

T&E COMMITTEE #2&3  
May 1, 2014

**MEMORANDUM**

April 30, 2014

TO: Transportation, Infrastructure, Energy & Environment Committee

FROM: Glenn Orlin, <sup>GO</sup>Deputy Council Administrator

SUBJECT: FY15 Operating Budget - follow-up from April 24 worksession;  
FY15-20 Capital Improvements Program – Executive’s April 28 adjustments;  
FY15 Operating Budget – Executive’s April 28 adjustments  
Ride On Climate Survey and Assessment Report

Those anticipated to attend this worksession include:

Arthur Holmes, Jr., Director, Department of Transportation (DOT)  
Edgar Gonzalez, Deputy Director for Transportation Policy, DOT  
Al Roshdieh, Deputy Director, DOT  
Carolyn Biggins, Chief, Division of Transit Services, DOT  
Rick Siebert, Chief, Division of Parking Management, DOT  
Keith Compton, Chief, Division of Highway Services  
Tony Alexiou, Chief, Management Services, DOT  
Alicia Thomas, Budget Analyst, DOT  
Phil McLaughlin, Manager of Operations Planning, Division of Transit Services, DOT  
Brady Goldsmith and Naeem Mia, Budget Analysts, Office of Management and Budget (OMB)  
Amy Millar and Nelvin Ransome, MCGEO Local 1994

**I. Follow-up from April 24 worksession**

**1. Parking Lot Districts Services Facility (©1).** On March 17 the Executive recommended this new project that would consolidate the meter maintenance shop (currently on the ground floor of Silver Spring’s Garage 4 on Fenton Street north of Sligo Avenue) and the existing parking maintenance office (currently in leased space on Spring Street). Garage 4 will likely have to undergo a major rehabilitation or, alternatively, be demolished as part of a potential redevelopment. The maintenance office lease will not be renewed, although the landlord would likely grant an extension until this new facility is completed. The facility will be 11,500 sf of offices and maintenance shop space, and be sited at the rear of Silver Spring Lot 2, the parking lot behind the current Park & Planning Commission building.

This new building is warranted, not only because of the circumstances at the existing maintenance office and shop, but because of the management efficiency of combining the two functions into one building. The Department of General Services found that the net annualized cost of buying or leasing another building exceeded that of constructing a new building by 35-40%.

The project’s design and construction is anticipated to be \$3,585,000. Since the building would be sited on an existing County parking lot, there is no land acquisition cost. Historically this lot is underutilized, so it does not take away spaces that are used by Silver Spring employees or customers. At its April 24 worksession the Committee asked for information about how this building would fit on the site with the private redevelopment planned. DOT will show plans at the worksession.

The Committee also asked conformation that an assessment was made whether affordable housing and child care could be included with this building. Executive Branch replied that Bills 37-12 and 38-12 require an assessment “during facility planning” (see Bill 37-12, ©2-4, especially Line 4 on ©3; Bill 38-12 has similar language); however, this building did not go through facility planning. Furthermore, Executive staff reports that the footprint of the building is too small to effectively accommodate affordable housing or child care.

The Executive recommends funding the project entirely with Current Revenue from the Silver Spring PLD. However, since the facility serves all the PLDs, it should be funded by all four districts. On April 24 Council staff had recommended splitting the capital cost proportionately. However, DOT replied that each building must be assigned as the asset of one PLD or another. To address Council staff’s concerns, DOT recommends that the other three PLDs be assessed an annual “rent” for this facility, once the facility opens in FY18: \$144,900 from the Bethesda PLD, \$1,610 from the Montgomery Hills PLD, and \$19,320 from the Wheaton PLD.

**Council staff recommendation: Concur with the Executive, except to amend the fiscal plans to show, starting in FY18, an annual transfer to the Silver Spring PLD of \$144,900 from the Bethesda PLD, \$1,610 from the Montgomery Hills PLD, and \$19,320 from the Wheaton PLD.**

**2. Fiscal health of the PLDs.** A reasonable objective is to have each PLD’s end-of-year available fund balance exceed 25% of resources. Each of the PLDs is measured against this standard in the analyses and recommendations that follow.

*Montgomery Hills.* This PLD is in satisfactory fiscal shape. **Even with assigning \$1,610 for rent of the Parking Services Facility starting in FY18, the year-end fund balance as a percent of resources will remain above 25% through FY19, and nearly at 25% in FY20.**

Year-end balance as % of resources	FY15	FY16	FY17	FY18	FY19	FY20
Executive’s fiscal plan	36.88%	36.04%	34.86%	32.94%	30.12%	26.49%
Council staff’s fiscal plan	36.88%	36.04%	34.86%	32.48%	29.16%	24.95%

*Wheaton.* **Council recommends the following fiscal plan corrections and changes:**

- **Account for the \$292,320 annual transfer to the Wheaton Urban District.** The Executive’s fiscal plan showed this transfer out of the PLD only in FY15, but his Wheaton Urban District fiscal plan assumes receiving a \$292,320 from the PLD *every* year.
- **Show the battery backup item in FY20 as a \$22,000 savings, not as a \$22,000 cost.**
- **Reflect the opening of the new parking garage beneath the new County building on Lot 13 by the start of FY19, which DOT estimates will generate \$336,288 more in fee revenue and \$81,900 more in fine revenue, offset by \$122,111 more in operating costs, resulting in a net additional annual revenue of \$296,077 beginning in FY19.**
- **Transfer \$19,320 annually for rent of the Parking Services Facility, starting in FY18.**

The resulting changes from the Executive’s fiscal plan are shown below. The year-end fund balances as a percent of resources will remain above 25% through FY20.

Year-end balance as % of resources	FY15	FY16	FY17	FY18	FY19	FY20
Executive’s fiscal plan	35.22%	43.15%	47.78%	51.86%	53.81%	54.84%
Council staff’s fiscal plan	35.22%	36.32%	35.69%	34.92%	35.72%	38.08%

*Bethesda.* The fiscal health appears much worse than last year. In the FY14 Fiscal Plan, the projection was that there would be an end-of-FY15 balance of \$9,984,213, or 36.4% of reserves. The changes between last year’s projection for FY15 and this year’s are not significant: the end-of-FY15 balance is now forecasted to be \$8,329,563, 32.5% of resources. The main change is that the fiscal plan now explicitly recognizes that a large portion of Bethesda’s balance is the Revenue Bond Restricted Reserve: \$7,088,062 in FY15, and slightly higher amounts in later years. These are funds that cannot be used for the regular Bethesda PLD operating budget. Therefore, the “available” end-of-FY15 fund balance for the Bethesda PLD is only 4.84% of resources.

Therefore, the Bethesda PLD’s fiscal situation now is quite tenuous. The Executive’s fiscal plan shows an “available” end-of-year balance below 12%—less than half of the 25% objective—every year, and less than 1% in two of the years. A positive balance in FY15 was only achievable because of the Executive’s recommendation to transfer \$1.5 million from the Silver Spring PLD in FY15, to be returned in an equal transfer in FY16. A Council Attorney has reviewed the County Code and finds no authority for such a transfer (see ©5-6). Subsequently, the County Attorney’s Office and the Council’s Attorney agree that the prudent action would be to approve legislation allowing such transfers. A bill will be introduced on May 6 and can be acted upon concurrent with the approval of the FY15 Operating Budget. A draft of the bill is on ©7-9.

**Council staff recommends assigning \$144,900 rent for the Parking Services Facility annually starting in FY18; and either:**

- **doubling the Bethesda PLD real property tax rate for the next three years to 24.8¢/\$100, returning to the current 12.4¢/\$100 rate in FY18; or**
- **increasing the tax rate in two steps: to 18.6¢/\$100 in FY15 and to 24.8¢/\$100 in FYs16-17, again returning to the current 12.4¢/\$100 rate in FY18.**

Either option would provide for tolerable reserves for the Bethesda PLD over the six-year period.

**Councilmember Berliner recommends increasing the Bethesda PLD tax rate by 2.0¢/\$100, to 14.4¢/\$100, in FY15 and continuing at that level through FY20, and assuming the passage of a bill allowing the Executive’s \$1.5 million “loan” to occur.** The resulting change from the Executive’s fiscal plan is shown below. The year-end fund balances are marginally higher than the Executive’s, but still very low.

Year-end balance as % of resources	FY15	FY16	FY17	FY18	FY19	FY20
Executive’s fiscal plan	4.84%	8.46%	0.67%	10.39%	11.48%	0.88%
Mr. Berliner’s fiscal plan*	5.98%	10.72%	4.62%	14.24%	15.86%	7.14%

\*This assumes the \$144,900 annual rent for the Parking Services Facility starting in FY18.

*Silver Spring.* Conversely, the fiscal health forecast of the Silver Spring PLD is excellent. As a result, the Executive recommends that the PLD reimburse the General Fund for its \$16,629,750 in debt service payments remaining in FYs15-17 related to the MEDCO bonds, which in turn were used to fund the two Town Center PLD garages over a decade ago. Initially he recommended the reimbursement be spread out in equal transfers over the next 15 years (FYs15-29): \$1,108,650 annually. In his April 28 budget adjustment, the Executive recognized \$6,825,000 in additional revenue to the PLD from the sale of Garage 21 to United Therapeutics in FY16; with this added anticipated revenue, he now recommends that the PLD reimburse the General Fund more quickly: still \$1,108,650 in FY15, but doubling to \$2,217,300/year in FYs16-22.

Council staff agrees with the Executive that this is an appropriate draw on the PLD. The PLDs, as enterprise funds, are supposed to be self-supporting. In the 1990s, when the finances of the Silver Spring PLD were at a low ebb, some of the basic renovations in the existing garages were paid by the General Fund, with the condition that it would be reimbursed when the PLD’s fiscal condition improved; the improvement was enough over the first decade of the century for the PLD to make that reimbursement. Now that the PLD’s fortunes are even brighter, it should be assuming the balance of the debt service on its Town Center garages, from which it is drawing revenue. In fact, it could be argued that the PLD should also reimburse the General Fund for the MEDCO debt service payments it has been making through FY14.

Council staff recommends:

- **assigning \$165,840/year in transfers from the other PLDs for rent on the Parking Services facility, starting in FY18;**
- **assuming \$6,825,000 in revenue from the sale of Garage 21 to United Therapeutics in FY16.** According to the General Development Agreement between the County and United Therapeutics, a payment of \$9,100,000 will be made by April 2015 for the sale of the garage. However, the agreement allows for up to two successive six-month extensions, so conservatively the funds should not be anticipated until FY16. Furthermore, in any land sale 25% of the proceeds are allocated to the Housing Initiative Fund, so the HIF would receive \$2,275,000 in FY16 and the Silver Spring PLD would receive the \$6,825,000 balance.
- **lowering the Silver Spring PLD tax rate by 10.7¢/\$100 in FYs15-17, from 31.7¢/\$100 to 21.0¢/\$100; or,**
- **if the Bethesda PLD rates are raised in two steps as noted above, then lowering the Silver Spring PLD rates by 5.35¢/\$100 in FY15 and a further 5.35¢/\$100 for FYs16-17.**

Either of the latter two options will roughly balance the additional revenue generated from the higher rates in Bethesda, thus assuring no impact on the other tax-supported funds in the budget.

**As a counterpoint to raising the Bethesda PLD rates by 2.0¢/\$100 in Bethesda in FYs15-20, Councilmember Berliner recommends lowering the Silver Spring PLD rates by 1.6¢/\$100 in Silver Spring in FYs15-20, to 30.1¢/\$100 each year. Furthermore, he recommends deferring the Executive’s initially proposed schedule for Silver Spring PLD’s reimbursement of the General Fund for the MEDCO bonds by one year; that is, no payback in FY15, followed by \$1,108,650 annually in FYs16-30. This would reduce FY15 resources for the General Fund by \$1,108,650 compared to the Executive’s March 17 (or April 28) version of the Recommended Operating Budget. The resulting change from the Executive’s fiscal plan is shown below.**

Year-end balance as % of resources	FY15	FY16	FY17	FY18	FY19	FY20
Executive’s April 28 fiscal plan	43.64%	53.80%	46.87%	46.29%	41.51%	36.54%
Mr. Berliner’s fiscal plan*	45.24%	44.88%	37.54%	38.09%	34.66%	31.33%

\*This assumes the \$165,840 annual transfers for the Parking Services Facility from the other three PLDs starting in FY18.

Any of the fiscal plan options—the Executive’s March 17 and April 28 versions, Council staff’s two versions, or Councilmember Berliner’s version—would produce a more than ample fund balance each year of the six-year period.

## II. FY15-20 CIP – Executive’s April 28 adjustments

1. ***Lyttonville Bridge*** (©10-14). The Executive is recommending a new project to replace the concrete deck on the Lyttonville Place bridge over the Georgetown Branch right-of-way in the Lyttonville area of west Silver Spring. The \$2,500,000 project would be designed in FYs14-16 and built in FY17. Here are some facts about the bridge:

- It is a 94’-long single span bridge built in 1966 with the original concrete deck still in place (48 years old).
- It has four travel lanes with two 5’ sidewalks.
- Its superstructure consists of steel beams with cover plates with a concrete deck.
- It is now posted for a 5-ton load limit; it has been recently reduced based on recent deck failures.
- The deck has shown continued deterioration with patching every year for last 5 years, and the beams do not comply with current code and abutments need replaced.
- At present, recognizing recent deck failures, DOT is detouring highway trucks and Ride On buses deadheading to and from the Silver Spring depot, which is adjacent to the bridge. Ride On buses currently using the bridge as part of its route will continue to use the bridge, but at 5 mph.
- Within the past few weeks DOT replaced the asphalt wearing surface over the concrete deck, which had been replaced most recently in 2010.

On April 29 OMB staff transmitted a slightly revised PDF that describes \$50,000 of the \$250,000 in FY16 as for construction, not design, and that estimates an FY16 appropriation of \$2 million (©15).

MTA, as part of the Purple Line project, will construct a new, longer-span bridge during the next few years. However, because the construction schedule and funding has not been finalized for the Purple Line, DOT wants to be in a position to re-deck the bridge by FY17 in case the new bridge is built later. Therefore, it is requesting a \$500,000 supplemental appropriation to begin the design of the deck replacement this spring. Should MTA will have the new bridge constructed in FY17, then, of course, the County would not construct the new deck on the existing bridge. Either way, since a new bridge will be built by the Purple Line project sometime in the next few years, the Executive is recommending funding the Lyttonsville Bridge project with Recordation Tax Premium revenue (a form of Current Revenue), and not General Obligation bonds, as would normally be the case for a deck replacement project.

