to select locations and the inventory must then be managed to ensure the information remains available. Both departments are trying to reach as many of the county's 800,000+ residents as possible with minimal marketing budgets, and online and social media often offer the biggest "bang" for the buck. Certain printed pieces are in high demand by customers, such as the Montgomery County Parks Map and select Park brochures; these will continue to be printed but will also be made available electronically.

Recommendation #23: Create an easy-to-use, searchable joint website to provide customers with a single point of entry for program and facility searches.

Parks and Recreation marketing staff would work with internal staff and web developers to design and build a customized front-end, searchable program and facility website that would allow customers to search both departments' databases simultaneously for programs or facilities of interest. This search would be a comprehensive, criteria-based search using the decision-making factors most important to our customers (age, type of program, location of program, etc) in addition to those currently mandated by the existing inventory system. This website is an essential piece of the shared portal approach recommended by the Technology and Registration workgroup and critical to its success. The development of this website would occur in tandem with the implementation of the portal proposed by the Technology, Registration and Payments workgroup.

Recommendation #24: Explore discount or incentive programs to encourage online registration and reservations.

Many private program providers (such as Willow Street Yoga) currently offer a fixed percentage or dollar discount for registering for programs online. Though not appropriate for all Parks and Recreation programs and facilities, both departments are interested in increasing the number of online reservations and registrations. This takes some pressure off of an already thin staff complement and automates the collection of payments and account and booking information.

Recommendation #25: Develop common approach, methodology and tools for customer research and evaluations.

Both agencies met with CountyStat in July to review current evaluation programs and discuss possible collaboration. Both agencies collect program evaluation forms at the end of every session or lesson program. These were developed through the CAPRA process so the forms are essentially the same. A combined web-based database could

be created to capture this information and provide the Joint Parks and Recreation Alliance (or "JPRA" – this is the Joint Parks and Recreation Program Committee proposed by the Program and Pricing Workgroup) with valuable information to guide their discussions and decisions. The Department of Parks, M-NCPPC will also continue to implement its facility-based How Are We Doing? Surveys. Both agencies are also committed to implementing a joint, statistically valid user survey every 2-3 years, budget permitting, which would be developed in coordination with the PRA and any other relevant Parks and Recreation staff. This survey would be similar to the study recently conducted by Prince George's County Parks and Recreation, M-NCPPC.

Recommendation #26: Coordinate presence at and participation in large countywide events.

Efficiencies and savings (though small) could be achieved by collaborating on larger, countywide events hosted by third parties, such as the Ama Tu Vida festival and the Silver Spring Thanksgiving Day Parade. Both agencies participate in these events annually; a joint presence would offset costs for each agency, enhance staff cooperation, and increase program and event information available to the public. Discussions on how to partner for 2010 events are already underway.

Recommendation #27: Explore sponsorships and partnerships to offset the costs and expand the reach of marketing efforts.

Sponsorships and partnerships are great ways to increase the impact of marketing efforts and enhance the program component of events and programs. For example, the Department of Parks, M-NCPPC has negotiated a deal with a regional family magazine that provides a 25% discount on advertising rates in exchange for distribution of the magazine at select park facilities. In addition, this publication provides free full-page, full-color advertising for the Department of Parks, M-NCPPC's Harvest Festival and Haunted Train events, also in exchange for distribution of its magazine at these events. This has helped increase attendance at these events and generate awareness of the Department of Parks, M-NCPPC among new audiences. Through access to email distribution lists and reciprocal links, these types of partnerships help us reach new potential users and increase the visibility of the agencies.

Recommendation #28: Explore using the same contractors for any outsourced graphic design or web services.

This will ensure graphic consistency and help facilitate any collaborative efforts. The Department of Parks, M-NCPPC recently awarded a contract for graphic design and web services to provide support in the absence of full-time staff resources. The Montgomery County Recreation Department is currently without a staff graphic designer (this position was lost as part of the FY10 budget cuts), so will likely need outsourced graphic design support as well. Copies of all submitted proposals were shared with the Montgomery County Recreation Department, and a meeting between the new vendor and both agencies will be scheduled in September 2009 to discuss future collaborative promotional opportunities.

6. CHALLENGES

Joint promotional efforts will not advance very far if the Montgomery County Recreation Department continues to have limited staff and resources dedicated to the marketing of their activities and programs.

As stated earlier in this report, marketing requires dedicated staff to develop a strategic promotional approach, manage, coordinate and standardize the messages, and provide a point of contact for collaboration with the Department of Parks, M-NCPPC, as well as other agencies.

Parks and Recreation are vying for new customers in a much more competitive environment.

Marketing is not an overnight solution.

Marketing is an investment. It will take a few years before marketing efforts show tangible results. As with any new marketing program, the first few years are about testing new ideas, approaches and programs, getting input from customers, and adapting our offerings to be more customer-driven. A new marketing program requires an initial investment of resources – and may not produce an immediate gain in revenue.

7. FUTURE OPPORTUNITIES

- Actively solicit sponsorships from private companies to offset the costs and expand the reach of marketing efforts;
- Explore partnerships with private and other public program providers to cross-promote programs and enhance or expand current offerings;
- Utilize CountyStat's concept mapping service to learn more about how residents make their leisure activity choices and funnel dollars to the most effective marketing strategies; and,
- Improve outreach to foreign-speaking populations through more effective use of translation tools.

Workgroup Recommendations: Timelines

Parks and Recreation Joint Study
Workgroup Recommendations Timeline

	FY2010										FY2011												FY2012					
Programming and Pricing Workgroup																												
	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Recommendation and Tasks																												
#1: Adopt recommended program criteria																												
Test proposed criteria on existing programs																												
Refine/adjust as necessary																												
Rollout new criteria																												
#2: Approve creation of Joint Parks and Recreation Alliance (JRPA)																												
Directors appoint JRPA members																												
JRPA orientation																												
JRPA monthly meetings begin																												
JRPA bi-annual reports distributed																												
#3: Transfer management of "overlap" programs																												
Finalize list of "overlap" programs to transfer																												
Meet with program staff to organize program transfers																												
Reflect program transfers in Summer Guide																												
#4: Update MOU to include JRPA																												
Draft language for inclusion in MOU document																												
MOU presented to Council for review/approval																												
#5: Implement collaborative programs																												
Integrate into monthly meetings																												
#6: Examine legal/financial aspects of pricing policy and cost recovery criteria																												
Identify required legal and financial staff																												
Review pricing mandates and formulas, examine instructor contracts, develop criteria on cost recovery percentages																												
Submit proposal for new formulas, standards, policies, and contracts																												

Parks and Recreation Joint Study
Workgroup Recommendations Timeline

	FY2010										FY2011												FY2012					
Facilities Review Workgroup																												
SPORTS FACILITIES	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Recommendation and Tasks																												
#7: Maintain current structure for ice rinks, tennis centers and pools																												
#8: Jointly contract for supplies, service and maintenance contracts																												
Ongoing, case-by-case review																												
#9: Transfer all grounds maintenance responsibilities to Parks																												
Transfer pending transfer of DGS maintenance budget in FY11																												
RECREATIONAL AMENITIES	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Recommendation and Tasks																												
#10: Transfer Splash Park/Mini-Golf from Parks to MCRD																												
Review and identify maintenance concerns and associated costs																												
Identify associated budget transfers																												
Budget reallocation across agencies																												
Develop and sign operating agreement																												
Finalize cross-training and implementation																												
PARK ACTIVITY BUILDINGS/EVENT CENTERS	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Recommendation and Tasks																												
#11:Select park activity buildings to transfer from Parks to MCRD																												
DGS to review and identify maintenance concerns and associated costs																												
Identify associated budget transfers																												
Develop transition plan and public outreach campaign																												
Budget reallocation across agencies																												
Develop and sign operating agreement(s)																												
MCRD begins management of 5-7 activity buildings																												
Develop transition plan for 5-7 additional buildings																												
All remaining buildings transfer																												
#12: Continue to plan for and review buildings not transferred																												
Ongoing, case-by-case evaluations																												
ATHLETIC FIELDS	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Recommendation and Tasks																												
#13: Transfer maintenance/permitting of MCRD fields to Parks																												
Finalize locations																												
Input new fields into Park reservation system																												
Transfer historic use data																												
Park Permits begins permitting new fields																												
DGS grounds maintenance budget transfers to Parks																												
Parks begins maintenance of new fields																												
#14: Expand Field Coordination meetings to include MCRD																												

Parks and Recreation Joint Study
Workgroup Recommendations Timeline

	FY2010										FY2011												FY2012					
Technology, Registration and Payment Workgroup																												
	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Recommendation and Tasks																												
#15: Build shared portal to enable simultaneous search																												
Purchase and install PortalLink module																												
Identify areas where policy/procedural standardization is needed																												
Internal standardization of policies/procedures																												
Staff training																												
Rollout																												
Data entry and account monitoring																												
Revise timeline if single sign-on option feasible																												
#16: Determine feasibility and costs of single sign-on system																												
Hire contractor																												
Research single sign-on option																												
Make decision based on resources required to implement																												
#17: Develop searchable program and facility website																												
Design, build, implement and test website																												
Plan and implement marketing campaign to promote new site																												
#18: Explore expansion of portal to include other providers																												
Establish participation fee for other program providers																												
Determine if interest exists among other program providers																												
Assess budget implications of participation																												
Develop timeline for expansion of portal																												