**Council staff recommendation: Concur with the Executive's supplemental appropriation request for design, but do not program the construction costs at this time (©16).** Since construction largely would not occur until FY17, the \$2,000,000 in construction funds should be considered in the FY17-22 CIP, but only if the Purple Line's schedule does not have the new bridge constructed in a timely fashion. **Also, for clarity, re-title the project: Lyttonsville Place Bridge.**

**2. Infrastructure maintenance projects.** The Executive is recommending supplemental appropriations and CIP amendments for: \$1,965,000 for Resurfacing: Residential/Rural Roads (©17-21); \$2,992,000 for Permanent Patching: Residential/Rural Roads (©22-26); and \$4,369,000 for Resurfacing: Primary/Arterial (©27-33). All would be funded with G.O. bonds, except for a \$992,000 State grant for the Permanent Patching: Residential/Rural Roads project.

**Council staff recommendation: Recommend these appropriations and CIP amendments for now, subject to CIP Reconciliation on May 15.** Because CIP amendments require three weeks notice after receipt before a public hearing can be held, these amendments (as well as the Lyttonsville Bridge amendment, above), cannot be acted upon until after CIP Reconciliation.

**3. Purple Line-related projects.** Last March the Council tentatively concurred with the Committee's recommended funding schedules for the Bethesda Metro Station South Entrance, Capital Crescent Trail and Silver Spring Green Trail projects, with the caveat that the funding schedules might be revised during this CIP review period based on the development of a Memorandum of Agreement (MOA) between the County and the Maryland Transit Administration (MTA). The negotiations over an MOA have been underway for several weeks and much progress has been made, but the MOA likely will not be finalized until after May 15 deadline for finalizing the CIP (which will be formally adopted on May 22).

MTA has updated its cost estimates for the three projects based on more detailed design having been conducted, and each differs substantially from prior estimates. The Bethesda Metro Station South Entrance cost estimate has been reduced from \$80,500,000 down to \$57,610,000 (©34). The Silver Spring Green Trail estimate has also decreased, from \$9,245,000 down to \$4,279,000 (©35). However, the Capital Crescent Trail estimate has grown from \$49,500,000 up to \$95,856,000; this estimate includes the \$600,000 the Council has tentatively added for a conduit that could allow a future decision to provide continuous lighting along the trail (©36). Cumulatively, the estimate for these three projects has grown from \$139,245,000 up to \$157,745,000, an \$18,500,000 (13.3%) increase.

The new expenditure schedules for the Bethesda Metro Station South Entrance and Silver Spring Green Trail projects are likely not to change much from this point; however, that is not true of the Capital Crescent Trail project. Two years ago the Council programmed the Capital Crescent Trail project at \$49.5 million, knowing this was the “floor” figure of what the cost would be. The cost estimate then was based on the starting position that, since the Georgetown Branch Interim Trail exists, any cost associated with fitting the Purple Line with the CCT in that right-of-way should be a State cost. However, it was understood that “shared” costs (e.g., retaining walls needed between or to the outside of the light rail and trail) ultimately would be negotiated. The \$95,856,000 represents MTA’s current position as to what the County’s share should be. DOT and MTA are in the midst of analysis and discussions on this point. Therefore, the \$95,856,000 should be considered a placeholder until DOT and MTA come to a final agreement.

Because the cost to the County is still in flux, the Executive has decided to recommend an expenditure schedule for the Capital Crescent Trail project that—together with the Bethesda Metro Station South Entrance and Silver Spring Green Trail projects—equals exactly the same amount of *cumulative* expenditure through FY20 that he recommended in January: \$139,245,000. The \$18,500,000 increase in cumulative cost is shown beyond the six-year period, which has the effect of not adding funds that would compete under the six-year CIP Spending Affordability Guideline. There are three reasons why this programming strategy is appropriate. First, as noted above, County DOT and MTA are still in negotiation as to the final cost of the CCT to the County; the County cost could still come in lower. Second, should the County cost in the end still be in excess of the \$77,356,000 now shown through FY20, MTA has not ruled out the notion that the County’s payback schedule to the State could extend beyond FY20. Third, the State has submitted a TIGER Grant application for \$25 million to help pay for the trail’s construction; if granted, the County’s cost for the project would be reduced. Regardless of the expenditure schedule, the trail is still scheduled to be completed in FY20. **Council staff recommendation: Concur with the Executive.**

**4. Rapid Transit System (©37).** The General Assembly’s 2013 transportation revenue increase included \$10 million for Montgomery County bus rapid transit studies; in his January CIP submittal, the Executive assumed that the studies—for MD 355 and US 29—would be conducted by County DOT. However, the Maryland Department of Transportation has since decided that it would lead these studies. MDOT has agreed to allow County DOT to use \$1 million of these funds, so the Executive has transmitted a budget adjustment reducing the County’s expenditure of State funds from \$10 million to \$1 million: \$500,000 each in FY15 and FY16. The funds would be used for: a full-time planner/engineer to coordinate these studies at the County level, including staffing advisory committees for each corridor study; staff charges to review construction and traffic operations plans developed by the State and its consultants; and some additional public outreach. **Council staff recommendation: Concur with the Executive.**

**5. Funding shifts.** The Executive forwarded budget adjustments for the Traffic Signals, Montrose Parkway East, and Chapman Avenue Extended projects to shift funding sources. The Executive found it necessary to shift these funds to reconcile his Recommended CIP. **Council staff recommendation:** Do not approve these funding shifts at this time. The Council likely will have a different set of funding-source shifts to reconcile the Approved CIP.

### III. FY15 Operating Budget adjustments

1. **Ride On fare revenue.** The Executive formally is noting that his smaller proposed increase to Ride On fares—to be consistent with WMATA's decision on Metrobus fares—means that the fare revenue estimated will be \$544,508 less. This was reported at the April 24 worksession and the Committee has acknowledged it.

2. **Lyttonsville Place Bridge detours.** As noted above, DOT is detouring Ride On buses deadheading to and from the Silver Spring depot until the Lyttonsville Place bridge deck is replaced, or until MTA rebuilds the bridge as part of the Purple Line project. The detour will be quite long, lengthening the time drivers need to take the buses out from and back to the depot, and increasing fuel consumption. The Executive estimates the additional operating cost to be \$390,000 annually, starting in FY15. **Council staff recommendation: Add \$390,000 to the Reconciliation List.** This is an item from the Reconciliation List that will need to be included in the final approved budget.

### IV. Climate Survey and Assessment Report

Last year DOT and the Office of Human Resources (in collaboration with MCGEO), hired John Antonishak, an independent program evaluator, to survey Ride On employees to gauge their opinion on Ride On leadership, communication, supervision, safety, work place policies, job satisfaction, advancement, and morale. The report was shared with Ride On employees last December. The Executive Summary and recommendations in the report are attached (©38-50).

DOT will explain what steps it has taken and plans to take in response to the report's recommendations. Amy Millar and Nelvin Ransome from MCGEO will attend representing Local 1994. Ms. Millar can speak to the bargaining history surrounding the process and Mr. Ransome (a Ride On operator) can speak to the specifics surrounding the assessment.

## Parking Lot Districts Service Facility (P501551)

Category                    Transportation  
 Sub Category            Parking  
 Administering Agency   Transportation (AAGE30)  
 Planning Area            Silver Spring

Date Last Modified            2/26/14  
 Required Adequate Public Facility    No  
 Relocation Impact            None  
 Status                            Preliminary Design Stage

	Total	Thru FY13	Est FY14	Total 6 Years	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
<b>EXPENDITURE SCHEDULE (\$000s)</b>											
Planning, Design and Supervision	729	0	0	729	425	114	190	0	0	0	0
Land	0	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	227	0	0	227	0	210	17	0	0	0	0
Construction	2,514	0	0	2,514	0	980	1,534	0	0	0	0
Other	115	0	0	115	0	0	115	0	0	0	0
<b>Total</b>	<b>3,585</b>	<b>0</b>	<b>0</b>	<b>3,585</b>	<b>425</b>	<b>1,304</b>	<b>1,856</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>FUNDING SCHEDULE (\$000s)</b>											
Current Revenue: Parking - Silver Spring	3,585	0	0	3,585	425	1,304	1,856	0	0	0	0
<b>Total</b>	<b>3,585</b>	<b>0</b>	<b>0</b>	<b>3,585</b>	<b>425</b>	<b>1,304</b>	<b>1,856</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>OPERATING BUDGET IMPACT (\$000s)</b>											
Energy				200	0	0	50	50	50	50	
Maintenance				268	0	0	67	67	67	67	
Program-Other				-1,036	0	0	-259	-259	-259	-259	
<b>Net Impact</b>				<b>-568</b>	<b>0</b>	<b>0</b>	<b>-142</b>	<b>-142</b>	<b>-142</b>	<b>-142</b>	

### APPROPRIATION AND EXPENDITURE DATA (000s)

Appropriation Request	FY 15	3,585
Appropriation Request Est.	FY 16	0
Supplemental Appropriation Request		0
Transfer		0
Cumulative Appropriation		0
Expenditure / Encumbrances		0
Unencumbered Balance		0

Date First Appropriation	FY 15
First Cost Estimate	
Current Scope	FY 15            3,585
Last FY's Cost Estimate	0

#### Description

The PLD Service Facility is proposed to include offices for the meter and maintenance teams, shops for meter repair and cleaning, dry storage and staff facilities for everyday use and emergency service callbacks. The facility will allow consolidation of the existing Parking Maintenance office directly across Spring Street (currently in leased space) and the Meter Maintenance Shop currently located on the ground floor of Garage 4 near Thayer Avenue and Fenton Street.

#### Location

1200 Spring Street (adjacent to the northern wall of Garage 2), Silver Spring. Garage 2 has sufficient capacity to fully meet the needs of parkers displaced by the project.

#### Capacity

The facility will consist of 11,500 gross square feet of office, shop, and staff facilities space to support approximately 30 to 35 staff members and contractual employees.

#### Estimated Schedule

Design will be performed in FY15 and construction during FY16 and FY17

#### Justification

Moving the Meter Maintenance Shop will allow the future sale/redevelopment of the property. The existing lease for the Parking Maintenance Office is located in a building that has been purchased by a new owner. The County has been put on notice that the lease will not be renewed at its scheduled termination. The Meter Shop currently is located in Garage 4 in South Silver Spring. This facility will either need extensive rehabilitation for continued use or may be the subject of a future demolition and redevelopment. Combining these teams in one location will allow space saving for conference rooms, kitchen and break room. Garage 2 also has space for additional employee parking and secure parking for Meter Maintenance vehicles. An analysis by the Leasing Office of the Department of General Services has determined that leasing or buying an existing building will cost significantly more than the construction of a new facility on PLD owned land. Operating expenses are expected to decrease by combining the two current facilities into one.

#### Fiscal Note

There will be no land costs since the facility will be built on a surface lot owned by the Parking Lot District. Full appropriation is being requested in FY15 in order to accomplish a design/build contract.

#### Disclosures

A pedestrian impact analysis has been completed for this project.

#### Coordination

PEPCO, WSSC, Department of Technology Services, OMB, MNCPPC

(1)

Bill No. 37-12  
Concerning: Capital Improvements  
Program - Affordable Housing  
Assessment  
Revised: 2/5/2013 Draft No. 6  
Introduced: November 27, 2012  
Enacted: February 5, 2013  
Executive: \_\_\_\_\_  
Effective: \_\_\_\_\_  
Sunset Date: None  
Ch. \_\_\_\_\_, Laws of Mont. Co. \_\_\_\_\_

## COUNTY COUNCIL FOR MONTGOMERY COUNTY, MARYLAND

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By: Councilmembers Berliner, Riemer, Ervin, Floreen, Leventhal, Andrews, Council President  
Navarro and Council Vice-President Rice

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### AN ACT to:

- (1) require the Office of Management and Budget to submit affordable housing assessments with certain capital projects in the Capital Improvements Program;
- (2) authorize the Council to require other County departments and agencies to supplement the assessments furnished by the Office of Management and Budget; and
- (3) generally amend County law regarding the analysis of capital projects.

### By amending

Montgomery County Code  
Chapter 25B, Housing Policy  
Section 25B-7

<b>Boldface</b>	<i>Heading or defined term.</i>
<u>Underlining</u>	<i>Added to existing law by original bill.</i>
<b>[Single boldface brackets]</b>	<i>Deleted from existing law by original bill.</i>
<u>Double underlining</u>	<i>Added by amendment.</i>
<b>[[Double boldface brackets]]</b>	<i>Deleted from existing law or the bill by amendment.</i>
* * *	<i>Existing law unaffected by bill.</i>

*The County Council for Montgomery County, Maryland approves the following Act:*

1           **Sec. 1. Section 25B-7 is amended as follows:**

2   **25B-7.        [Reserved] Affordable housing assessment.**

3        (a)   For each applicable capital project in the Capital Improvements  
 4           Program during facility planning, the Office of Management and  
 5           Budget must include in or transmit with the CIP an [[analysis]]  
 6           evaluation of:

7           (1)   the feasibility of including a significant amount of affordable  
 8                housing in the project;

9           (2)   the effect of the project on the supply of affordable housing in the  
 10           immediate area; [[and]]

11          (3)   what capital or operating modifications, if any, would promote  
 12           and maximize affordable housing in the project and the  
 13           immediate area; and

14          (4)   what operating budget modifications, if any, would be needed to  
 15           build and maintain affordable housing in the project.

16        (b)   The affordable housing [[analysis]] evaluation submitted by OMB  
 17           should discuss at least the following issues related to the capital project:

18           (1)   compatibility of affordable housing with the underlying project;

19           (2)   conformity of affordable housing to applicable zoning and land  
 20           use plans;

21           (3)   proximity to public transit, and availability of other transportation  
 22           options; and

23           (4)   proximity to other community services.

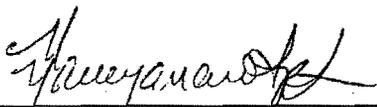
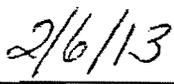
24        (c)   As used in this section, applicable capital project means any proposed  
 25           building project administered by the Department of General Services or  
 26           the Parking Management Division of the Department of Transportation.

27 (d) In performing its analysis, OMB should consult the Department of  
28 Housing and Community Affairs, the Planning Board, the Housing  
29 Opportunities Commission, and any other County department or agency  
30 with expertise in affordable housing.

31 [(e) The Council may by resolution exempt from this Section a category of  
32 capital projects which by their nature do not require an affordable  
33 housing analysis.]]

34 (e) The Council may in the capital budget resolution, and the County  
35 Executive may by Method 1 regulation, exempt from this Section a  
36 category of capital projects which by their nature do not require an  
37 affordable housing analysis.

38 *Approved:*

39    
\_\_\_\_\_  
Nancy Navarro, President, County Council Date

40 *Approved:*

41 \_\_\_\_\_  
Isiah Leggett, County Executive Date

42 *This is a correct copy of Council action.*

43 \_\_\_\_\_  
Linda M. Lauer, Clerk of the Council Date

**Orlin, Glenn**

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**From:** Faden, Michael  
**Sent:** Wednesday, April 16, 2014 3:55 PM  
**To:** Orlin, Glenn  
**Subject:** Use of parking district funds

You asked whether the current law would allow funds from one parking lot district to be temporarily transferred or "loaned" to another parking lot district, assuming an operating budget resolution would authorize that transfer.

I don't see anything in the parking lot district law, County Code Chapter 60, that would allow any such transfer or loan. The relevant provision of that Chapter, §60-16, is quite explicit in limiting the use of parking lot district funds to the district where the funds originated. Note the various examples, highlighted below, of limiting language in that section:

**Sec. 60-16. Purpose of parking lot funds.**

(a) **The Director of Finance must keep the special taxes and parking fees collected from each district in a separate fund for each district**, and each fund must be used so that enough funds are available to pay the principal and interest, as they become due, upon any bonds issued to acquire, build, restore, or improve the off-street parking facilities **in the particular district from which the money in that fund is collected**. The balance must be used to acquire, build, maintain, or operate off-street parking facilities **in that district** and to reimburse the County for **general revenues advanced to that district** under subsection (b). If in any fiscal year any balance remains after those payments, the Director of Finance must hold it until the following fiscal year and apply it as provided in this subsection.

(b) On-site expenses in connection with the acquisition, improvement, operation, or maintenance of the off-street parking facilities must not be paid from the general revenues of the County. However, the Director of Finance may temporarily advance general revenues to acquire, build, restore, or improve those facilities. Any transfer that will not be repaid before the end of the fiscal year must be expressly approved by the County Council in an annual budget resolution or a separate resolution, and is subject to any condition imposed in either resolution. The County Executive may, by regulations issued under method (2), regulate the amount of general revenues and parking lot district funds transferred under this subsection.

(c) (1) Notwithstanding the limits in subsection (a) or (b) or any other provision of this Chapter, the County Council may **transfer revenue from parking fees** to:

(A) the fund of **any urban district from which the fees are collected**, as limited by Section 68A-4(a)(2)b;

(B) fund activities of the Department of Transportation to implement transportation system management under Section 42A-13 and Section 42A-23. Parking fee revenue transferred to fund activities in a transportation system management district **must not exceed parking fees collected in that transportation system management district**; and

(C) fund activities of the Department of Transportation in a parking lot district, other than any parking lot district where a transportation system management district is operating to:

(i) promote, develop, and implement transit and ridesharing incentive programs; and

(ii) establish cooperative County and private sector programs to increase ridesharing and transit usage.

**Parking fee revenue transferred to fund these activities must derive only from parking fees collected in that parking lot district.**

x (5)

(2) In this subsection, "parking fee" means revenue from parking meters, parking permits, or any other user charge for parking.

(d) Notwithstanding the limitations in subsection (a) or (b) or any other provision of this Chapter, the County Council may **transfer district funds** from the unencumbered balance of the district fund set up under subsection (a) **to assist mixed-use parking facility projects in the district** as contemplated by Section 60-2(b). In this subsection, a mixed-use parking facility project means a mixed-use project that includes a significant public parking component and is approved in the County capital improvements program. Unless the County Council in the capital improvements program waives all or part of the repayment, each transfer of funds must be conditioned on a reasonable repayment agreement that is based on the nature of the mixed-use project.

(e) Notwithstanding the limits in subsection (a) or (b) or any other provision of this Chapter, the County Council may transfer revenue from the Montgomery Hills Parking Lot District parking tax:

(1) to fund activities of the Silver Spring Regional Services Center in the Montgomery Hills Parking District, an amount in Fiscal Year 2005 that does not exceed \$15,000, and in each succeeding fiscal year does not exceed the maximum amount for the previous fiscal year increased by the annual average increase, if any, in the Consumer Price Index for all urban consumers in the Washington-Baltimore metropolitan area, or any successor index, for the previous calendar year, to:

(A) provide and maintain amenities, façade improvements, streetscape improvements, and property in public rights-of-way;

(B) promote and implement activities that benefit residential and commercial interests in the district. These activities may incidentally benefit neighboring communities; and

(C) enhance the safety and security of persons and property in public areas; and

(2) to fund projects in the Capital Improvements Program that improve the street and sidewalk infrastructure serving the Montgomery Hills Parking Lot District.

Let me know if you need anything else.

Michael E. Faden  
Senior Legislative Attorney  
Montgomery County Council  
240-777-7905  
mike.faden@montgomerycountymd.gov  
I am frequently out of the office on Wednesdays and Fridays.

6

Expedited Bill No. xx-14  
Concerning: Parking Lot Districts -  
Transfer of Funds  
Revised: 4/29/14 Draft No. 1  
Introduced: May 6, 2014  
Expires: November 6, 2015  
Enacted: \_\_\_\_\_  
Executive: \_\_\_\_\_  
Effective: July 1, 2014  
Sunset Date: None  
Ch. \_\_\_\_\_, Laws of Mont. Co. \_\_\_\_\_

**COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND**

By: Councilmember Berliner

**AN EXPEDITED ACT to:**

- (1) authorize the transfer of certain funds from one parking lot district to another; and
- (2) generally amend the law governing parking lot districts.

By amending

Montgomery County Code  
Chapter 60, Silver Spring, Bethesda, Wheaton and Montgomery Hills  
Parking Lot Districts  
Section 60-16, Purpose of parking lot funds

<b>Boldface</b>	<i>Heading or defined term.</i>
<u>Underlining</u>	<i>Added to existing law by original bill.</i>
[Single boldface brackets]	<i>Deleted from existing law by original bill.</i>
<u>Double underlining</u>	<i>Added by amendment.</i>
[[Double boldface brackets]]	<i>Deleted from existing law or the bill by amendment.</i>
* * *	<i>Existing law unaffected by bill.</i>

*The County Council for Montgomery County, Maryland approves the following Act:*



24 *Approved:*

25

26

---

27 Craig L. Rice, President, County Council

Date

28 *Approved:*

29

30

---

31 Isiah Leggett, County Executive

Date

32 *This is a correct copy of Council action.*

33

34

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35 Linda M. Lauer, Clerk of the Council

Date

DRAFT

9



OFFICE OF THE COUNTY EXECUTIVE  
ROCKVILLE, MARYLAND 20850

Isiah Leggett  
County Executive

MEMORANDUM

April 28, 2014

TO: Craig Rice, President, County Council

FROM: Isiah Leggett, County Executive 

SUBJECT: Amendment to the FY13-18 Capital Improvements Program and Supplemental Appropriation #17-S14-CMCG-14 to the FY14 Capital Budget  
Montgomery County Government  
Department of Transportation  
Lyttonsville Bridge (No. 501421), \$500,000

I am recommending a supplemental appropriation to the FY14 Capital Budget and an amendment to the FY13-18 Capital Improvements Program in the amount of \$500,000 for Lyttonsville Bridge (No. 501421). Appropriation for this project will fund concrete deck replacement of the existing Lyttonsville Place Bridge.

The supplemental is needed to begin planning and design for the concrete deck replacement. The recommended amendment is consistent with the criteria for amending the CIP because the project addresses an urgent safety concern.

I recommend that the County Council approve this supplemental appropriation and amendment to the FY13-18 Capital Improvements Program in the amount of \$500,000 and specify the source of funds as Recordation Tax Premium.

I appreciate your prompt consideration of this action.

IL:brg

Attachment: Amendment to the FY13-18 Capital Improvements Program and Supplemental Appropriation #17-S14-CMCG-14

cc: Arthur Holmes, Director, Department of Transportation  
Jennifer Hughes, Director, Office of Management and Budget

10

Resolution: \_\_\_\_\_

Introduced: \_\_\_\_\_

Adopted: \_\_\_\_\_

COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND

By: Council President at the Request of the County Executive

SUBJECT: Amendment to the FY13-18 Capital Improvements Program and  
Supplemental Appropriation #17-S14-CMCG-14 to the FY14 Capital Budget  
Montgomery County Government  
Department of Transportation  
Lyttonsville Bridge (No. 501421), \$500,000

Background

1. Section 307 of the Montgomery County Charter provides that any supplemental appropriation shall be recommended by the County Executive who shall specify the source of funds to finance it. The Council shall hold a public hearing on each proposed supplemental appropriation after at least one week's notice. A supplemental appropriation that would comply with, avail the County of, or put into effect a grant or a Federal, State or County law or regulation, or one that is approved after January 1 of any fiscal year, requires an affirmative vote of five Councilmembers. A supplemental appropriation for any other purpose that is approved before January 1 of any fiscal year requires an affirmative vote of six Councilmembers. The Council may, in a single action, approve more than one supplemental appropriation. The Executive may disapprove or reduce a supplemental appropriation, and the Council may reapprove the appropriation, as if it were an item in the annual budget.
2. Section 302 of the Montgomery County Charter provides that the Council may amend an approved capital improvements program at any time by an affirmative vote of no fewer than six members of the Council.
3. The County Executive recommends the following capital project appropriation increases:

<u>Project Name</u>	<u>Project Number</u>	<u>Cost Element</u>	<u>Amount</u>	<u>Source of Funds</u>
Lyttonsville Bridge	501421	PDS	\$500,000	Recordation Tax Premium
			<u>TOTAL</u>	<u>\$500,000</u>

Amendment to the FY13-18 Capital Improvements Program and Supplemental Appropriation

#17-S14-CMCG-14

Page Two

4. The supplemental is needed to begin planning and design for the concrete deck replacement. The recommended amendment is consistent with the criteria for amending the CIP because the project addresses an urgent safety concern.
5. The County Executive recommends an amendment to the FY13-18 Capital Improvements Program and a supplemental appropriation in the amount of \$500,000 Lyttonsville Bridge (No. 501421) and specifies that the source of funds will be Recordation Tax Premium.
6. Notice of public hearing was given and a public hearing was held.

Action

The County Council for Montgomery County, Maryland, approves the following action:

The FY13-18 Capital Improvements Program of the Montgomery County Government is amended as reflected on the attached project description form and a supplemental appropriation is approved as follows:

<u>Project Name</u>	<u>Project Number</u>	<u>Cost Element</u>	<u>Amount</u>	<u>Source of Funds</u>
Lyttonsville Bridge	501421	PDS	\$500,000	Recordation Tax Premium
			<hr/>	
TOTAL			\$500,000	

This is a correct copy of Council action.

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Linda M. Lauer, Clerk of the Council

12

## Lyttonsville Bridge(P501421)

Category Transportation  
 Sub Category Bridges  
 Administering Agency Transportation (AAGE30)  
 Planning Area Silver Spring

Date Last Modified 4/21/14  
 Required Adequate Public Facility No  
 Relocation Impact None  
 Status Planning Stage

	Total	Thru FY11	Rem FY12	Total 6 Years	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	Beyond 6 Yrs
<b>EXPENDITURE SCHEDULE (\$000s)</b>											
Planning, Design and Supervision	990	0	0	990	0	50	250	250	440	0	0
Land	0	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	100	0	0	100	0	0	0	0	100	0	0
Construction	1,410	0	0	1,410	0	0	0	0	1,410	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>2,500</b>	<b>0</b>	<b>50</b>	<b>250</b>	<b>250</b>	<b>1,950</b>	<b>0</b>	<b>0</b>

	Total	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	Beyond 6 Yrs
<b>FUNDING SCHEDULE (\$000s)</b>										
Recordation Tax Premium	2,500	0	0	2,500	0	50	250	250	1,950	0
<b>Total</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>2,500</b>	<b>0</b>	<b>50</b>	<b>250</b>	<b>250</b>	<b>1,950</b>	<b>0</b>

### APPROPRIATION AND EXPENDITURE DATA (000s)

Appropriation Request	FY 13	0
Appropriation Request Est.	FY 14	0
Supplemental Appropriation Request		500
Transfer		0
Cumulative Appropriation		0
Expenditure / Encumbrances		0
Unencumbered Balance		500

Date First Appropriation	FY 14
First Cost Estimate	
Current Scope	2,500
Last FY's Cost Estimate	0

#### Description

This project provides for the concrete deck replacement of the existing Lyttonsville Place Bridge over Georgetown Branch Hiker/Biker Trail. The existing bridge, built in 1966, is a single span steel beam structure with a concrete deck carrying a 48'-0" roadway and two 5-foot sidewalks. The proposed concrete deck replacement will include the 48'-0" roadway, the two 5-foot sidewalks, and the two safety parapets. The existing steel beams and bridge abutments will be reused with minor modifications to support the new concrete deck structure. Repairs to the steel beams will be made as necessary to renew the integrity of the concrete surface. The bridge and road will be closed to vehicular and pedestrian traffic during construction. Accelerated bridge construction techniques will be utilized to minimize the disruption to the traveling public and local community.

#### Location

Lyttonsville Place between Industrial Brookville Road and Michigan Avenue.

#### Capacity

The roadway Average Daily Traffic (ADT) is 10,000.

#### Estimated Schedule

The design of the project is expected to finish in the winter of 2015. Construction will be completed in fall of 2016.

#### Justification

The proposed replacement work is necessary to provide a safe roadway condition for the traveling public and preserve easy access to the Ride On Operations Center for County buses. The existing concrete deck is the original deck constructed in 1966 and is in poor condition. The 48 year old deck has shown severe deterioration since 1996 and has been on an annual repair schedule for the last 18 years. The existing concrete deck has reached and exceeded the expected Service Life. The bridge is currently posted for a 10,000 lb. limit. Implementation of this project would allow the bridge to be restored to full capacity.

#### Fiscal Note

Construction will not proceed without consulting the Purple Line project schedule to ensure that the projected financial and operational benefits of the bridge still warrant the construction expense.

#### Disclosures

A pedestrian impact analysis will be performed during design or is in progress.