Parks and Recreation Joint Study
Workgroup Recommendations Timeline

	FY2010										FY2011												FY2012					
Marketing and PR Workgroup																												
	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Recommendation and Tasks																												
#19: Transition to a lower cost format for the Program Guide																												
Define new specs for reformatted Guide																												
Develop and issue RFP for amended printing specs OR amend existing contract																												
Scrub mailing lists																												
Award printing contract																												
Production of first reformatted Guide issue																												
Distribution of first issue of reformatted Guide																												
Explore expanded options for FY12: postcard mailings, joint Help Desk																												
#20: Establish centralized marketing function within MCRD																												
Finalize savings available																												
Create position																												
Hire position																												
#21: Align marketing planning efforts between the two agencies																												
Identify agency "lead" contacts																												
Begin regular monthly meetings																												
Implement Concept Mapping with CountyStat																												
FY11 marketing planning																												
FY12 marketing planning																												
FY13 marketing planning																												
FY14 marketing planning																												
#22: Shift marketing emphasis from printed pieces to digital media																												
Enhance websites (including reciprocal links)																												
Research available digital media																												
Identify opportunities to transition from publications to digital media																												
Pilot interactive kiosks in high-traffic facilities																												
#23: Create web-based searchable program and facility portal																												
Coordinate w/IT team to develop and promote searchable portal																												
#24: Explore incentive program to drive online registrations/rentals																												
Research feasibility with CLASS																												
Identify programs/facilities to offer discounts																												
Market and implement program																												
#25: Develop common approach for customer research and surveys																												
Review existing tools and identify opportunities for consistency																												
Coordinate with County Resident Survey																												
Implement joint user survey (every two years)																												
#26: Coordinate presence/participation in large countywide events																												
Integrate into marketing planning sessions																												
#27: Explore sponsorships and partnerships to offset costs																												
Integrate into marketing planning sessions																												
#28: Explore use of same contractor for outsourced design/web work																												
Meeting with contractor(s)																												
Bridge contract																												

Background, Goals, and Methodology

In 2008, the County's Office of Legislative Oversight (OLO) was requested by the County Council to review the organization and coordination of recreation programs across the Montgomery County Department of Parks, M-NCPPC, and the Montgomery County Government's Department of Recreation. The OLO team was requested to:

- Identify the array of recreation programs offered by the two agencies;
- Determine which of the recreation programs are unique to each agency and which are similar to programs offered by the other;
- Review how the agencies currently coordinate delivery of recreation programs to county residents; and,
- Provide the basis for an informed discussion about options for the possible restructuring of recreation programs across these two agencies.

A final report on that study was produced in January 2009, and multiple work sessions with both agencies were hosted by the Council's Planning, Housing, and Economic Development (PHED) Committee to review and discuss the report's findings. The main findings include:

- Both agencies provide recreation programs which are mostly unique, with little to no duplication and a few areas of similarity;
- The two agencies separately and jointly organize and administer special events throughout the year;
- The two agencies have separate pricing and cost recovery policies and practices;
- Limited coordination exists in the areas of program registration, marketing and customer feedback; and,
- The 2004 MOU has not been fully implemented.

In April 2009, the PHED committee charged the two agencies with developing a restructuring plan and an implementation plan by October 1, 2009, that would deliver a streamlined and user-friendly system of recreation programs, consistent pricing and cost recovery practices, and administrative and staffing efficiencies that result in cost savings. Specifically, the two agencies were asked to examine:

- Summer camps;
- Classes and activities;
- Recreational trips and excursions;
- Recreational amenities;
- Event centers and park activity buildings;

- Sports programs and facilities;
- Special events; and,
- Athletic field permitting and maintenance.

To undertake this assignment, the Leadership of both departments formed a joint steering committee and retained Results Leadership Group, LLC as the lead consultant to help facilitate this work. After setting up a list of areas to review based on direction received from Council members Knapp and Elrich, the steering committee grouped topics into four areas, and created workgroups to develop recommendations. The workgroups are made up of staff members of both departments and corresponding County agencies (Office of Management and Budget, Finance Department, etc.) and are as follows:

- Programming and Pricing;
- Facilities Review;
- Technology, Registration and Payment; and,
- Marketing and PR.

Joint co-chairs were established for each work group, and work group charters were developed by the joint steering committee to guide their work. All work groups began meeting in May 2009, and are likely to continue meeting through the month of September 2009.

Public information sessions were held in June 2009 to share the County Council's directive with the public, present the proposed schedule and workplan to meet the Council's fall deadline and solicit public feedback on the proposed approach. A second public information session to present the staff report to the public is scheduled for September 2009.

Appendices

SUPPORTING DOCUMENTS

Programming and Pricing

- Program cost recovery chart
- Joint Program Description: On the GO! After School Activity for Youth and Teens
- Joint Program Description: Grandparent and Grandchild Residential and Day camps
- Ama Tu Vida event flyer

Facilities Review

- List of Park Activity Buildings with FY09 Hours of Use
- Geographic distribution map of park activity buildings and community recreation centers
- Service area map of community recreation centers
- Catalog of Recreation and Ancillary Buildings (available upon request)
- FEA report on Park Activity Buildings (available upon request)

Technology, Registration and Payments

- CLASS PortalLink information
- PayPal Information
- CLASS Hosted Solution information

Marketing and PR

- Montgomery County Recreation & Parks Program Guide (available upon request)
- Parks Map (available upon request)
- Parks brochures (available upon request)
- Brookside Gardens Experience (available upon request)
- Sample MCRD program flyers

General

- Joint Workgroup Timeline
- Notes from September 15, 2009, Public Meeting

Appendices: Programming and Pricing

Parks and Recreation Program and Pricing Policies

	MNCPPC			MCRD				
Program Policies	**Enterprise Fund**	**Park Fund**			**Pricing Level "A"**	**Pricing Level "B"**	**Pricing Level "C"**	**Pricing Level "D"**
Program Discretion	Wide programming latitude	Limited by budget allocations and subject to procurement regulations			Limited by budget allocations and subject to procurement regulations	Limited by budget allocations and subject to procurement regulations	Limited by budget allocations and subject to procurement regulations	Wide programming latitude
Program Mission	Competes with private sector. Offers high end services such as exclusive use facility rentals	Programming responds to customer requests and public service orientation			Serves community wide events, generally free to public	Serves youth, seniors and special needs populations	Serves competitive youth and adult sporting programs	High end services such as camps, classes, adult and aquatic programs
Competitive with Market Programming	Yes	Yes			No	No	Yes	Yes
Pricing Policies	**Enterprise Fund**	**Park Fund**		**Agency Fund for Levels C and D**	**Pricing Level "A"**	**Pricing Level "B"**	**Pricing Level "C"**	**Pricing Level "D"**
Fee Assessment	Yes	Yes		Yes	Minimal or None	Yes	Yes	Yes
Direct Costs See definition*	Yes	Limited		Some	No	No	Yes	Yes
Indirect Costs See definition*	Yes	No		Yes	No	Yes	Yes	Yes
Profit Roll Over	Fund balance polciy: 10% and equivalence of 1 year of debt service	No		All fund balances are rolled into county general fund at fiscal year end	No	No	All fund balances are rolled into county general fund at fiscal year end	All fund balances are rolled into county general fund at fiscal year end
Cost Recovery	Compositely 100%	?		Portion of revenue held to cover costs of contracts, such as officials; and facility costs, such as Park and CUPF fees for some Level C and all Level D programs	0-10%	50%	100%	100-140%
Debt Service	Covers all CIP costs for new facilities				NA			
Tax supported	No	Yes			Yes	Yes	Some	No
Market Pricing	Yes	Yes		Yes	No	No	Some	Yes
Financial Assistance	Classes, rentals, admissions (Some restrictions apply	Classes, rentals, admissions (Some restrictions apply)			No	Yes, but capped at $2M	Yes, but capped at $2M	No
Competitive with Market Pricing	Yes. Try not to undercut private pricing	?			No	No	Yes	Yes
User Fee support	Significant funding through user fees	?		Significant funding through user fees	No	No	Partial funding through user fees	Significant funding through user fees
Subsidies	Includes $10,000 Subsidy in FY 10 for TR ice skating, public service events and rentals	?			Yes	Yes	Yes	Yes

Applies to both Agencies:

*Direct Costs such as, but not limited to: facility rental costs,facility staffing, program leadership (seasonal staffing), program supplies.

*Indirect Costs such as, but not limited to career staff management, facility maintenance and overhead, insurance, utilities.