#### Coordination

Maryland Department of the Environment  
 Maryland-National Capital Park and Planning Commission  
 Montgomery County Department of Permitting Services  
 Utilities  
 Maryland Transit Administration

## Lyttonsville Bridge(P501421)

Category                    Transportation  
 Sub Category              Bridges  
 Administering Agency    Transportation (AAGE30)  
 Planning Area              Silver Spring

Date Last Modified            4/21/14  
 Required Adequate Public Facility    No  
 Relocation Impact            None  
 Status                            Planning Stage

	Total	Thru FY13	Est FY14	Total 6 Years	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
<b>EXPENDITURE SCHEDULE (\$000s)</b>											
Planning, Design and Supervision	990	0	50	940	250	250	440	0	0	0	0
Land	0	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	100	0	0	100	0	0	100	0	0	0	0
Construction	1,410	0	0	1,410	0	0	1,410	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>2,500</b>	<b>0</b>	<b>50</b>	<b>2,450</b>	<b>250</b>	<b>250</b>	<b>1,950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FUNDING SCHEDULE (\$000s)</b>											
Recordation Tax Premium	2,500	0	50	2,450	250	250	1,950	0	0	0	0
<b>Total</b>	<b>2,500</b>	<b>0</b>	<b>50</b>	<b>2,450</b>	<b>250</b>	<b>250</b>	<b>1,950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### APPROPRIATION AND EXPENDITURE DATA (000s)

Appropriation Request	FY 15	0
Appropriation Request Est.	FY 16	50
Supplemental Appropriation Request		0
Transfer		0
Cumulative Appropriation		50
Expenditure / Encumbrances		0
Unencumbered Balance		0

Date First Appropriation	
First Cost Estimate	
Current Scope	FY 14            2,500
Last FY's Cost Estimate	0

#### Description

This project provides for the concrete deck replacement of the existing Lyttonsville Place Bridge over Georgetown Branch Hiker/Biker Trail. The existing bridge, built in 1966, is a single span steel beam structure with a concrete deck carrying a 48'-0" roadway and two 5-foot sidewalks. The proposed concrete deck replacement will include the 48'-0" roadway, the two 5-foot sidewalks, and the two safety parapets. The existing steel beams and bridge abutments will be reused with minor modifications to support the new concrete deck structure. Repairs to the steel beams will be made as necessary to renew the integrity of the concrete surface. The bridge and road will be closed to vehicular and pedestrian traffic during construction. Accelerated bridge construction techniques will be utilized to minimize the disruption to the traveling public and local community.

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#### Fiscal Note

Construction will not proceed without consulting the Purple Line project schedule to ensure that the projected financial and operational benefits of the bridge still warrant the construction expense.

#### Disclosures

A pedestrian impact analysis will be performed during design or is in progress.

#### Coordination

Maryland Department of the Environment  
 Maryland-National Capital Park and Planning Commission  
 Montgomery County Department of Permitting Services  
 Utilities  
 Maryland Transit Administration

(14)

## Lyttonsville Bridge(P501421)

Category	Transportation	Date Last Modified	4/21/14
Sub Category	Bridges	Required Adequate Public Facility	No
Administering Agency	Transportation (AAGE30)	Relocation Impact	None
Planning Area	Silver Spring	Status	Planning Stage

	Total	Thru FY13	Est FY14	Total 6 Years	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
<b>EXPENDITURE SCHEDULE (\$000s) 0/0</b>											
Planning, Design and Supervision	990	0	50	940	250	250	440	0	0	0	0
Land	0	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	100	0	0	100	0	0	100	0	0	0	0
Construction	1,410	0	0	1,410	0	SD 0	1,410	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>2,500</b>	<b>0</b>	<b>50</b>	<b>2,450</b>	<b>250</b>	<b>250</b>	<b>1,950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

	Total	Thru FY13	Est FY14	Total 6 Years	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
<b>FUNDING SCHEDULE (\$000s)</b>											
Recordation Tax Premium	2,500	0	50	2,450	250	250	1,950	0	0	0	0
<b>Total</b>	<b>2,500</b>	<b>0</b>	<b>50</b>	<b>2,450</b>	<b>250</b>	<b>250</b>	<b>1,950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### APPROPRIATION AND EXPENDITURE DATA (000s)

Appropriation Request	FY 15	0	
Appropriation Request Est.	FY 15	50	2,000
Supplemental Appropriation Request		0	
Transfer		0	
Cumulative Appropriation		50	
Expenditure / Encumbrances		0	
Unencumbered Balance		0	

Date First Appropriation	
First Cost Estimate	
Current Scope	FY 14 2,500
Last FY's Cost Estimate	0

#### Description

This project provides for the concrete deck replacement of the existing Lyttonsville Place Bridge over Georgetown Branch Hiker/Biker Trail. The existing bridge, built in 1966, is a single span steel beam structure with a concrete deck carrying a 48'-0" roadway and two 5-foot sidewalks. The proposed concrete deck replacement will include the 48'-0" roadway, the two 5-foot sidewalks, and the two safety parapets. The existing steel beams and bridge abutments will be reused with minor modifications to support the new concrete deck structure. Repairs to the steel beams will be made as necessary to renew the integrity of the concrete surface. The bridge and road will be closed to vehicular and pedestrian traffic during construction. Accelerated bridge construction techniques will be utilized to minimize the disruption to the traveling public and local community.

#### Location

Lyttonsville Place between Industrial Brookville Road and Michigan Avenue.

#### Capacity

The roadway Average Daily Traffic (ADT) is 10,000.

#### Estimated Schedule

The design of the project is expected to finish in the winter of 2015, construction will be completed in fall of 2016.

#### Justification

The proposed replacement work is necessary to provide a safe roadway condition for the traveling public and preserve easy access to the Ride On Operations Center for County buses. The existing concrete deck is the original deck constructed in 1966, and is in poor condition. The 48 year old deck has shown severe deterioration since 1996 and has been on an annual repair schedule for the last 18 years. The existing concrete deck has reached and exceeded the expected Service Life. The bridge is currently posted for a 10,000 lb. limit. Implementation of this project would allow the bridge to be restored to full capacity.

#### Fiscal Note

Construction will not proceed without consulting the Purple Line project schedule to ensure that the projected financial and operational benefits of the bridge still warrant the construction expense.

#### Disclosures

A pedestrian impact analysis will be performed during design or is in progress.

#### Coordination

Maryland Department of the Environment  
 Maryland-National Capital Park and Planning Commission  
 Montgomery County Department of Permitting Services  
 Utilities  
 Maryland Transit Administration

Place  
Lyttonsville Bridge (P501421)

Category: Transportation  
 Sub Category: Bridges  
 Administering Agency: Transportation (AAGE30)  
 Planning Area: Silver Spring

Date Last Modified: 4/21/14  
 Required Adequate Public Facility: No  
 Relocation Impact: None  
 Status: Planning Stage

	Total	Thru FY13	Est FY14	Total 5 Years	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 5 Yrs
<b>EXPENDITURE SCHEDULE (\$000s)</b>											
Planning, Design and Supervision	500	0	50	450	250	200	0	0	0	0	0
Land	0	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	0	100	0	100	0	0	0	0	0	0	0
Construction	0	3,410	0	3,410	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>500</b>	<b>3,510</b>	<b>50</b>	<b>4,060</b>	<b>250</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FUNDING SCHEDULE (\$000s)</b>											
Recordation Tax Premium	500	2,500	0	3,000	250	200	0	0	0	0	0
<b>Total</b>	<b>500</b>	<b>2,500</b>	<b>0</b>	<b>3,000</b>	<b>250</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**APPROPRIATION AND EXPENDITURE DATA (\$000s)**

Appropriation Request	FY 15	0		
Appropriation Request Est.	FY 15	0	50	2,000
Supplemental Appropriation Request				
Transfer				
Cumulative Appropriation		500		
Expenditure / Encumbrances				
Unencumbered Balance				

Date First Appropriation	
First Cost Estimate	
Current Scope	FY 14 2,500
Last FY's Cost Estimate	0

**Description**

*design of*

This project provides for the concrete deck replacement of the existing Lyttonsville Place Bridge over Georgetown Branch Hiker/Biker Trail. The existing bridge, built in 1966, is a single span steel beam structure with a concrete deck carrying a 48'-0" roadway and two 5-foot sidewalks. The proposed concrete deck replacement will include the 48'-0" roadway, the two 5-foot sidewalks, and the two safety parapets. The existing steel beams and bridge abutments will be reused with minor modifications to support the new concrete deck structure. Repairs to the steel beams will be made as necessary to renew the integrity of the concrete surface. The bridge and road will be closed to vehicular and pedestrian traffic during construction. Accelerated bridge construction techniques will be utilized to minimize the disruption to the traveling public and local community.

**Location**

Lyttonsville Place between Industrial Brookville Road and Michigan Avenue.

**Capacity**

The roadway Average Daily Traffic (ADT) is 10,000.

**Estimated Schedule**

The design of the project is expected to finish in the winter of 2015, construction will be completed in fall of 2016.

**Justification**

The proposed replacement work is necessary to provide a safe roadway condition for the traveling public and preserve easy access to the Ride On Operations Center for County buses. The existing concrete deck is the original deck constructed in 1966, and is in poor condition. The 48 year old deck has shown severe deterioration since 1996 and has been on an annual repair schedule for the last 18 years. The existing concrete deck has reached and exceeded the expected Service Life. The bridge is currently posted for a 10,000 lb. limit. Implementation of this project would allow the bridge to be restored to full capacity.

**Fiscal Note**

Construction will not proceed without consulting the Purple Line project schedule to ensure that the projected financial and operational benefits of the bridge still warrant the construction expense.

**Disclosures**

A pedestrian impact analysis will be performed during design or is in progress.

**Coordination**

Maryland Department of the Environment  
 Maryland-National Capital Park and Planning Commission  
 Montgomery County Department of Permitting Services  
 Utilities  
 Maryland Transit Administration



OFFICE OF THE COUNTY EXECUTIVE  
ROCKVILLE, MARYLAND 20850

Isiah Leggett  
County Executive

MEMORANDUM

April 28, 2014

TO: Craig Rice, President, County Council

FROM: Isiah Leggett, County Executive 

SUBJECT: Amendment to the FY13-18 Capital Improvements Program and Supplemental Appropriation #16-S14-CMCG-13 to the FY14 Capital Budget  
Montgomery County Government  
Department of Transportation  
Resurfacing: Residential/Rural Roads (No. 500511), \$1,965,000

I am recommending a supplemental appropriation to the FY14 Capital Budget and an amendment to the FY13-18 Capital Improvements Program in the amount of \$1,965,000 for Resurfacing: Residential/Rural Roads (No. 500511). Appropriation for this project will fund road repairs necessitated by the extreme winter weather.

This supplemental is needed to allocate remaining fiscal capacity to a core transportation infrastructure project. The supplemental and amendment will also help avoid the need to fund significantly more costly road rehabilitation work on 13.4 lane miles of County roads. The recommended amendment is consistent with the criteria for amending the CIP because the project provides an opportunity to achieve significant cost avoidance.

I recommend that the County Council approve this supplemental appropriation and amendment to the FY13-18 Capital Improvements Program in the amount of \$1,965,000 and specify the source of funds as GO Bonds.

I appreciate your prompt consideration of this action.

IL:brg

Attachment: Amendment to the FY13-18 Capital Improvements Program and Supplemental Appropriation #16-S14-CMCG-13

cc: Arthur Holmes, Director, Department of Transportation  
Jennifer Hughes, Director, Office of Management and Budget

Resolution: \_\_\_\_\_  
Introduced: \_\_\_\_\_  
Adopted: \_\_\_\_\_

COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND

By: Council President at the Request of the County Executive

SUBJECT: Amendment to the FY13-18 Capital Improvements Program and  
Supplemental Appropriation #16-S14-CMCG-13 to the FY14 Capital Budget  
Montgomery County Government  
Department of Transportation  
Resurfacing: Residential/Rural Roads (No. 500511), \$1,965,000

Background

1. Section 307 of the Montgomery County Charter provides that any supplemental appropriation shall be recommended by the County Executive who shall specify the source of funds to finance it. The Council shall hold a public hearing on each proposed supplemental appropriation after at least one week's notice. A supplemental appropriation that would comply with, avail the County of, or put into effect a grant or a Federal, State or County law or regulation, or one that is approved after January 1 of any fiscal year, requires an affirmative vote of five Councilmembers. A supplemental appropriation for any other purpose that is approved before January 1 of any fiscal year requires an affirmative vote of six Councilmembers. The Council may, in a single action, approve more than one supplemental appropriation. The Executive may disapprove or reduce a supplemental appropriation, and the Council may reapprove the appropriation, as if it were an item in the annual budget.
2. Section 302 of the Montgomery County Charter provides that the Council may amend an approved capital improvements program at any time by an affirmative vote of no fewer than six members of the Council.
3. The County Executive recommends the following capital project appropriation increases:

<u>Project Name</u>	<u>Project Number</u>	<u>Cost Element</u>	<u>Amount</u>	<u>Source of Funds</u>
Resurfacing:				
Residential/Rural	500511	PDS	\$295,000	GO Bonds
		Construction	\$1,670,000	GO Bonds
		TOTAL	\$1,965,000	

Amendment to the FY13-18 Capital Improvements Program and Supplemental Appropriation  
#16-S14-CMCG-13

Page Two

4. This supplemental is needed to allocate remaining fiscal capacity to a core transportation infrastructure project. The supplemental and amendment will also help avoid the need to fund significantly more costly road rehabilitation work on 13.4 lane miles of County roads. The recommended amendment is consistent with the criteria for amending the CIP because the project provides an opportunity to achieve significant cost avoidance.
5. The County Executive recommends an amendment to the FY13-18 Capital Improvements Program and a supplemental appropriation in the amount of \$1,965,000 for Resurfacing: Residential/Rural Roads (No. 500511) and specifies that the source of funds will be GO Bonds.
6. Notice of public hearing was given and a public hearing was held.

Action

The County Council for Montgomery County, Maryland, approves the following action:

The FY13-18 Capital Improvements Program of the Montgomery County Government is amended as reflected on the attached project description form and a supplemental appropriation is approved as follows:

<u>Project Name</u>	<u>Project Number</u>	<u>Cost Element</u>	<u>Amount</u>	<u>Source of Funds</u>
Resurfacing:				
Residential/Rural	500511	PDS	\$295,000	GO Bonds
		Construction	\$1,670,000	GO Bonds
		TOTAL	\$1,965,000	

This is a correct copy of Council action.