ATTACHMENT A

Classes Subgroup Report

Programs & Pricing Workgroup

Background: The Classes Subgroup has identified numerous opportunities for collaboration between the Parks (MCP) and Recreation (MCRD) Departments. One of the most intriguing of these opportunities is the enhancement of current offerings for youth and teens with after-school programs for children aged 6-13 – planned by MCRDand offered at MCP facilities. Currently, MCRDis limited by the availability of facilities for this type of programming. With the opportunity to utilize MCP facilities, the number of youth and teens able to participate in after-school programs could increase greatly. Sharing resources such as facilities and staff expertise will render cost savings to both Departments, increase positive opportunities for youth and teens and expose them to Montgomery County Parks, improving their quality of life.

Program: After School Activity for Youth and Teens: On the Go!

Locations: Wheaton Community Center & Wheaton Regional Park

Participants: Youth & Teens Ages 6-13

Times/Duration: 3:00 – 6:00pm. September – June (MCPS School schedule)

Description: Neighborhood elementary and middle school students will be transported by County van from schools to the Wheaton Community Center. The after-school program at the center will consist of recreational activities and homework assistance. On Tuesdays and Thursdays, children will be transported by County van to the Wheaton Regional Park. MCP and MCRDstaff will jointly program activities for children, including, but not limited to, programs using ball fields, Skate Park, trails, play equipment, ice rink, and indoor and outdoor tennis. Opportunities will be available for children to participate in the free open ice skate, as well as opt for lessons at an additional cost. A similar opportunity will exist for tennis. The Park lends itself well to special events, such as tournaments, nature programs, hikes and more. Approximate length of stay at Wheaton is one and one-half to two hours. Parents will sign their child out at the Park or following a return trip to Wheaton Community Center.

Accounting: Participant fees would be collected by MCRD. Some additional fees for skate rental, lessons, would be paid directly to the Park. MCRDwould pay a yearly partnership rental fee to MCP. Recreation and Parks would arrange to cover all of their own staff/salary costs.

Collaboration: Assigned Career Staff from MCRDand MCP will work closely with each other to make certain that participants are in an environment where they are safe and actively engaged. Some partnering with MCPS is necessary to ensure a smooth transition from schools to transportation.

Positive Impacts:

- Revenue increase to MCP for rental fees
- Attractive program results with additional participants and revenue increase to MCRD
- Increased programming variety for County youth and teens
- Youth and teens engaged after school in positive environments
- Increased exposure for MCP facilities (potential for additional rentals/use)
- Opportunities for expansion & growth

Conclusion: Collaboration by MCP and MCRDbenefits all involved: sharing resources and staff to provide an ideal environment for County youth and teens to use their after school time in a positive manner; utilizing expertise and multiple facilities to provide expanded opportunities for programming*; and providing support to working parents is a win/win situation for all. This program can provide measurable results in increased revenue for both Parks and Recreation, and it contributes to the wellness of our residents. It can easily be implemented in part, or whole, at all of the Regional Parks in Montgomery County.

* Wheaton Community Center has no outdoor field or court facilities.

Other Programs:

The Classes Subgroup discussed many other potential opportunities for collaboration, including the following:

- Labyrinth programs at Brookside Gardens
- "Stroller Mom" programs at Parks locations
- Kayak
- Kids/Teen ½ Day in the Parks
- A variety of Tiny Tots, Exercise, Wellness, Instructional Sports, Art, Dance & Xciting Extra classes as requested by Parks
- Programs for Walkers
- Classes in Dance & Agility for Ice Skaters
- Girls Night Out
- Camping, Adventure, and Overnight outings at Rockwood and Little Bennett Campground

ATTACHMENT B
Classes Subgroup Report
Programs & Pricing Workgroup

Joint Project: Grandparent and Grandchild
Residential and Day camps

The MCRDand The Montgomery County Department of Parks, M-NCPPC will draw from each agency's strengths and resources to collaboratively offer residential and day camps for children and their grandparents.

Background:
The trend in American society is to segregate our senior, adult and child populations. This lack of intergenerational contact does not foster understanding, respect, and appreciation for diversity. This can result in weaker community bonds and reduced quality of life. Grandparent and Grandchild Camps will help to strengthen bonds between generations not only within the family but also within the community.

Benefits:
- Simultaneously serve multiple generations
- Provide meaningful, fun, and educational opportunities for generations to share experiences and knowledge
- Provide grandparents avenues to pass on their life experiences and knowledge
- Strengthen intergenerational bonds
- Foster understanding and respect between generations
- Create support groups and social networks for grandparents and Seniors
- Create stronger community bonds by strengthening ties between generations
- Improve overall quality of life

Resources:
The Montgomery County Recreation Department can offer transportation for larger groups and access to an existing audience of active seniors through their successful SOARS program and Senior Centers. The Department of Parks, M-NCPPC has a number of suitable facilities to base the day and residential camps from and program facilities such as ice skating arenas, tennis facilities, nature centers, gardens, and outdoor features. Both agencies can provide staffing and expertise in recreation and programming.

Additional Joint Project Ideas:
- Kids Day Out Programs
- Seniors Camps
- Young Teen Girls Programs/Camps

Hispanic Heritage Celebration

Health Fair & Soccer Tournament

Saturday, September 19, 2009

Athletic Complex of Wheaton Regional Park
(entrance off of Arcola)
11717 Orebaugh Ave., Wheaton, MD

AMA TU VIDA "Love Your Life"

AMA TU VIDA Latino Health INITIATIVE

RADIO AMERICA 1540 AM

MONTGOMERY PARKS M-NCPPC

Soccer Tournament
7 vs. 7

8:30 am to 5:00 pm

Separate Men's & Women's Tournament

On-site registration begins at **8:30 am**

No registration fee is required

Games begin at **9:00 am**

Contact Brad Roos @ **240-777-6877**

MONTGOMERY COUNTY 1776 MARYLAND

Health Festival

12:00 pm to 5:00 pm

"Rain or Shine"

- **FREE** medical screenings
- Information to help you stay healthy
- Games for the entire family
- Live entertainment • Raffles

For more information call: **240-777-3221**

FREE Ride On Bus TRANSPORTATION

provided from Wheaton Metro Station: 2424 Reedie Drive (in front of Dunkin' Donuts) to and from the Festival

Sponsored by the

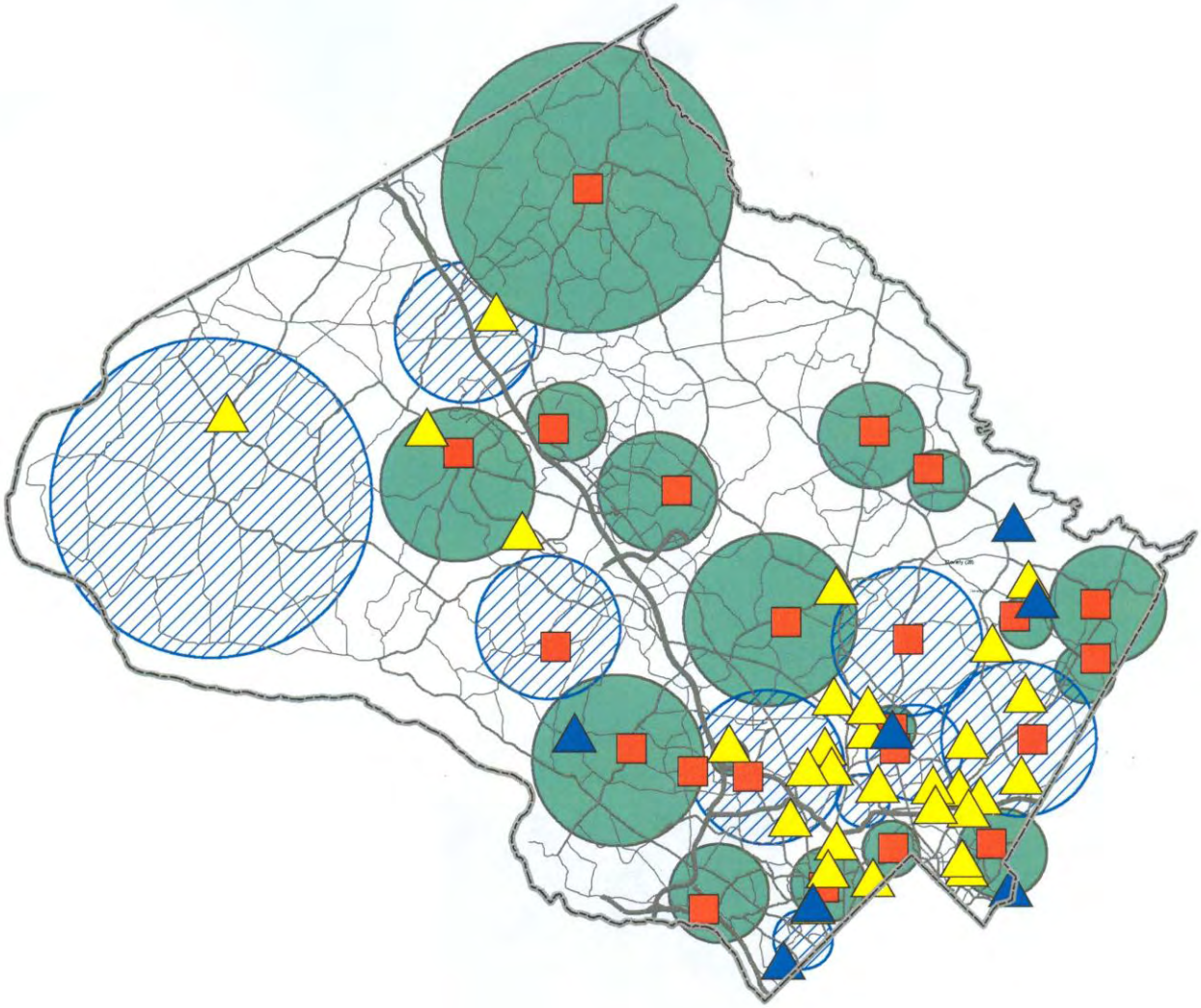
Offices of County Executive Isiah Leggett • Office of Community Partnerships • Ride On
Montgomery County Departments • Montgomery Parks, M-NCPPC
AMERIGROUP Community Care • United Healthcare MCO • Suburban Hospital • Radio America
Adventist HealthCare • Priority Partners • DC United