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Linda M. Lauer, Clerk of the Council

## Resurfacing: Residential/Rural Roads (P500511)

Category	Transportation	Date Last Modified	4/21/14
Sub Category	Highway Maintenance	Required Adequate Public Facility	No
Administering Agency	Transportation (AAGE30)	Relocation Impact	None
Planning Area	Countywide	Status	Ongoing

	Total	Thru FY11	Rem FY12	Total 6 Years	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	Beyond 6 Yrs
<b>EXPENDITURE SCHEDULE (\$000s)</b>											
Planning, Design and Supervision	6,630	58	899	5,673	2,042	575	706	1,275	225	850	0
Land	0	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	0	0	0	0	0	0	0	0	0	0	0
Construction	70,156	38,995	0	31,161	11,572	2,978	3,294	7,225	1,275	4,817	0
Other	45	45	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>76,831</b>	<b>39,098</b>	<b>899</b>	<b>36,834</b>	<b>13,614</b>	<b>3,553</b>	<b>4,000</b>	<b>8,500</b>	<b>1,500</b>	<b>5,667</b>	<b>0</b>

	Total	Thru FY11	Rem FY12	Total 6 Years	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	Beyond 6 Yrs
<b>FUNDING SCHEDULE (\$000s)</b>											
Current Revenue: General	309	309	0	0	0	0	0	0	0	0	0
G.O. Bonds	74,905	37,172	899	36,834	13,614	3,553	4,000	8,500	1,500	5,667	0
PAYGO	1,617	1,617	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>76,831</b>	<b>39,098</b>	<b>899</b>	<b>36,834</b>	<b>13,614</b>	<b>3,553</b>	<b>4,000</b>	<b>8,500</b>	<b>1,500</b>	<b>5,667</b>	<b>0</b>

**APPROPRIATION AND EXPENDITURE DATA (000s)**

Appropriation Request	FY 13	0
Appropriation Request Est.	FY 14	1,588
Supplemental Appropriation Request		1,965
Transfer		0
Cumulative Appropriation		53,611
Expenditure / Encumbrances		39,100
Unencumbered Balance		18,476

Date First Appropriation	FY 05	
First Cost Estimate		
Current Scope	FY 14	76,831
Last FY's Cost Estimate		72,185
Partial Closeout Thru	FY 13	0
New Partial Closeout	FY 14	0
Total Partial Closeout		0

**Description**

This project provides for the permanent patching and resurfacing of rural and residential roadways using durable hot mix asphalt to restore long-term structural integrity to the aging rural and residential roadway infrastructure. The County maintains a combined total of 4,143 lane miles of rural and residential roads. Preventative maintenance includes full-depth patching of distressed areas of pavement in combination with a new hot mix asphalt wearing surface of 1-inch to 2-inches depending on the levels of observed distress. A portion of this work will be performed by the county in-house paving crew.

**Cost Change**

Increase cost in FY14 due to a \$1.965 million supplemental.

**Justification**

In FY09, the Department of Transportation instituted a contemporary pavement management system. This system provides for systematic physical condition surveys. The surveys note the type, level, and extent of residential pavement deterioration combined with average daily traffic and other usage characteristics. This information is used to calculate specific pavement ratings, types of repair strategies needed, and associated repair cost, as well as the overall Pavement Condition Index (PCI) of the entire residential network. The system also provides for budget optimization and a systematic approach to maintaining a healthy residential pavement inventory. The latest 2011 survey indicated that 2,480 lane miles (60 percent) require significant levels of rehabilitation. Physical condition inspections of residential pavements will occur on a 2-3 year cycle.

**Other**

The design and planning stages, as well as project construction, will comply with the Department of Transportation (DOT), Maryland State Highway Administration (MSHA), Manual on Uniform Traffic Control Devices (MUTCD), American Association of State Highway and Transportation Officials (AASHTO), and American with Disabilities Act (ADA). Rural/residential road mileage has been adjusted to conform with the State inventory of road mileage maintained by the State Highway Administration (SHA). This inventory is updated annually.

**Disclosures**

Expenditures will continue indefinitely.

**Coordination**

Washington Suburban Sanitary Commission, Washington Gas Light Company, PEPCO, Cable TV, Verizon, United States Post Office

## Resurfacing: Residential/Rural Roads (P500511)

Category	Transportation	Date Last Modified	4/21/14
Sub Category	Highway Maintenance	Required Adequate Public Facility	No
Administering Agency	Transportation (AAGE30)	Relocation Impact	None
Planning Area	Countywide	Status	Ongoing

	Total	Thru FY13	Est FY14	Total 6 Years	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
<b>EXPENDITURE SCHEDULE (\$000s)</b>											
Planning, Design and Supervision	10,011	58	1,423	8,530	2,850	2,025	975	850	915	915	0
Land	0	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	0	0	0	0	0	0	0	0	0	0	0
Construction	105,975	49,574	8,064	48,337	16,150	11,475	5,525	4,817	5,185	5,185	0
Other	45	45	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>116,031</b>	<b>49,677</b>	<b>9,487</b>	<b>56,867</b>	<b>19,000</b>	<b>13,500</b>	<b>6,500</b>	<b>5,667</b>	<b>6,100</b>	<b>6,100</b>	<b>0</b>

	Total	Thru FY13	Est FY14	Total 6 Years	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
<b>FUNDING SCHEDULE (\$000s)</b>											
Current Revenue: General	309	309	0	0	0	0	0	0	0	0	0
G.O. Bonds	114,105	47,751	9,487	56,867	19,000	13,500	6,500	5,667	6,100	6,100	0
PAYGO	1,617	1,617	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>116,031</b>	<b>49,677</b>	<b>9,487</b>	<b>56,867</b>	<b>19,000</b>	<b>13,500</b>	<b>6,500</b>	<b>5,667</b>	<b>6,100</b>	<b>6,100</b>	<b>0</b>

### APPROPRIATION AND EXPENDITURE DATA (000s)

Appropriation Request	FY 15	19,000
Appropriation Request Est.	FY 16	13,500
Supplemental Appropriation Request		0
Transfer		0
Cumulative Appropriation	57,164	57,169
Expenditure / Encumbrances		49,835
Unencumbered Balance		7,364

Date First Appropriation	FY 05
First Cost Estimate	
Current Scope	FY 15 116,031
Last FY's Cost Estimate	74,866
Partial Closeout Thru	0
New Partial Closeout	0
Total Partial Closeout	0

#### Description

This project provides for the permanent patching and resurfacing of rural and residential roadways using durable hot mix asphalt to restore long-term structural integrity to the aging rural and residential roadway infrastructure. The County maintains a combined total of 4,210 lane miles of rural and residential roads. Preventative maintenance includes full-depth patching of distressed areas of pavement in combination with a new hot mix asphalt wearing surface of 1-inch to 2-inches depending on the levels of observed distress. A portion of this work will be performed by the county in-house paving crew.

#### Cost Change

\$25 million added to the approved funding in FY15-17 to maintain core transportation infrastructure and to help avoid the need to fund significantly more costly rehabilitation work on 102 lane miles of County roads. \$12.2 million added in FY19 and FY20 to this ongoing level of effort project. The additional funds will prevent the need for more costly road rehabilitation work which is about five times more expensive and will address the significant deterioration in the condition of many residential or rural roads. Increase cost also due to a \$1.965 million FY14 supplemental.

#### Justification

In FY09, the Department of Transportation instituted a contemporary pavement management system. This system provides for systematic physical condition surveys. The surveys note the type, level, and extent of residential pavement deterioration combined with average daily traffic and other usage characteristics. This information is used to calculate specific pavement ratings, types of repair strategies needed, and associated repair cost, as well as the overall Pavement Condition Index (PCI) of the entire residential network. The system also provides for budget optimization and a systematic approach to maintaining a healthy residential pavement inventory. The latest 2013 survey indicated that the current cost of the countywide backlog on road repairs is \$211.1 million. This represents 58 percent of total residential infrastructure pavement repair needs. Physical condition inspections of residential pavements will occur on a 2-3 year cycle.

#### Other

The design and planning stages, as well as project construction, will comply with the Department of Transportation (DOT), Maryland State Highway Administration (MSHA), Manual on Uniform Traffic Control Devices (MUTCD), American Association of State Highway and Transportation Officials (AASHTO), and American with Disabilities Act (ADA). Rural/residential road mileage has been adjusted to conform with the State inventory of road mileage maintained by the State Highway Administration (SHA). This inventory is updated annually.

#### Fiscal Note

\$36 million is the annual cost required to maintain the current Countywide Pavement Condition Index of 68 on residential and rural roads. Related CIP projects include Permanent Patching: Residential/Rural Roads (#501106) and Residential and Rural Road Rehabilitation (#500914).

#### Disclosures

Expenditures will continue indefinitely.

#### Coordination

Washington Suburban Sanitary Commission, Washington Gas Light Company, PEPCO, Cable TV, Verizon, United States Post Office

(21)



OFFICE OF THE COUNTY EXECUTIVE  
ROCKVILLE, MARYLAND 20850

Isiah Leggett  
County Executive

MEMORANDUM

April 28, 2014

TO: Craig Rice, President, County Council

FROM: Isiah Leggett, County Executive 

SUBJECT: Amendment to the FY13-18 Capital Improvements Program and Supplemental Appropriation #14-S14-CMCG-11 to the FY14 Capital Budget  
Montgomery County Government  
Department of Transportation  
Permanent Patching: Residential/Rural Roads (No. 501106), \$2,992,000

I am recommending a supplemental appropriation to the FY14 Capital Budget and an amendment to the FY13-18 Capital Improvements Program in the amount of \$2,992,000 for Permanent Patching: Residential/Rural Roads (No. 501106). Appropriation for this project will fund pothole repairs and other road repairs necessitated by the extreme winter weather.

This supplemental is needed to allocate remaining fiscal capacity to a core transportation infrastructure project and to take advantage of additional State Aid. The supplemental and amendment will also help avoid the need to fund significantly more costly road rehabilitation work on 41 lane miles of County roads. The recommended amendment is consistent with the criteria for amending the CIP because the project provides an opportunity to achieve significant cost avoidance and takes advantage of additional State Aid.

I recommend that the County Council approve this supplemental appropriation and amendment to the FY13-18 Capital Improvements Program in the amount of \$2,992,000 and specify the source of funds as \$2,000,000 GO Bonds and \$992,000 State Aid.

I appreciate your prompt consideration of this action.

IL:brg

Attachment: Amendment to the FY13-18 Capital Improvements Program and Supplemental Appropriation #14-S14-CMCG-11

cc: Arthur Holmes, Director, Department of Transportation  
Jennifer Hughes, Director, Office of Management and Budget

Resolution: \_\_\_\_\_

Introduced: \_\_\_\_\_

Adopted: \_\_\_\_\_

COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND

By: Council President at the Request of the County Executive

SUBJECT: Amendment to the FY13-18 Capital Improvements Program and  
Supplemental Appropriation #14-S14-CMCG-11 to the FY13 Capital Budget  
Montgomery County Government  
Department of Transportation  
Permanent Patching: Residential/Rural Roads (No. 501106), \$2,992,000

Background

1. Section 307 of the Montgomery County Charter provides that any supplemental appropriation shall be recommended by the County Executive who shall specify the source of funds to finance it. The Council shall hold a public hearing on each proposed supplemental appropriation after at least one week's notice. A supplemental appropriation that would comply with, avail the County of, or put into effect a grant or a Federal, State or County law or regulation, or one that is approved after January 1 of any fiscal year, requires an affirmative vote of five Councilmembers. A supplemental appropriation for any other purpose that is approved before January 1 of any fiscal year requires an affirmative vote of six Councilmembers. The Council may, in a single action, approve more than one supplemental appropriation. The Executive may disapprove or reduce a supplemental appropriation, and the Council may reapprove the appropriation, as if it were an item in the annual budget.
2. Section 302 of the Montgomery County Charter provides that the Council may amend an approved capital improvements program at any time by an affirmative vote of no fewer than six members of the Council.
3. The County Executive recommends the following capital project appropriation increases:

<u>Project Name</u>	<u>Project Number</u>	<u>Cost Element</u>	<u>Amount</u>	<u>Source of Funds</u>
Permanent Patching: Residential/ Rural Roads	501106	PDS	\$449,000	GO Bonds and
		Construction	\$2,543,000	State Aid
		TOTAL	\$2,992,000	

Amendment to the FY13-18 Capital Improvements Program and Supplemental Appropriation  
#14-S14-CMCG-11

Page Two

4. This supplemental is needed to allocate remaining fiscal capacity to a core transportation infrastructure project and to take advantage of additional State Aid. The supplemental and amendment will also help avoid the need to fund significantly more costly road rehabilitation work on 41 lane miles of County roads. The recommended amendment is consistent with the criteria for amending the CIP because the project provides an opportunity to achieve significant cost avoidance and takes advantage of additional State Aid.
5. The County Executive recommends an amendment to the FY13-18 Capital Improvements Program and a supplemental appropriation in the amount of \$2,992,000 for Permanent Patching: Residential/Rural Roads (No. 501106), and specifies that the source of funds will be \$2,000,000 GO Bonds and \$992,000 State Aid.
6. Notice of public hearing was given and a public hearing was held.

Action

The County Council for Montgomery County, Maryland, approves the following action:

The FY13-18 Capital Improvements Program of the Montgomery County Government is amended as reflected on the attached project description form and a supplemental appropriation is approved as follows:

<u>Project Name</u>	<u>Project Number</u>	<u>Cost Element</u>	<u>Amount</u>	<u>Source of Funds</u>
Permanent Patching: Residential/ Rural Roads	501106	PDS	\$449,000	GO Bonds and
		Construction	\$2,543,000	State Aid
		TOTAL	\$2,992,000	

This is a correct copy of Council action.

\_\_\_\_\_  
Linda M. Lauer, Clerk of the Council

24

## Permanent Patching: Residential/Rural Roads (P501106)

Category  
Sub Category  
Administering Agency  
Planning Area

Transportation  
Highway Maintenance  
Transportation (AAGE30)  
Countywide

Date Last Modified  
Required Adequate Public Facility  
Relocation Impact  
Status

4/21/14  
No  
None  
Ongoing

Total	Thru FY11	Rem FY12	Total 6 Years	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	Beyond 6 Yrs
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EXPENDITURE SCHEDULE (\$000s)											
Planning, Design and Supervision	3,746	0	297	3,449	975	749	456	525	225	525	0
Land	0	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	0	0	0	0	0	0	0	0	0	0	0
Construction	25,246	5,703	0	19,543	5,525	4,243	2,550	2,975	1,275	2,975	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>28,992</b>	<b>5,703</b>	<b>297</b>	<b>22,992</b>	<b>6,500</b>	<b>4,992</b>	<b>3,000</b>	<b>3,500</b>	<b>1,500</b>	<b>3,500</b>	<b>0</b>

FUNDING SCHEDULE (\$000s)											
G.O. Bonds	28,000	5,703	297	22,000	6,500	4,000	3,000	3,500	1,500	3,500	0
State Aid	992	0	0	992	0	992	0	0	0	0	0
<b>Total</b>	<b>28,992</b>	<b>5,703</b>	<b>297</b>	<b>22,992</b>	<b>6,500</b>	<b>4,992</b>	<b>3,000</b>	<b>3,500</b>	<b>1,500</b>	<b>3,500</b>	<b>0</b>

### APPROPRIATION AND EXPENDITURE DATA (000s)

Appropriation Request	FY 13	0
Appropriation Request Est.	FY 14	2,000
Supplemental Appropriation Request		2,992
Transfer		0
Cumulative Appropriation		12,500
Expenditure / Encumbrances		5,703
Unencumbered Balance		9,789

Date First Appropriation	FY 11
First Cost Estimate	
Current Scope	FY 14 28,992
Last FY's Cost Estimate	26,000
Partial Closeout Thru	FY 13 0
New Partial Closeout	FY 14 0
Total Partial Closeout	0

### Description

This project provides for permanent patching of rural/residential roads in older residential communities. This permanent patching program provides for deep patching of rural and residential roads to restore limited structural integrity and prolong pavement performance. This program will ensure structural viability of older residential pavements until such time that road rehabilitation occurs. Based on current funding trends, many residential roads identified as needing reconstruction may not be addressed for 40-years or longer. The permanent patching program is designed to address this problem. Pavement reconstruction involves either total removal and reconstruction of the pavement section or extensive deep patching followed by grinding along with a thick structural hot mix asphalt overlay. Permanent patching may improve the pavement rating such that total rehabilitation may be considered in lieu of total reconstruction, at significant overall savings.

### Cost Change

Increase cost in FY14 due to a \$2.992 million supplemental.

### Justification

In FY09, the Department of Transportation instituted a pavement management system. This system provides for systematic physical condition surveys. The physical condition surveys note the type, level, and extent of residential pavement deterioration combined with average daily traffic and other usage characteristics. This information is used to calculate specific pavement ratings, types of repair strategies needed, and associated repair costs, as well as the overall Pavement Condition Index (PCI) of the entire residential network. The system also provides for budget optimization and a systematic approach to maintaining a healthy residential pavement inventory. The updated 2011 pavement condition survey indicated that 1,006 lane miles (24 percent) of residential pavement have fallen into the lowest possible category and are in need of structural patching. Typically, pavements rated in this category require between 15-20 percent permanent patching per lane mile. Physical condition inspections of residential pavements will occur on a 2-3 year cycle.

### Fiscal Note

\$500,000 accelerated from FY17 to FY14, \$500,000 accelerated from FY17 to FY16, and \$500,000 deferred from FY17 to FY18 due to fiscal capacity.

### Disclosures

Expenditures will continue indefinitely.

The Executive asserts that this project conforms to the requirements of relevant local plans, as required by the Maryland Economic Growth, Resource Protection and Planning Act.

### Coordination

Washington Suburban Sanitary Commission, Washington Gas Light Company, Department of Permitting Services, PEPCO, Cable TV, Verizon, Montgomery County Public Schools, Regional Services Centers, Community Associations, Commission of People with Disabilities

## Permanent Patching: Residential/Rural Roads (P501106)

Category	Transportation	Date Last Modified	4/21/14
Sub Category	Highway Maintenance	Required Adequate Public Facility	No
Administering Agency	Transportation (AAGE30)	Relocation Impact	None
Planning Area	Countywide	Status	Ongoing

	Total	Thru FY13	Est FY14	Total 6 Years	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
<b>EXPENDITURE SCHEDULE (\$000s)</b>											
Planning, Design and Supervision	4,616	0	2,021	2,595	450	525	225	450	510	435	0
Land	0	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	0	0	0	0	0	0	0	0	0	0	0
Construction	30,176	11,766	3,705	14,705	2,550	2,975	1,275	2,550	2,890	2,485	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>34,792</b>	<b>11,766</b>	<b>5,726</b>	<b>17,300</b>	<b>3,000</b>	<b>3,500</b>	<b>1,500</b>	<b>3,000</b>	<b>3,400</b>	<b>2,900</b>	<b>0</b>

	Total	Thru FY13	Est FY14	Total 6 Years	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
<b>FUNDING SCHEDULE (\$000s)</b>											
G.O. Bonds	33,800	11,766	4,734	17,300	3,000	3,500	1,500	3,000	3,400	2,900	0
State Aid	992	0	992	0	0	0	0	0	0	0	0
<b>Total</b>	<b>34,792</b>	<b>11,766</b>	<b>5,726</b>	<b>17,300</b>	<b>3,000</b>	<b>3,500</b>	<b>1,500</b>	<b>3,000</b>	<b>3,400</b>	<b>2,900</b>	<b>0</b>

### APPROPRIATION AND EXPENDITURE DATA (000s)

Appropriation Request	FY 15	3,000
Appropriation Request Est.	FY 16	3,500
Supplemental Appropriation Request		0
Transfer		0
Cumulative Appropriation		17,492 <del>14,500</del>
Expenditure / Encumbrances		11,766
Unencumbered Balance		2,734

Date First Appropriation	FY 11
First Cost Estimate	
Current Scope	FY 15 34,792
Last FY's Cost Estimate	26,000
Partial Closeout Thru	0
New Partial Closeout	0
Total Partial Closeout	0

#### Description

This project provides for permanent patching of rural/residential roads in older residential communities. This permanent patching program provides for deep patching of rural and residential roads to restore limited structural integrity and prolong pavement performance. This program will ensure structural viability of older residential pavements until such time that road rehabilitation occurs. Based on current funding trends, many residential roads identified as needing reconstruction may not be addressed for 40 years or longer. The permanent patching program is designed to address this problem. Pavement reconstruction involves either total removal and reconstruction of the pavement section or extensive deep patching followed by grinding along with a thick structural hot mix asphalt overlay. Permanent patching may improve the pavement rating such that total rehabilitation may be considered in lieu of total reconstruction, at significant overall savings.

#### Cost Change

Increase due to addition of a \$2.992 million FY14 supplemental and FY19-20 to this ongoing level of effort project.

#### Justification

In FY09, the Department of Transportation instituted a pavement management system. This system provides for systematic physical condition surveys. The physical condition surveys note the type, level, and extent of residential pavement deterioration combined with average daily traffic and other usage characteristics. This information is used to calculate specific pavement ratings, types of repair strategies needed, and associated repair costs, as well as the overall Pavement Condition Index (PCI) of the entire residential network. The system also provides for budget optimization and a systematic approach to maintaining a healthy residential pavement inventory. The updated 2013 pavement condition survey indicated that 180 lane miles (4 percent) of residential pavement have fallen into the lowest possible category and are in need of structural patching. Typically, pavements rated in this category require between 15-20 percent permanent patching per lane mile. Physical condition inspections of residential pavements will occur on a 2-3 year cycle.

#### Fiscal Note

\$36 million is the annual cost required to maintain the current Countywide Pavement Condition Index of 68 for residential and rural roads. Related CIP projects include Residential and Rural Road Rehabilitation (#500914) and Resurfacing: Residential/Rural Roads (#500511).

#### Disclosures

Expenditures will continue indefinitely.

The Executive asserts that this project conforms to the requirements of relevant local plans, as required by the Maryland Economic Growth, Resource Protection and Planning Act.

#### Coordination

Washington Suburban Sanitary Commission, Washington Gas Light Company, Department of Permitting Services, PEPCO, Cable TV, Verizon, Montgomery County Public Schools, Regional Services Centers, Community Associations, Commission of People with Disabilities



OFFICE OF THE COUNTY EXECUTIVE  
ROCKVILLE, MARYLAND 20850

Isiah Leggett  
County Executive

MEMORANDUM

April 28, 2014

TO: Craig Rice, President, County Council

FROM: Isiah Leggett, County Executive 

SUBJECT: Amendment to the FY13-18 Capital Improvements Program and Supplemental Appropriation #15-S14-CMCG-12 to the FY14 Capital Budget  
Montgomery County Government  
Department of Transportation  
Resurfacing: Primary/Arterial (No. 508527), \$4,369,000

I am recommending a supplemental appropriation to the FY14 Capital Budget and an amendment to the FY13-18 Capital Improvements Program in the amount of \$4,369,000 for Resurfacing: Primary/Arterial (No. 508527). Appropriation for this project will fund road repairs necessitated by the extreme winter weather.

This supplemental is needed to allocate remaining fiscal capacity to a core transportation infrastructure project. The supplemental and amendment will also help avoid the need to fund significantly more costly road rehabilitation work on 29.7 lane miles of County roads. The recommended amendment is consistent with the criteria for amending the CIP because the project provides an opportunity to achieve significant cost avoidance.

I recommend that the County Council approve this supplemental appropriation and amendment to the FY13-18 Capital Improvements Program in the amount of \$4,369,000 and specify the source of funds as GO Bonds.

I appreciate your prompt consideration of this action.

IL:brg

Attachment: Amendment to the FY13-18 Capital Improvements Program and Supplemental Appropriation #15-S14-CMCG-12

cc: Arthur Holmes, Director, Department of Transportation  
Jennifer Hughes, Director, Office of Management and Budget

27

Resolution: \_\_\_\_\_  
Introduced: \_\_\_\_\_  
Adopted: \_\_\_\_\_

COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND

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By: Council President at the Request of the County Executive

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**SUBJECT:** Amendment to the FY13-18 Capital Improvements Program and Supplemental Appropriation #15-S14-CMCG-12 to the FY14 Capital Budget  
Montgomery County Government  
Department of Transportation  
Resurfacing: Primary/Arterial (No. 508527), \$4,369,000

Background

1. Section 307 of the Montgomery County Charter provides that any supplemental appropriation shall be recommended by the County Executive who shall specify the source of funds to finance it. The Council shall hold a public hearing on each proposed supplemental appropriation after at least one week's notice. A supplemental appropriation that would comply with, avail the County of, or put into effect a grant or a Federal, State or County law or regulation, or one that is approved after January 1 of any fiscal year, requires an affirmative vote of five Councilmembers. A supplemental appropriation for any other purpose that is approved before January 1 of any fiscal year requires an affirmative vote of six Councilmembers. The Council may, in a single action, approve more than one supplemental appropriation. The Executive may disapprove or reduce a supplemental appropriation, and the Council may reapprove the appropriation, as if it were an item in the annual budget.
2. Section 302 of the Montgomery County Charter provides that the Council may amend an approved capital improvements program at any time by an affirmative vote of no fewer than six members of the Council.
3. The County Executive recommends the following capital project appropriation increases:

<u>Project Name</u>	<u>Project Number</u>	<u>Cost Element</u>	<u>Amount</u>	<u>Source of Funds</u>
Resurfacing: Primary/ Arterial	508527	PDS	\$655,000	GO Bonds
		<u>Construction</u>	<u>\$3,714,000</u>	<u>GO Bonds</u>
		TOTAL	\$4,369,000	

Amendment to the FY13-18 Capital Improvements Program and Supplemental Appropriation #15-S14-CMCG-12

Page Two

4. This supplemental is needed to allocate remaining fiscal capacity to a core transportation infrastructure project. The supplemental and amendment will also help avoid the need to fund significantly more costly road rehabilitation work on 29.7 lane miles of County roads. The recommended amendment is consistent with the criteria for amending the CIP because the project provides an opportunity to achieve significant cost avoidance.
5. The County Executive recommends an amendment to the FY13-18 Capital Improvements Program and a supplemental appropriation in the amount of \$4,369,000 for Resurfacing: Primary/Arterial (No. 508527) and specifies that the source of funds will be GO Bonds.
6. Notice of public hearing was given and a public hearing was held.

Action

The County Council for Montgomery County, Maryland, approves the following action:

The FY13-18 Capital Improvements Program of the Montgomery County Government is amended as reflected on the attached project description form and a supplemental appropriation is approved as follows:

<u>Project Name</u>	<u>Project Number</u>	<u>Cost Element</u>	<u>Amount</u>	<u>Source of Funds</u>
Resurfacing: Primary/ Arterial	508527	PDS	\$655,000	GO Bonds
		Construction	\$3,714,000	GO Bonds
		TOTAL	\$4,369,000	

This is a correct copy of Council action.

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Linda M. Lauer, Clerk of the Council

## Resurfacing: Primary/Arterial (P508527)

Category  
Sub Category  
Administering Agency  
Planning Area

Transportation  
Highway Maintenance  
Transportation (AAGE30)  
Countywide

Date Last Modified 4/21/14  
Required Adequate Public Facility No  
Relocation Impact None  
Status Ongoing

Total	Thru FY11	Rem FY12	Total 6 Years	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	Beyond 6 Yrs
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### EXPENDITURE SCHEDULE (\$000s)

Planning, Design and Supervision	8,129	1	1,023	7,105	1,500	1,780	900	1,050	750	1,125	0
Land	0	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	0	0	0	0	0	0	0	0	0	0	0
Construction	47,650	7,386	0	40,264	8,500	10,089	5,100	5,950	4,250	6,375	0
Other	26	0	26	0	0	0	0	0	0	0	0
<b>Total</b>	<b>55,805</b>	<b>7,387</b>	<b>1,049</b>	<b>47,369</b>	<b>10,000</b>	<b>11,869</b>	<b>6,000</b>	<b>7,000</b>	<b>5,000</b>	<b>7,500</b>	<b>0</b>

### FUNDING SCHEDULE (\$000s)

G.O. Bonds	40,437	7,387	1,049	32,001	10,000	11,869	6,000	1,379	203	2,550	0
Recordation Tax Premium	15,368	0	0	15,368	0	0	0	5,621	4,797	4,950	0
<b>Total</b>	<b>55,805</b>	<b>7,387</b>	<b>1,049</b>	<b>47,369</b>	<b>10,000</b>	<b>11,869</b>	<b>6,000</b>	<b>7,000</b>	<b>5,000</b>	<b>7,500</b>	<b>0</b>

### APPROPRIATION AND EXPENDITURE DATA (000s)

Appropriation Request	FY 13	0
Appropriation Request Est.	FY 14	7,500
Supplemental Appropriation Request		4,369
Transfer		0
Cumulative Appropriation		18,436
Expenditure / Encumbrances		7,631
Unencumbered Balance		15,174

Date First Appropriation	FY 85
First Cost Estimate	
Current Scope	FY 14 55,805
Last FY's Cost Estimate	58,220
Partial Closeout Thru	FY 13 72,692
New Partial Closeout	FY 14 7,387
Total Partial Closeout	80,079

### Description

The County maintains approximately 966 lane miles of primary and arterial roadways. This project provides for the systematic milling, repair, and bituminous concrete resurfacing of selected primary and arterial roads and revitalization of others. This project includes the Main Street Montgomery Program and provides for a systematic, full-service, and coordinated revitalization of the primary and arterial road infrastructure to ensure viability of the primary transportation network, and enhance safety and ease of use for all users. Mileage of primary/arterial roads has been adjusted to conform with the inventory maintained by the State Highway Administration. This inventory is updated annually.

### Cost Change

Increase due to \$4.369 million FY14 supplemental.