Appendices: Facilities Review

9/21/2009

	A	L	M	N	O	P	Q
	PARK ACTIVITY BUILDINGS Sorted Alphabetically	HOURS					
		Total Hours Available to Rent	Total Hours Rented	% of Total Hours Rented	Total Hours Rented by MCRD	% of Total Hours Rented that were Rented by MCRD	% of Total Hours Available that were Rented by MCRD
1	Argyle Local Park	4,160	1,603	39%	58	4%	1%
2	Camp Seneca Special Park	4,160	480	12%	425	89%	4%
3	Capitol View-Homewood Local Park	4,160	1,134	27%	340	30%	5%
4	Clarksburg Neighborhood Park	4,160	824	20%	378	46%	5%
5	Colesville Local Park	4,160	783	19%	-	0%	0%
6	Garrett Park Estates Local Park	4,160	391	9%	-	0%	0%
7	Glenmont Local Park	4,160	1,217	29%	272	22%	4%
8	Hillandale Local Park	4,160	TBD	0%	-	0%	0%
9	Indian Spring Terrace Local Park	4,160	2,423	58%	-	0%	0%
10	Kemp Mill Estates Local Park	4,160	1,613	39%	-	0%	0%
11	Ken-Gar Palisades Local Park	4,160	605	15%	-	0%	0%
12	Lynnbrook Local Park	4,160	387	9%	35	9%	0%
13	Maplewood-Alta Vista Local Park	4,160	747	18%	84	11%	1%
14	Meadowbrook Local Park	4,160	1,542	37%	-	0%	0%
15	Nolte Local Park	4,160	710	17%	-	0%	0%
16	Norbeck-Muncaster Mill Neighborhood Park	4,160	1,532	37%	829	54%	12%
17	North Chevy Chase Local Park	4,160	749	18%	360	48%	5%
18	North Four Corners Local Park	4,160	827	20%	414	50%	6%
19	Norwood Local Park	4,160	393	9%	249	63%	9%
20	Owens Local Park	4,160	326	8%	4	1%	0%
21	Pilgrim Hills Local Park	4,160	1,066	26%	391	37%	5%
22	Pinecrest Local Park	4,160	1,024	25%	377	37%	5%
23	Quince Orchard Valley Neighborhood Park	4,160	1,215	29%	490	40%	7%
24	Sligo Avenue Neighborhood Park	4,160	1,145	28%	-	0%	0%
25	Sligo-Dennis Avenue Local Park	4,160	1,254	30%	233	19%	3%
26	Spencerville Local Park	4,160	1,156	28%	-	0%	0%
27	Stoneybrook Local Park	4,160	519	12%	177	34%	2%
28	Tilden Woods Local Park	4,160	1,042	25%	189	18%	3%
29	Veirs Mill Local Park	4,160	1,292	31%	451	35%	6%
30	Wheaton-Claridge Local Park	4,160	1,500	36%	124	8%	2%
31	Wheaton Community Center	-	-	0%	-		0%
	TOTAL	124,800	29,497	24%	5,880	20%	3%

Geographic Distribution of PAB's and CRC's



Service Areas as Id'd by MCRD

Proposed Center

Existing Center

Recreation Buildings and other Public Meeting Spaces

M-NCPPC Park Activity Buildings

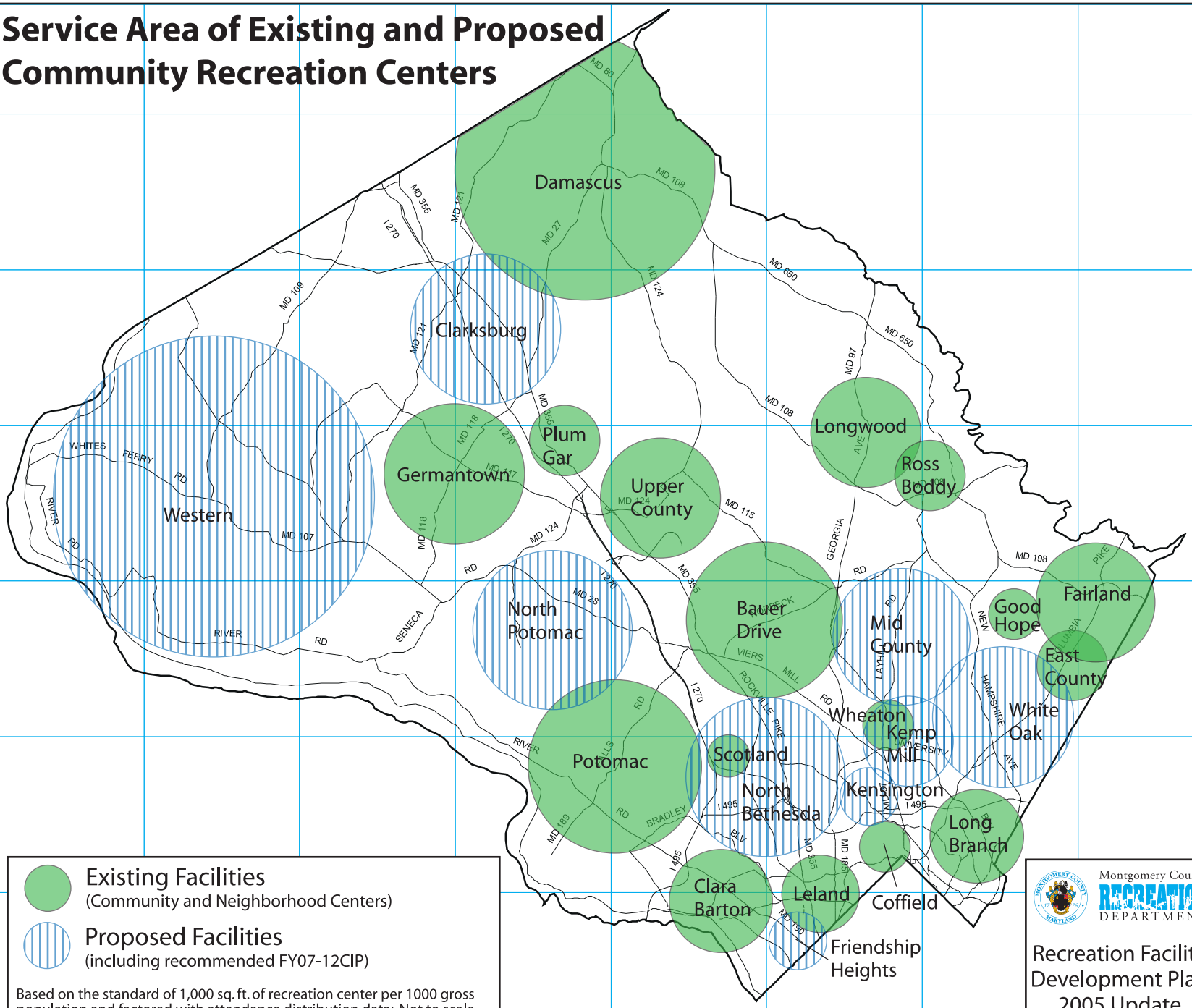
M-NCPPC Ancillary Buildings

MCRD Centers

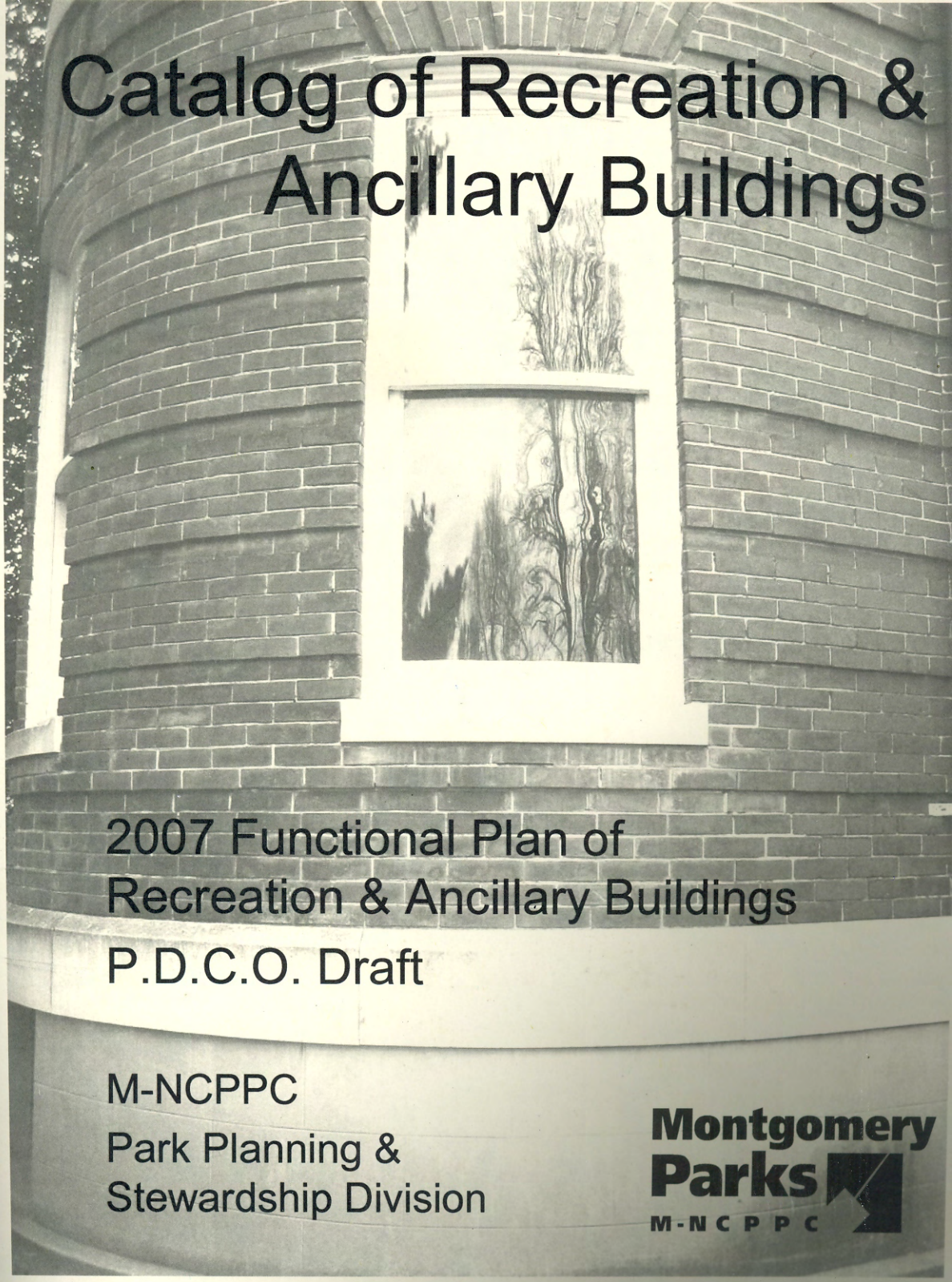
N

1 inch = 25,000 feet

Service Area of Existing and Proposed Community Recreation Centers



Catalog of Recreation & Ancillary Buildings



2007 Functional Plan of Recreation & Ancillary Buildings

P.D.C.O. Draft

M-NCPPC
Park Planning &
Stewardship Division

Montgomery Parks
M-NCPPC

FACILITY ENGINEERING ASSOCIATES

Improving the Way You Manage Facilities

FINAL REPORT
Infrastructure Inventory and Assessment of Park Components

The Maryland-National Capital Park & Planning Commission

Montgomery County Parks

PARK DEVELOPMENT DIVISION

M-NCPPC RFP 26-177
TASKS 2, 3, 4, 5
FACILITY GROUP 1
FACILITY GROUP 2

FEA Project No. R01.2006.004801

March 02, 2007

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FEA

March 5, 2007

Ms. Mary Ellen Venzke
Park Development Division
9500 Brunett Avenue
Silver Spring, Maryland 20901

SUBJECT: **FINAL REPORT FOR TASKS 2, 3, 4, 5**
FACILITY GROUP 1 - RECREATION BUILDINGS
FACILITY GROUP 2 - ANCILLARY BUILDINGS
INFRASTRUCTURE INVENTORY AND ASSESSMENT OF PARK COMPONENTS
Montgomery County Parks and Planning, Maryland
FEA Project No. R01.2006.004801

Dear Ms. Venzke:

Facility Engineering Associates, P.C. (FEA) is pleased to submit to the Maryland-National Capital Park and Planning Commission (M-NCPPC) our final report of the Infrastructure Inventory, and Assessments of Park Components for Recreation and Ancillary Buildings (Facility Group 1 and 2, respectively) located at 40 Montgomery County Park properties, for a total of 44 buildings. This work was performed in accordance with FEA Proposal No. 01.2006.4801 dated April 7, 2006; a response to M-NCPPC RFP Number 26-177. Our contract with M-NCPPC was authorized by Ms. Laurel Hollingsworth, M-NCPPC Contract Specialist, on May 24, 2006.

This report contains several sections. The report is opened with an Executive Summary, followed by a document that provides instructions on "How to Read this Report" and a document that provides "Definition of Terms" used throughout the report. The main body that follows consists of individual reports for each property visited. The sections at the end of the report include an outline of FEA's scope of services, a review of FEA's methodology of performing condition assessments, summaries of our findings and recommendations for the assessed buildings, an overall facility condition summary, and preventive maintenance program recommendations.

A written business process for Tasks 2 through 5 will be provided under separate cover, which will complete Task 1 and this phase of our contract for Facility Groups 1 and 2.

We appreciate you selecting FEA for this work and look forward to continuing to assist you with your facility management needs.

Very truly yours,
FACILITY ENGINEERING ASSOCIATES, P.C.

Rebecca A. Gutierrez

Rebecca A. Gutierrez, R.S.
Project Engineer

William W. Small, P.E.
Vice President

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COLESVILLE LOCAL PARK
GLENMONT LOCAL PARK
HILLANDALE LOCAL PARK (Recreation Building and Adult Education Center)
INDIAN SPRING TERRACE LOCAL PARK
KEMP MILL ESTATES LOCAL PARK
KEN-GAR PALISADES LOCAL PARK
LYNNBROOK LOCAL PARK
MAPLEWOOD-ALTA VISTA LOCAL PARK
MEADOWBROOK LOCAL PARK
NOLTE LOCAL PARK
NORBECK-MUNCASTER MILL NEIGHBORHOOD PARK
NORTH CHEVY CHASE LOCAL PARK
NORTH FOUR CORNERS LOCAL PARK
NORWOOD LOCAL PARK
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WESTMORELAND HILLS REC CENTER
WHEATON COMMUNITY CENTER

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Active Community Solutions
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Tel 604.438.7361 | Fax 604.432.9708

Active Portal-Link – Fact Sheet

Business problem

As we become more e-business oriented the simplicity of a website becomes imperative to keep a competitive edge.

- When a client connects to your Agency's website are they required to enter a different login to connect to the taxes section, utility section and parks and recreation section?
- Do neighboring Agencies wish to offer a streamlined selection of Regional Recreation Programs and Facilities for a client to choose from without requiring a visit to multiple websites?

Despite modifications to different applications to make the experience seamless the multiple locations where a client needs to log in can make these day to day transactions over the internet more time consuming and less convenient than necessary.

Value proposition

Class Portal-Link consists of two components that can be used together or separately:

Content & Availability ensures that…

- The portal can search multiple Class databases (within or between Agencies) for Course or Facility schedule and availability
- The Agency can decide how much of the data passed back and forth between the Class application and the portal is wrapped in SSL.
- Individual Activities are defined to 'Allow portal display'

Single Sign On ensures that…

- When a client logs in once to the portal they do not need to log in again.
- Client can be redirected to the portal login page rather than Class Internet Registration login page
- The portal can query Class for the existence of an account so that it can update the portal's database which houses the Class login information.
- Accounts can be automatically created in the Class database if an existing account is not found

The combination of Content & Availability and Single Sign On means that a client can browse the availability of a Course in multiple Class databases and when they find the one they want they will be redirected automatically to the registration page in the appropriate Internet Registration site.

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Technical Information

Class Software requires that a portal is created by the Agency wishing to implement Portal-Link.