### Justification

Primary and arterial roadways provide transport support for tens of thousands of trips each day. Primary and arterial roads connect diverse origins and destinations that include commercial, retail, industrial, residential, places of worship, recreation, and community facilities. The repair of the County's primary and arterial roadway infrastructure is critical to mobility throughout the County. In addition, the state of disrepair of the primary and arterial roadway system causes travel delays, increased traffic congestion, and compromises the safety and ease of travel along all primary and arterial roads which includes pedestrians and bicyclists. Well maintained road surfaces increase safety and assist in the relief of traffic congestion. In FY09, the Department of Transportation instituted a contemporary pavement management system. This system provides for systematic physical condition surveys and subsequent ratings of all primary/arterial pavements as well as calculating the rating health of the primary roadway network as a whole. Physical condition inspections of the pavements will occur on a 2-3 year cycle. The physical condition surveys note the type, level, and extent of primary/arterial pavement deterioration combined with average daily traffic and other usage characteristics. This information is used to calculate specific pavement ratings, types of repair strategies needed, and associated repair costs, as well as the overall Pavement Condition Index (PCI) of the entire primary/arterial network. The system also provides for budget optimization and recommends annual budgets for a systematic approach to maintaining a healthy primary/arterial pavement inventory.

### Other

One aspect of this project will focus on improving pedestrian mobility by creating a safer walking environment, utilizing selected engineering technologies, and ensuring Americans with Disabilities Act (ADA) compliance. Several existing CIP and operating funding sources will be focused in support of the Main Street Montgomery campaign. The design and planning stages, as well as final completion of the project will comply with the Department of Transportation (DOT), Maryland State Highway Administration (MSHA), Manual on Uniform Traffic Control Devices (MUTCD), American Association of State Highway Officials (AASHTO), and ADA standards.

### Fiscal Note

\$1.5 million accelerated from FY17 to FY14 and \$500,000 shifted from FY17 to FY18 due to fiscal capacity.

### Disclosures

A pedestrian impact analysis has been completed for this project.

Expenditures will continue indefinitely.

### Coordination

## Resurfacing: Primary/Arterial (P508527)

Washington Suburban Sanitary Commission, Other Utilities , Department of Transportation, Department of Housing and Community Affairs, Montgomery County Public Schools, Maryland - National Capital Park and Planning Commission, Department of Economic Development, Department of Permitting Services, Regional Services Centers, Community Associations, Montgomery County Pedestrian Safety Advisory Committee, Commission on People with Disabilities

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## Resurfacing: Primary/Arterial (P508527)

Category                      Transportation  
 Sub Category                Highway Maintenance  
 Administering Agency      Transportation (AAGE30)  
 Planning Area                Countywide

Date Last Modified            4/21/14  
 Required Adequate Public Facility    No  
 Relocation Impact            None  
 Status                            Ongoing

	Total	Thru FY13	Est FY14	Total 6 Years	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
<b>EXPENDITURE SCHEDULE (\$000s)</b>											
Planning, Design and Supervision	9,808	1	4,302	5,505	900	1,050	750	1,125	840	840	0
Land	0	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	0	0	0	0	0	0	0	0	0	0	0
Construction	49,784	9,044	9,545	31,195	5,100	5,950	4,250	6,375	4,760	4,760	0
Other	26	4	22	0	0	0	0	0	0	0	0
<b>Total</b>	<b>59,618</b>	<b>9,049</b>	<b>13,869</b>	<b>36,700</b>	<b>6,000</b>	<b>7,000</b>	<b>5,000</b>	<b>7,500</b>	<b>5,600</b>	<b>5,600</b>	<b>0</b>

<b>FUNDING SCHEDULE (\$000s)</b>											
G.O. Bonds	34,266	9,049	13,869	11,348	5,970	1,239	203	3,072	864	0	0
Recordation Tax Premium	25,352	0	0	25,352	30	5,761	4,797	4,428	4,736	5,600	0
<b>Total</b>	<b>59,618</b>	<b>9,049</b>	<b>13,869</b>	<b>36,700</b>	<b>6,000</b>	<b>7,000</b>	<b>5,000</b>	<b>7,500</b>	<b>5,600</b>	<b>5,600</b>	<b>0</b>

### APPROPRIATION AND EXPENDITURE DATA (000s)

Appropriation Request	FY 15	6,000
Appropriation Request Est.	FY 16	7,000
Supplemental Appropriation Request		0
Transfer		0
Cumulative Appropriation	22,912	18,549
Expenditure / Encumbrances		9,374
Unencumbered Balance		9,175

Date First Appropriation	FY 85
First Cost Estimate	
Current Scope	FY 15      59,618
Last FY's Cost Estimate	51,436
Partial Closeout Thru	87,466
New Partial Closeout	9,049
Total Partial Closeout	96,515

#### Description

The County maintains approximately 966 lane miles of primary and arterial roadways. This project provides for the systematic milling, repair, and bituminous concrete resurfacing of selected primary and arterial roads and revitalization of others. This project includes the Main Street Montgomery Program and provides for a systematic, full-service, and coordinated revitalization of the primary and arterial road infrastructure to ensure viability of the primary transportation network, and enhance safety and ease of use for all users. Mileage of primary/arterial roads has been adjusted to conform with the inventory maintained by the State Highway Administration. This inventory is updated annually.

#### Cost Change

Increase due to the addition of a \$4.369 million FY14 supplemental and FY19-20 to this ongoing level of effort project partially offset by capitalization of prior year expenditures.

#### Justification

Primary and arterial roadways provide transport support for tens of thousands of trips each day. Primary and arterial roads connect diverse origins and destinations that include commercial, retail, industrial, residential, places of worship, recreation, and community facilities. The repair of the County's primary and arterial roadway infrastructure is critical to mobility throughout the County. In addition, the state of disrepair of the primary and arterial roadway system causes travel delays, increased traffic congestion, and compromises the safety and ease of travel along all primary and arterial roads which includes pedestrians and bicyclists. Well maintained road surfaces increase safety and assist in the relief of traffic congestion. In FY09, the Department of Transportation instituted a contemporary pavement management system. This system provides for systematic physical condition surveys and subsequent ratings of all primary/arterial pavements as well as calculating the rating health of the primary roadway network as a whole. Physical condition inspections of the pavements will occur on a 2-3 year cycle. The physical condition surveys note the type, level, and extent of primary/arterial pavement deterioration combined with average daily traffic and other usage characteristics. This information is used to calculate specific pavement ratings, types of repair strategies needed, and associated repair costs, as well as the overall Pavement Condition Index (PCI) of the entire primary/arterial network. The system also provides for budget optimization and recommends annual budgets for a systematic approach to maintaining a healthy primary/arterial pavement inventory.

#### Other

One aspect of this project will focus on improving pedestrian mobility by creating a safer walking environment, utilizing selected engineering technologies, and ensuring Americans with Disabilities Act (ADA) compliance. Several existing CIP and operating funding sources will be focused in support of the Main Street Montgomery campaign. The design and planning stages, as well as final completion of the project will comply with the Department of Transportation (DOT), Maryland State Highway Administration (MSHA), Manual on Uniform Traffic Control Devices (MUTCD), American Association of State Highway Officials (AASHTO), and ADA standards.

#### Fiscal Note

\$8 million is the annual requirement to maintain Countywide Pavement Condition Index of 71 for Primary/Arterial roads.

#### Disclosures

A pedestrian impact analysis has been completed for this project. Expenditures will continue indefinitely.

## Resurfacing: Primary/Arterial (P508527)

### Coordination

Washington Suburban Sanitary Commission, Other Utilities, Department of Housing and Community Affairs, Montgomery County Public Schools, Maryland - National Capital Park and Planning Commission, Department of Economic Development, Department of Permitting Services, Regional Services Centers, Community Associations, Montgomery County Pedestrian Safety Advisory Committee, Commission on People with Disabilities

## Bethesda Metro Station South Entrance (P500929)

Category	Transportation	Date Last Modified	4/21/14
Sub Category	Mass Transit	Required Adequate Public Facility	No
Administering Agency	Transportation (AAGE30)	Relocation Impact	None
Planning Area	Bethesda-Chevy Chase	Status	Preliminary Design Stage

	Total	Thru FY13	Est FY14	Total 6 Years	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
<b>EXPENDITURE SCHEDULE (\$000s)</b>											
Planning, Design and Supervision	8,296	1,245	7,051	0	0	0	0	0	0	0	0
Land	0	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	0	0	0	0	0	0	0	0	0	0	0
Construction	48,910	0	0	48,910	1,362	6,063	12,624	12,262	10,162	6,437	0
Other	404	0	404	0	0	0	0	0	0	0	0
<b>Total</b>	<b>57,610</b>	<b>1,245</b>	<b>7,455</b>	<b>48,910</b>	<b>1,362</b>	<b>6,063</b>	<b>12,624</b>	<b>12,262</b>	<b>10,162</b>	<b>6,437</b>	<b>0</b>

	Total	Thru FY13	Est FY14	Total 6 Years	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
<b>FUNDING SCHEDULE (\$000s)</b>											
G.O. Bonds	51,815	301	2,604	48,910	1,362	6,063	12,624	12,262	10,162	6,437	0
PAYGO	795	795	0	0	0	0	0	0	0	0	0
Revenue Bonds: Liquor Fund	5,000	149	4,851	0	0	0	0	0	0	0	0
<b>Total</b>	<b>57,610</b>	<b>1,245</b>	<b>7,455</b>	<b>48,910</b>	<b>1,362</b>	<b>6,063</b>	<b>12,624</b>	<b>12,262</b>	<b>10,162</b>	<b>6,437</b>	<b>0</b>

### APPROPRIATION AND EXPENDITURE DATA (\$000s)

Appropriation Request	FY 15	0
Appropriation Request Est.	FY 16	25
Supplemental Appropriation Request		0
Transfer		0
Cumulative Appropriation		16,100
Expenditure / Encumbrances		1,245
Unencumbered Balance		14,855

Date First Appropriation	FY 09
First Cost Estimate	
Current Scope	FY 15 57,610
Last FY's Cost Estimate	60,500

#### Description

This project provides access from Elm Street west of Wisconsin Avenue to the southern end of the Bethesda Metrorail Station. The Metrorail Red Line runs below Wisconsin Avenue through Bethesda more than 120 feet below the surface, considerably deeper than the Purple Line right-of-way. The Bethesda Metrorail station has one entrance, near East West Highway. The Metrorail station was built with accommodations for a future southern entrance. The Bethesda light rail transit (LRT) station would have platforms located just west of Wisconsin Avenue on the Georgetown Branch right-of-way. This platform allows a direct connection between LRT and Metrorail, making transfers as convenient as possible. Six station elevators would be located in the Elm Street right-of-way, which would require narrowing the street and extending the sidewalk. The station would include a new south entrance to the Metrorail station, including a new mezzanine above the Metrorail platform, similar to the existing mezzanine at the present station's north end. The mezzanine would use the existing knock-out panel in the arch of the station and the passageway that was partially excavated when the station was built in anticipation of the future construction of a south entrance.

#### Estimated Schedule

Design: Fall FY10 through FY15. Construction: To take 30 months but must be coordinated and implemented as part of the State Purple Line project that is dependent upon State and Federal funding. Project schedule is consistent with current State schedule for the Purple Line.

#### Cost Change

Expenditures updated to reflect March 2014 Maryland Transit Administration construction cost estimates.

#### Other

Part of Elm Street west of Wisconsin Avenue will be closed for a period during construction.

#### Fiscal Note

The funds for this project were initially programmed in the State Transportation Participation project. Appropriation of \$5 million for design was transferred from the State Transportation Participation project in FY09. The construction date for the project remains uncertain and is directly linked to the Purple Line construction at the Bethesda Station. Project schedule and cost may change as a result of MTA pursuit of public private partnership for the Purple Line.

#### Coordination

Maryland Transit Administration, WMATA, M-NCPPC, Bethesda Lot 31 Parking Garage project, Department of Transportation, Department of General Services, Special Capital Projects Legislation [Bill No. 19-08] was adopted by Council June 10, 2008.

## Silver Spring Green Trail (P509975)

Category	Transportation	Date Last Modified	4/21/14
Sub Category	Pedestrian Facilities/Bikeways	Required Adequate Public Facility	No
Administering Agency	Transportation (AAGE30)	Relocation Impact	None
Planning Area	Silver Spring	Status	Preliminary Design Stage

	Total	Thru FY13	Est. FY14	Total 6 Years	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
<b>EXPENDITURE SCHEDULE (\$000s)</b>											
Planning, Design and Supervision	1,174	1,174	0	0	0	0	0	0	0	0	0
Land	179	7	172	0	0	0	0	0	0	0	0
Site Improvements and Utilities	5	5	0	0	0	0	0	0	0	0	0
Construction	2,920	0	0	2,920	95	345	1,221	1,259	0	0	0
Other	1	1	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>4,279</b>	<b>1,187</b>	<b>172</b>	<b>2,920</b>	<b>95</b>	<b>345</b>	<b>1,221</b>	<b>1,259</b>	<b>0</b>	<b>0</b>	<b>0</b>

	Total	Thru FY13	Est. FY14	Total 6 Years	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
<b>FUNDING SCHEDULE (\$000s)</b>											
Current Revenue: General	265	265	0	0	0	0	0	0	0	0	0
Enhancement	484	0	0	484	0	0	484	0	0	0	0
G.O. Bonds	2,682	74	172	2,436	95	345	737	1,259	0	0	0
PAYGO	848	848	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>4,279</b>	<b>1,187</b>	<b>172</b>	<b>2,920</b>	<b>95</b>	<b>345</b>	<b>1,221</b>	<b>1,259</b>	<b>0</b>	<b>0</b>	<b>0</b>

### APPROPRIATION AND EXPENDITURE DATA (000s)

Appropriation Request	FY 15	95
Appropriation Request Est.	FY 16	345
Supplemental Appropriation Request		0
Transfer		0
Cumulative Appropriation		1,359
Expenditure / Encumbrances		1,187
Unencumbered Balance		172

Date First Appropriation	FY 99
First Cost Estimate	
Current Scope	FY 15 4,279
Last FY's Cost Estimate	6,618

#### Description

This project provides for an urban trail along the selected Purple Line alignment along Wayne Avenue in Silver Spring. A Memorandum of Understanding (MOU) will be established between the County and the Maryland Transit Administration (MTA) to incorporate the design and construction of the trail as a part of the design and construction of the Purple Line. The pedestrian and bicycle use along this trail supplements the County transportation program. The funding provided for the trail includes the design, property acquisition, and construction of the trail through the Silver Spring Central Business District (CBD), along the northern side of Wayne Avenue from Fenton Street to the Sligo Creek Hiker-Biker Trail. This trail is part of a transportation corridor and is not a recreation area of State or local significance. The trail will include an 8 to 10 foot wide bituminous shared use path, lighting, and landscaping. The trail will provide access to the Silver Spring Transit Station via the Metropolitan Branch Trail and the future Capital Crescent Trail.