The portal uses web services to pass or retrieve information from the different Class databases. These web services are called by the Portal but must be configured in Class with a login/password and length of time the authentication is valid for (i.e. time to complete the request by the web service prior to logging out).

This Agency-created portal must be able to do all of the following:

- All calls to Class *web services* (inbound) use the authentication method *AuthenticateToClassWS*. The portal will have to be designed to call these web methods using this authentication.
    - Single Sign On:
        - *FindClassClient* - allows the portal to check for existing class clients
        - *CreateClassClient* - allows the portal to create new class clients

    - Content and Availability:
        - *GetCourseAvailability* - retrieves course availability information from the Class database
        - *GetFacility* - retrieves facility information from the Class database
        - *GetActivities* - retrieves activity information from the Class database
        - *GetFacilityAvailability* - retrieves facility information from the Class database
        - *GetComplex* - retrieves complex information from the Class database
        - *GetCourses* - retrieves course information from the Class database

- All calls from Class *web services* (outbound) to the portal optionally support an authentication method if the portal has one.
    - Single Sign On:
        - *ValidateInternetLogin* – sends client information to Class database. This is a business decision required to determine the data needed in the portal to be able to do a valid search of a Class barcode.

- The outbound method call (*ValidateInternetLogin*) will start a chain of events that the portal is responsible for (Single Sign On work flow is illustrated on the following page)
    - Class is passes the Portal Client Identifier (initially sent by the Portal when connecting to Class)
    - The portal must find the Class barcode (and other data) and pass this back to Class
    - If the Class barcode is not found the Portal can call the *FindClassClient* web method.
    - If the Class client does not exist in the Class database the portal can call the *CreateClassClient* web method to create the client
    - The Portal can optionally use either the Class Logout page or force the client to the Portal Logout page.

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Technical Information (Continued)

- The portal must also have the ability to call on the following pages as needed:
  - ActivitiesPortalRegistration.asp – determines what information should be displayed when transferring from the portal to Internet Registration
  - FacilitiesPortalFacility.asp – determines what information should be displayed when transferring from the portal to Internet Facility Search

  - LogoutPortalUser.asp –logs the user out from Internet Registration if the user logs out of the portal while still logged into Internet Registration
  - The portal is responsible for dealing with its own time out issues while a client is in the Class web pages. A client may spend 15 minutes or so browsing and registering for courses in the Class application. Once the user is done, Class will redirect them back to the portal. Class can not control the time out function of the portal.

- The portal must have resource/database of Internet Registration identities (this can be set up by the Agency to update or will need to update when running *FindClassClient*)

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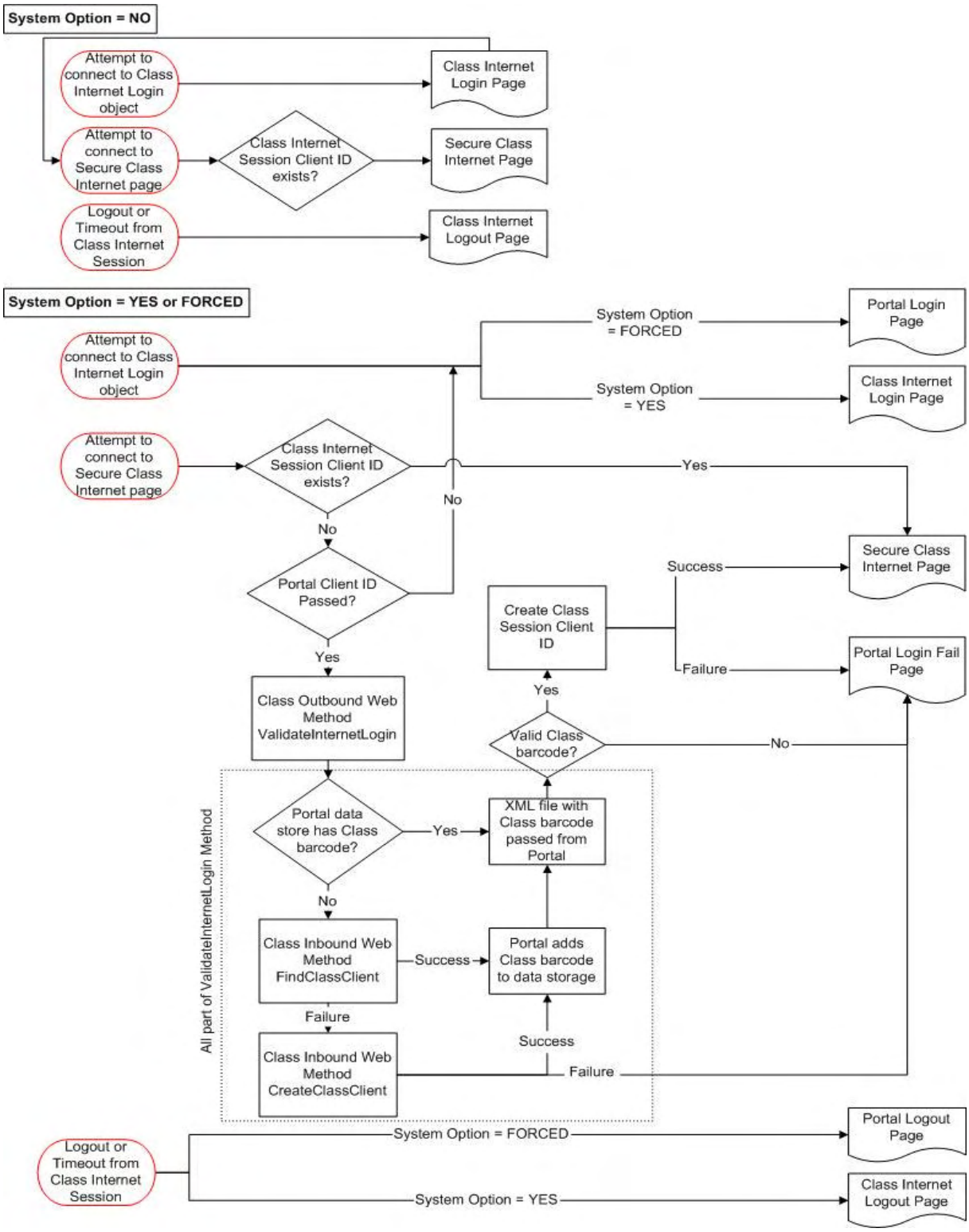

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Hardware

Portal-Link web services can be installed on the Internet Registration Server or other IIS server. Recommendation is that the web services are installed on an IIS server in the DMZ.

If an Agency does not already have a separate server for the Portal this will be required as part of the Portal implementation (prior to setting up Portal-Link).

Pricing and Services

- Portal-Link is available as a per server licensing charge of $5000.00 plus 25% annual maintenance.
- Consulting required to implement Portal-Link will depend on the resources available internal at the Agency
    - Does the agency require assistance from The Active Network in troubleshooting Class Internet calls to their portal and their portal calling our services?
        - If yes, 3-4 days of on-site technical services with the portal developers is required
        - If not, 2 days of remote technical services is required
- Consulting services are only to assist with the Class portion of Portal-Link. The Agency is expected to set up the Portal, integrate with Class web methods, and develop their own web method.

Availability

Portal-Link is available in Class version 5.2 General Release and higher.

Customer references

Currently, the East Side Alliance (Bellevue Area, WA) is the only site using Portal-Link in production.

http://www.myparksandrecreation.com/home/default.asp

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FAQs

1. An Agency does not have the IT resources to set up their Portal. Can Class help?
   Implementation of Portal-Link requires a portal meeting the above specifications. Class does not offer the consulting assistance to create the portal or develop the integration with the web methods.

2. What happens if a client's login information is not validated by the portal's connection to Class?
   Depending on the options selected within Class, an invalid login will be sent either to Class' Login failure page or the portals' login failure page. A failure to login may result when no client is found, more than one client is found, an inactive client is found, or the portal does not send any secondary elements.

3. Can Leagues be shown in a Portal View from neighboring Agencies?
   No. Portal View can only pull the Program and Facility data from the Class databases. Sports Scheduling and Membership renewal will both need to be looked at directly in the individual Agency's Class Internet site. Single Sign-On ensures that this transition to a Class Internet site is seamless.

4. What happens if connection limiting is turned on?
   If connection limiting is turned on and a user enters an Internet Registration page, if there is no session id we will redirect the user to the portal to get a 'portalclientidentifier'. When this user returns to the Internet Registration, if the connection pool is full, this user will **not** be denied access to Internet Registration.

5. Is there support for multilingual?
   Yes. The portal will need to define clients' language parameter.

6. Why isn't the data storage provided within Class?
   Experience has shown us that the difference in how this is done between Agencies varies too greatly to configure a standard method for data storage.

7. What is a web service?
   A Web service is a software system identified by a URI, whose public interfaces and bindings are defined and described using XML. Its definition can be discovered by other software systems. These systems may then interact with the Web service in a manner prescribed by its definition, using XML based messages conveyed by Internet protocols http://www.ncipher.com/investors/glossary.php

   It is a standardized method of communication between a client and a service provider using HTTP.

8. What does Portal-Link use for security?
   - Everyone who wants to use one of the Class components must first call our authentication method AuthenticateToClassWS. The call to this method will always be encrypted (SSL).
     - Every Class web service will have this method, if there are multiple services, they will all work together to assign unique authentication keys.
     - They will pass a user id, password and component to be accessed.
     - We will validate the user and return an authentication key and the time when the key expires.
   - Calls to the other components will pass in the SOAP header the authentication key with every request.
     - The web service will check the authentication key is correct for the requested component and not expired before responding to any requests.
     - Note – an authentication key is valid for all methods of a licensed component.

.

9. Can Portal-Link be set up so that the first time a client logs in they are required to also log in to Class Internet but not in future log-ons?

   Not really. An Agency can create their Portal with a space for the Class Barcode number if they wish and this will eliminate the need for the FindClassClient web method when a client knows their barcode.

10. What happens if a client changes their information (address, PIN, barcode etc) in Class Internet? How is the Portal database updated?

    That will be up to the Agency. Portal-Link provides a method for logging in. If this changed information needs to be updated in the Portal database, the Agency will need to ensure they have a synchronization method between the Portal database and the Class database.

11. What does an Agency need to do with their Portal-Link set up when upgrading Class?

    The web.config file (located in the classforwindows/5.20/webservices folder) will need to be backed up and restored after the upgrade. You can also back up the entire webservices folder.

Credit Card Processing, Credit Card Services - PayPal - Windows Internet Explorer

https://www.paypal.com/us/cgi-bin/webscr?cmd=_wp-pro-overview-outside

File Edit View Favorites Tools Help

Sign Up | Log In | Help | Security Center

PayPal

Home | Personal | Business | Products & Services | Shopping

Merchant Services | Send Money | Request Money | eBay | Developers | Industries

- Merchant Services
  - Website Payments Standard
  - Website Payments Pro
    - Technical Overview
    - Feature List
    - Get Started
    - FAQs
  - Email Payments
  - Payflow Gateway
  - Express Checkout
  - International Sales
  - Virtual Terminal

Sign Up Now!

Inside Website Payments Pro

- Demo
- Compare Website Payments Standard and Pro
- Features
- Pricing
- Datasheet (PDF)
- Website Payments Pro Integration Guide (PDF)

Resources

Website Payments Pro Solution Overview

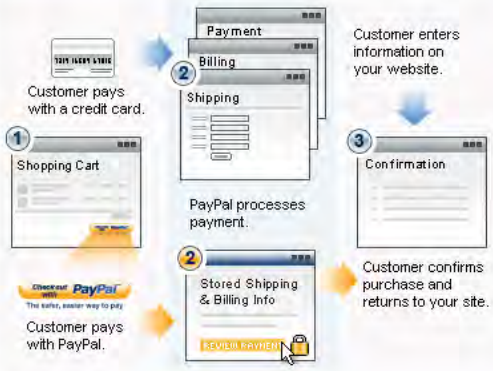
The all-in-one online payment processing solution.

Want to accept credit cards directly on your website and get the fastest checkout available with PayPal?

PayPal Website Payments Pro is the answer.

You get the features of an internet merchant account and payment gateway at a low cost.

How it works. See demo



To integrate Website Payments Pro:

You need a shopping cart pre-integrated with Website Payments Pro, programming skills, or the resources to hire a web developer.

Pricing

- $30.00 USD monthly
- No set-up fees
- No cancellation fees

Transaction fees
1.9% to 2.9% + $0.30 USD†

Have a Question?

Contact Sales:
- Call **1-866-836-1648**
- Send a question
- Chat now

How to get started

1. Sign up for a Business or Premier account.
2. Verify your information.
3. Set up Website Payments Pro.

Start Now

Internet | Protected Mode: Off 100%

Inbox - Microsoft ... | Credit Card Proce... | Adobe Acrobat Pr... | Microsoft Word | Microsoft Excel | Appendix docum... | 11:00 AM

Hosted Payment Server

Many Agencies are restricted from or are unable to use Class or Payment Server to process credit and debit card transactions. Currently, Class and Payment Server store credit card numbers which is against policy for some Agencies. These agencies are forced to process credit/debit card transactions outside of the Class application. This can be cumbersome and requires balancing between two systems at the end of each day (credit card processing system and Class).

Other smaller agencies do not have an IT staff, budget or infrastructure in place to manage or accommodate a payment server. These sites may also process few credit card transactions and processing credit cards from only one or two terminals and in low volume will often not justify the cost of a server, merchant account, consulting time and maintenance of a dedicated payment server.

Agencies need the ability to accept credit/debit card payments using an easy-to-setup option that does not require additional hardware or complicated merchant account setup while still maintaining the security of their customers' personal payment information.

Security

The Hosted Payment Server API is easily installed on each individual machine that will be processing payments much like the existing payment server API. The difference is that rather than connecting to a payment server within the agency's network like the existing API, the Hosted Payment Server API establishes a Secure Socket Layer (SSL) communication link to the Active Network's payment server. SSL provides 128-bit encryption as it passes data to the Hosted Payment Server for processing. SSL meets the secure data transfer requirements of major banks, credit card companies and other third party processors.

This SSL connection to the Active Network payment server removes the need for an agency to maintain its own payment server. That in turn removes the liability of storing credit card information from the agency and places it upon the Active Network. The Active Network has procedures in place to ensure the protection of that data. Some of the procedures include:

- restricted access to the physical location of the data,
- restricted access to the data over Active's internal network,
- access logging,
- scheduled purges of non-required payment information,
- routine security audits and
- timely patch application and critical update installation on all servers.

The Active Network will maintain compliance with the requirements of the Payment Card Industry Data Security Standard which will in turn remove the need for costly security audits at the agency location.

Speed and Reliability

Hosted Payment Server consists of a cluster of servers located in a secure data management center. When a transaction request is sent from an agency, the router at the data management center finds the payment server in the cluster with the least number of queued transactions and sends the request to that payment server for processing. This process ensures that the transaction will be processed in the least amount of time possible which in turn saves time for the user and customer at the agency that sent the request.

The server cluster also provides a number of backup processors in the event that one of the payment processing machines fails. That means that if a payment server at the data management center goes down, the agency is unaffected and can continue to process transactions. This, in combination with the backup generators at the data management center, eliminates down time and will provide uninterrupted transaction processing for all agencies using the Hosted Payment Server solution.

Support and Infrastructure

Since the only component required for an agency to use Hosted Payment Server is the installation of the Application Programming Interface (API) on each machine that will be processing transactions, the requirement of a dedicated server is no longer necessary. That said, all maintenance and support of a normal payment server is now shouldered by the Active Network.

This means an even greater cost savings for smaller agencies that contract their IT help and for larger agencies that no longer have to maintain multiple servers in order to take advantage of the payment server load balancing and fault tolerance capabilities.

Reporting

Agencies will have the ability to access payment processing reports from the Hosted Payment Server through a secure Web interface. Reports include a Payment Processing List that is formatted like the existing payment processing lists in Class and Payment Server and a Remittance/Billing Report that will enable the agency to audit transactions and view in varying degrees of detail, the billing and remittance of each individual transaction. These reports can be scheduled to be sent to an agency contact on a daily basis.

Hardware

No additional hardware is required.

Pricing and Services

Licensing

- No upfront licensing fee or ongoing maintenance cost.

Transaction Fees

- The agency is changed a percentage of each transaction with a minimum fee per transaction.
- **The transaction charges are: %3.00 with a minimum $1.00 charge**

Consulting

- Remote consulting for first connection to hosted payment server – ½ day of remote services at ($165/hour)

Support

- Full support will be provided by the Active Community Solutions Burnaby support team.
- 24/7 system down support will be available.

Availability

Hosted Payment Server is available with Class version 6.0.

FAQs

Customer experience

1. What will our Agencies customers see on their credit card statements?
   Credit card statements will list the transaction as follows:
   Active.com – *Descriptor e.g.Town of Wherever Parks Department (250.142.4512)*
   The Active phone number will also be printed therefore an Agency may also want to put their contact number in the descriptor (as shown in the above example). This descriptor is defined as part of the initial consulting services and must be changed through Active.

Location and Hardware

2. Will Canadian agencies have their payment server hosted in Canada?
   No. All agencies will be hosted in Burbank (refer to the security document for more detail).

3. What load can the Active servers handle?
   Active servers will be added to the cluster of payment servers based upon the number of agencies using the hosted solution, taking into account their average number of daily transactions. All servers will be load balanced to ensure the fastest possible processing time.

Security – Detailed security plan is in process.

4. How secure is the Hosted solution?
   Communication between the Hosted Payment Server and client workstation is using SSL. SSL is the current standard for all major credit card and banking institutions. Any Credit Card information that is stored in the Payment Server database is encrypted and purged upon settlement. Both the physical and network locations have restricted access and all access attempts are logged.

5. What happens if the hosted Payment Server goes down?
   Redundancy and load balancing in place on Active's servers ensure that there is minimal room for error.

6. Where are credit card numbers stored? Are they masked? Are they encrypted?
   Changes to Class to comply with some agencies requirements for no credit card storage will remove the credit card information as the transaction is written to the Class database. This will ensure that at no time customer's payment information is stored by the agency. Only the last four digits of the number will be preserved with the rest of the numbers be replaced by asterisks. This feature to clear the credit card number immediately is available with Class version 6.01.
   The credit card numbers will be encrypted and stored in full at the hosted payment server location until the transactions are settled (maximum of four hours). At that time, all but the last four numbers will be replaced by asterisks.

7. Will Active record personal information about an Agency's clients? Will Active sell this information to advertisers? Will Active spam an Agency's customers?
   For Hosted Payment Server, Active will not be recording any client information for any reason. Therefore Active will neither sell the information nor use it for bulk mailing.

Functionality

8. Are PIN debit cards supported?
   For Canadian agencies, debit cards will not be supported with hosted payment server in its initial release, though support will be available in the future.
   At this time, there is not support for PIN Debit in the United States.

9. What credit card types are accepted through hosted Payment Server?
   Visa, Mastercard, American Express and Discover.

10. Are American debit cards (without PIN, the ones that are processed like credit cards) accepted through Hosted Payment Server?
    Yes, non-PIN debit cards are accepted and are charged the same transaction fee as a credit card.

11. What happens to Payment Server when an Agency upgrades to a higher version of Class?
    The connection to the hosted payment server is Class version independent. However, agencies using hosted payment server will need to upgrade to a least Class version 6.01 to take advantage of the ability to never store credit card numbers in Class.

12. What happens if a refund is required for a payment taken through Hosted Payment Server?
    Agencies will be able to refund to a credit card directly in Class (communicating with the Hosted Payment Server). As the credit card number in not stored, it will need to be re-entered when processing a refund.
    For every refund transaction done through Active's refund processing site the Agency will be charged $0.10.

13. What happens with charge backs (when a customer disputes a charge with the credit card company)?
    The Agency will be responsible for reimbursing Active for all charge backs. The exact process for charge backs is still being finalized. Possible process to follow:
    - Chargeback comes into to Active Accounting department
    - Accounting pulls $ from Agency's next check
    - Accounting notifies Sales
    - Sales notifies Agency and it is up to the Agency to follow up with the customer

    Note: We do NOT refute the charges. It is up to the Agency to get in touch with the customer and take another payment.

14. Is EFT possible through the Hosted Payment Server?
    No. EFT transactions would continue to be taken through self hosted payment processing.

15. How will currency differences affect Hosted Payment Server Agencies?
    Canadian Agencies will have the credit cards processed through a Canadian Merchant account in Canadian dollars.

16. How will the monies owed be transferred from Active to the Agencies?

    Approximation of how this will work (exact details of which days TBD):
    Active Community Solutions' administration department will issue a check every second Monday. The check will be for all money collected for the 2 week period ending the previous Friday minus all user charges. A report summarizing the transactions and user charges during the time period will be couriered to the Agency with the check. The check can be expected to arrive within 3 days (on or before the Thursday). Any concerns about the check processing should be brought to the attention the ACS's administration department.
    NOTE: Timelines for when we will be moving to an automated procedure for transferring funds will be updated here shortly.

Appendices: Marketing and PR

Montgomery County
RECREATION
DEPARTMENT

MONTGOMERY PARKS
M-NCPPC

MONTGOMERY COUNTY

GUIDE

RECREATION AND PARK PROGRAMS | FALL 2009

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Jump In!

Swim Lesson registration begins August 19.

Se Habla Espanol

Si está interesado en obtenér más información del Departamento de Recreación sobre los programas, proceso de asistencia financiera, actividades, centros recreativos, clases, eventos especiales, o oportunidades de empleo, por favor llamen al 240-777-6839. Ofrecemos una variedad de actividades en donde personas de todas las edades pueden participar. Si tienen ideas o sugestiones de otros tipos de programas, por favor llamen al 240-777-6839.

Montgomery County Government is committed to complying with the Americans with Disabilities Act (ADA). If you need auxiliary aids or services (such as large print, electronic format, ASL or cued speech) in order to participate, please call a Mainstream Facilitator (240-777-4925) to discuss your needs.

MONTGOMERY PARKS

*information begins on **page 105***

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Registration for most **PARKS** *courses begins* **AUGUST 15**

Montgomery County Parks AND Heritage Sites

Map & Guide

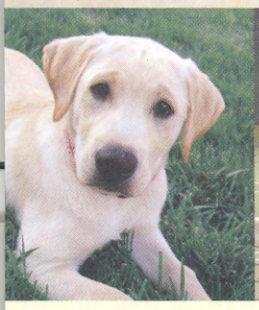
Montgomery Parks
M-NCPPC
It's all right here!

HM!
HERITAGE MONTGOMERY
Hm! History where you least expect it!

MARYLAND HERITAGE AREA

www.montgomeryparks.com

Olney Manor Recreational Park

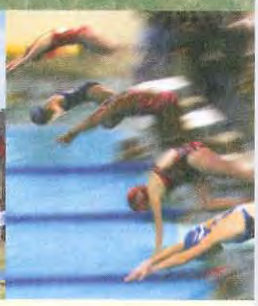


Montgomery Parks
M-NCPPC
It's all right here!

MontgomeryParks.org

THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

South Germantown Recreational Park



Montgomery Parks
M-NCPPC
It's all right here!

MontgomeryParks.org

THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

Fall and Winter
2009/2010

Brookside Gardens Xperience

Guide to Programs and Events

Brookside Gardens 40 years 1969–2009

Brookside Gardens celebrates its 40th Anniversary!

See page 2 for details

Fall Lecture Series

See page 5

Children's Day

See page 21

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MONTGOMERY PARKS M-NCPPC

Registration Opens August 15!

Hype

Studio Hip-Hop Dance Class

Music video style
Tuesdays for 6 weeks,
starting January 27,
3:00-4:00pm

Rec Extra Program

FREE

Middle School students

First 20 dancers

Learn the latest moves!

Create your own moves
and have fun after school!!

Wear comfortable clothing
and be prepared to SWEAT!

White Oak Middle School
12201 New Hampshire Avenue
Silver Spring, MD, 20904

More information
call 240-777-6985

Montgomery County
RECREATION
DEPARTMENT

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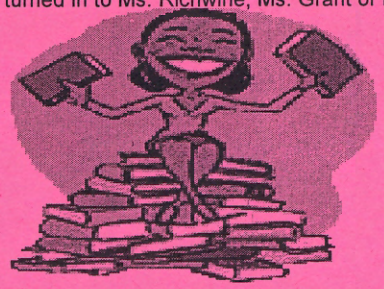
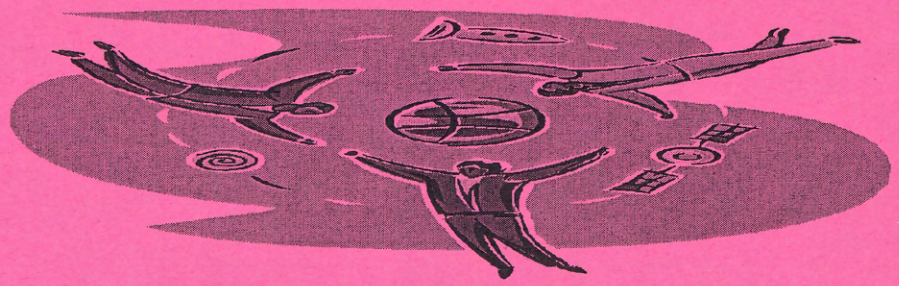
REC EXTRA AT PARKLAND MS
Rec Extra-Parkland Academic Club
COURSE # 242493

The Montgomery County Department of Recreation (MCDR) is working with Parkland to provide additional after school activities programs. These additional activities offered by MCDR are called "Rec Extra". The programs are not included as part of the MCPS activity fee. After School Activities do not meet on half days, school holidays or days that school is closed due to inclement weather.

Dates:
Tuesdays, Wednesday & Thursdays October 1, 2008 – May 20, 2008
Time: 2:45 p.m. – 3:35 p.m. Cost: FREE!!!

The Parkland Academic Club offers students in special education an opportunity for specialized help in the five academic subjects taught at Parkland Magnet Middle School for Aerospace Technology:

- Science/Aerospace
- Mathematics
- English/Social Studies

*The 2:45 p.m. – 3:20 p.m. time frame is an Academic Enrichment period for all students who stay for after school activities. The registration form must be turned in to Ms. Richwine, Ms. Grant or Mr. Divita, the club sponsors. If you have any questions please call Carlos Falcon at 240-777-6978.