#### Estimated Schedule

This schedule assumes the current Purple Line implementation schedule provided by the Maryland Transit Administration (MTA).

#### Cost Change

Expenditures updated to reflect March 2014 Maryland Transit Administration construction cost estimates.

#### Justification

This project will create an important link through Silver Spring to the Silver Spring Transit Center and will provide connectivity to other trails and mitigate congestion on area roads.

#### Fiscal Note

Project implementation is contingent upon receipt of Transportation Enhancement Funds from the Maryland State Highway Administration (SHA). The application was submitted to SHA in FY04 for \$2.627 million and funding was not approved. In FY05, the application for Enhancement Funds was for \$484,133. The Enhancement funds are on hold until the impacts of the Purple Line alignment on the trail are determined. An application is expected to be submitted in FY15 or FY16.

#### Disclosures

A pedestrian impact analysis has been completed for this project.

The Executive asserts that this project conforms to the requirements of relevant local plans, as required by the Maryland Economic Growth, Resource Protection and Planning Act.

#### Coordination

Maryland-National Capital Park and Planning Commission, Maryland State Highway Administration, Washington Metropolitan Area Transit Authority, Utility Companies, Silver Spring Chamber of Commerce, Silver Spring Transportation Management District, Maryland Transit Administration

## Capital Crescent Trail (P501316)

Category  
Sub Category  
Administering Agency  
Planning Area

Transportation  
Pedestrian Facilities/Bikeways  
Transportation (AAGE30)  
Bethesda-Chevy Chase

Date Last Modified  
Required Adequate Public Facility  
Relocation Impact  
Status

4/21/14  
No  
None  
Preliminary Design Stage

	Total	Thru FY13	Est FY14	Total 6 Years	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
<b>EXPENDITURE SCHEDULE (\$000s)</b>											
Planning, Design and Supervision	6,000	0	0	6,000	3,000	0	0	3,000	0	0	0
Land	1,400	0	0	1,400	0	0	0	0	700	700	0
Site Improvements and Utilities	0	0	0	0	0	0	0	0	0	0	0
Construction	88,456	0	0	88,456	1,668	6,772	12,795	15,111	16,805	16,805	18,500
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>95,856</b>	<b>0</b>	<b>0</b>	<b>77,356</b>	<b>4,668</b>	<b>6,772</b>	<b>12,795</b>	<b>18,111</b>	<b>17,505</b>	<b>17,505</b>	<b>18,500</b>
<b>FUNDING SCHEDULE (\$000s)</b>											
G.O. Bonds	95,856	0	0	77,356	4,668	6,772	12,795	18,111	17,505	17,505	18,500
<b>Total</b>	<b>95,856</b>	<b>0</b>	<b>0</b>	<b>77,356</b>	<b>4,668</b>	<b>6,772</b>	<b>12,795</b>	<b>18,111</b>	<b>17,505</b>	<b>17,505</b>	<b>18,500</b>

### APPROPRIATION AND EXPENDITURE DATA (000s)

Appropriation Request	FY 15	4,668
Appropriation Request Est.	FY 16	6,772
Supplemental Appropriation Request		0
Transfer		0
Cumulative Appropriation		0
Expenditure / Encumbrances		0
Unencumbered Balance		0

Date First Appropriation	FY 15
First Cost Estimate	
Current Scope	FY 15 95,856
Last FY's Cost Estimate	49,500

#### Description

This project provides for the funding of the Capital Crescent trail, including the main trail from Elm Street Park in Bethesda to Silver Spring as a largely 12-foot-wide hard-surface hiker-biker path, connector paths at several locations, a new bridge over Connecticut Avenue, a new underpass beneath Jones Mill Road, supplemental landscaping and amenities, and lighting at trail junctions, underpasses, and other critical locations.

#### Estimated Schedule

The interim trail along the Georgetown Branch right-of-way between Bethesda and Lyttonsville will be upgraded to a permanent trail between FY16 and FY18, concurrent with the Purple Line construction schedule in that segment. The new extension of the trail on the northeast side of the Metropolitan Branch Trail between Lyttonsville and the Silver Spring Transit Center will be built in FY19 and FY20. The Metropolitan Branch segment will be opened concurrently with the planned opening of the Purple Line in 2020. This schedule assumes the current Purple Line implementation schedule provided by the Maryland Transit Administration (MTA).

#### Cost Change

Expenditures updated to reflect March 2014 Maryland Transit Administration construction cost estimates and the addition of \$600,000 in the Beyond 6 Years for lighting upgrades along the trail.

#### Justification

This trail will be part of a larger system to enable non-motorized traffic in the Washington, DC region. This trail will connect to the existing Capital Crescent Trail from Bethesda to Georgetown, the Metropolitan Branch Trail from Silver Spring to Union Station, and the Rock Creek Bike Trail from northern Montgomery County to Georgetown. The trail will serve pedestrians, bicyclists, joggers, and skaters, and will be compliant with the Americans with Disabilities Act of 1990 (ADA), the Bethesda CBD Sector Plan, and the Purple Line Functional Master Plan.

#### Other

The County will continue to coordinate with the Maryland Transit Administration (MTA) to identify options to build a sidewalk or path alongside the Purple Line beneath Wisconsin Avenue and the Air Rights and Apex buildings in Bethesda. If the County and the MTA identify feasible options, the County will consider adding them to the scope of this project in the future.

#### Fiscal Note

The project schedule and cost estimates may change as a result of the MTA's proposed public-private partnership for the Purple Line.

#### Coordination

Maryland Transit Administration, Maryland Department of Transportation, State Highway Administration, Maryland-National Capital Park and Planning Commission, Bethesda Bikeway and Pedestrian Facilities, Coalition for the Capital Crescent Trail, CSX Transportation, Washington Metropolitan Area Transit Authority

## Rapid Transit System (P501318)

Category	Transportation	Date Last Modified	4/21/14
Sub Category	Mass Transit	Required Adequate Public Facility	No
Administering Agency	Transportation (AAGE30)	Relocation Impact	None
Planning Area	Countywide	Status	Planning Stage

	Total	Thru FY13	Est FY14	Total 6 Years	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
<b>EXPENDITURE SCHEDULE (\$000s)</b>											
Planning, Design and Supervision	1,625	145	480	1,000	500	500	0	0	0	0	0
Land	0	0	0	0	0	0	0	0	0	0	0
Site Improvements and Utilities	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,625</b>	<b>145</b>	<b>480</b>	<b>1,000</b>	<b>500</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FUNDING SCHEDULE (\$000s)</b>											
Mass Transit Fund	625	145	480	0	0	0	0	0	0	0	0
State Aid	1,000	0	0	1,000	500	500	0	0	0	0	0
<b>Total</b>	<b>1,625</b>	<b>145</b>	<b>480</b>	<b>1,000</b>	<b>500</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### APPROPRIATION AND EXPENDITURE DATA (000s)

Appropriation Request	FY 15	500
Appropriation Request Est.	FY 16	500
Supplemental Appropriation Request		0
Transfer		0
<b>Cumulative Appropriation</b>		<b>625</b>
<b>Expenditure / Encumbrances</b>		<b>377</b>
<b>Unencumbered Balance</b>		<b>248</b>

Date First Appropriation	FY 13
First Cost Estimate	
Current Scope	FY 15      1,625
Last FY's Cost Estimate	625

#### Description

This project provides for the initial steps and detailed studies related to a bus rapid transit system in the County, supplementing the Metrorail Red Line and master-planned Purple Line and Corridor Cities Transitway (CCT). The County Council approved the Countywide Transit Corridors Functional Master Plan, an amendment to the Master Plan of Highways and Transportation, on November 26, 2013. The amendment authorizes the Department of Transportation to study enhanced transit options and Bus Rapid Transit for 10 transit corridors, including: Georgia Avenue North, Georgia Avenue South, MD 355 North, MD 355 South, New Hampshire Avenue, North Bethesda Transitway, Randolph Road, University Boulevard, US 29 and Veirs Mill Road.

#### Estimated Schedule

Facility planning for the MD 355 and US 29 corridors will begin in FY15

#### Cost Change

The Maryland Department of Transportation draft Consolidated Transportation Program for 2014-2019 provides \$10M for County Rapid Transit System planning; \$4.2M in FY15 and \$5.8M in FY16. The Department intends to use these funds to begin facility planning for the MD 355 and US 29 corridors in FY15. It is expected that facility planning for Randolph Road will be recommended for facility planning in FY17.

#### Justification

The proposed RTS will reduce congestion on County and State roadways, increase transit ridership, and improve air quality. The RTS will enhance the County's ability to meet transportation demands for existing and future land uses. Plans & Studies: MCDOT Countywide Bus Rapid Transit Study, Final Report (July 2011); County Executive's Transit Task Force (May 2012); and, Countywide Transit corridors Functional Master Plan (November 2013).

#### Other

The County has programmed funds for the Maryland Department of Transportation (MDOT) to conduct preliminary engineering for master-planned RTS lines on Veirs Mill Road between the Rockville and Wheaton Metro Stations (\$6 million) and for Georgia Avenue between Montgomery General Hospital and the Wheaton Metrorail Station (\$5 million). These two studies are funded in the State Transportation Participation project, PDF #500722 and are underway. The FY13 and FY14 appropriation provided funds for staffing and for studies of service planning and integration and of transit signal priority for the Purple Line, CCT, and the following RTS lines: MD 355 between Redgrave Place and the Bethesda Metro Station; US 29 between Burtonsville and Silver Spring Metro Station; Randolph Road between Rockville Pike and FDA Boulevard.

#### Fiscal Note

MDOT will manage facility planning for the MD 355 and US 29 corridors and has agreed to provide \$500,000 per year in FY15 and FY16 for County oversight. The County and MDOT are currently working on a Memorandum of Understanding to formalize this arrangement. The Executive asserts that this project conforms to the requirements of relevant local plans, as required by the Maryland Economic Growth, Resource Protection and Planning Act.

#### Coordination

Maryland Department of Transportation, Washington Metropolitan Area Transit Authority, M-NCPPC, City of Rockville, City of Gaithersburg, Montgomery County Rapid Transit Steering Committee, State Transportation Participation project (#500722)

## EXECUTIVE SUMMARY

JDA & Associates was retained by the Montgomery County, Maryland, Office of the County Executive, in June 2013, to assist the Office of Human Resources, Department of Transportation (DOT), and in collaboration with UFCW Local 1994 MCGEO, to conduct a climate survey and assessment for the Department of Transportation, Transit Services Division, Ride On program.

This survey request was conducted due to a significant amount of concern among the DOT Ride On employees regarding future direction and changes of Ride On. The primary purposes of the Climate Survey and Assessment are to: ascertain employees' perception of Ride On; provide the County with information regarding employee satisfaction of Ride On operational methods; identify desired improvements as a result of this survey; and, to gather information that could assist in policy decisions.

The survey was designed to measure satisfaction on a broad range of issues considered to be important to Ride On employees in areas of leadership, communication, supervision, safety, work place policies, job satisfaction, advancement and morale. The results of the survey are based on the respondents' perceptions of the effectiveness and quality of service that were secured from the respondents' responses to specific focus group discussion questions, online questions, email comments and phone conversations. These results should serve as informative data for improvement efforts and for creating a pathway to successfully move forward.

Of the approximately 737 Ride On employees invited to participate in this climate survey, 194 submitted valid responses for a response rate of 26%. Of these Ride On respondents, 86% (44 out of 51) of the non-union representative employees, which include: Senior Leadership, Depot and Central Chiefs, Program Managers and Specialists, Transit Services Supervisors, Transit Communication Supervisors, Transit Operations Supervisors and Trainers participated in the survey; whereas, 17% (114 out of 686) of MCGEO members participated. Specifically, Transit Coordinators, Information Technicians, and Principle Administrative Aides participated and represented 67% (30 out of 45), while Bus Operators which are the largest group of Ride On employees given an opportunity to participate, actually represented the smallest percentage of respondents with a response rate of 13% (84 out of 641). Of the 194 submitted responses, 39 respondents did not provide their position or demographic data, or elected not to give it, or the consultant was unable to collect it. (For specific job position participation data, refer to pages 30-32).

The collected demographic data, indicating employees' length of service with DOT and time in current position, divulged noteworthy findings. Of the 38 Depot and Central Chiefs, Transit Services Supervisors, Transit Communication Supervisors, Transit Operations Supervisors, Program Managers, Specialists, and Trainers who responded,

58% (22 out of 38) have been in their current position less than 5 years and 95% (36 out of 38) have been in their position less than 8 years. Furthermore, 47% (14 out of 30) of Transit Coordinators, Information System Technicians, and Principle Administrative Aides have been in their position less than 5 years and 70% (21 out of 30) have been in their position less than 8 years. Of the 84 Bus Operator respondents, 33% (28 out of 84) have been in their position less than 5 years, and 71% (61 out of 84) have been in their position less than 10 years.

The analysis of the data collected across-the-board overwhelmingly reveals:

- Most employees lack confidence, respect and trust in the Chief of Operations and in the direction in which the organization is moving;
- The Chief of Operations and three of the four Depot and Central Chiefs are negatively affecting employee job satisfaction and performance; and
- A majority of MCGEO Local 1994 members express dissatisfaction with the Union's lack of best interest commitment to transit service needs; additionally, non-members reflect that the Union has too much control and decision-making power.

Regardless of the position the employee holds, it is important for employees to feel respected and valued by his/her supervisor and by the organization(s), and that is not the current experience for any of the survey groups.

Compensation can be interpreted as an objective measure of an employee's worth to the organization. Employees who have seen their compensation erode and the salary differentials they have earned through job experience taken away from them perceive this action as a lack of respect. Although these factors are outside of DOT control, employees indicate that it makes them feel as though their efforts are not appreciated, and thus their job satisfaction is diminished.

Employees feel respected when they perceive that the organization values their health and safety by providing clean and professional workspaces and equipment. Poorly maintained vehicles and equipment signals to employees that the work taking place is not important. Although fleet maintenance falls outside of DOT responsibilities, many employees express a lackadaisical and non-caring attitude because they believe that the organization doesn't care enough to provide clean and properly working equipment and workspace. This, too, has resulted in diminished productivity.

The data show that the employees who strive for excellence in job performance become disheartened because they know that there are those who do not perform to standard, yet face little or no consequences. Employees who perceive this lack of accountability for poor performance are made to believe that their efforts are of little value to the organization. They state that if excellence were valued by the organization, those who do not perform would face consequences. Moreover, many depot and central respondents expressed resentment by the amount of favoritism, preference and unfairness taking place across the organization by supervisors and managers at all levels.

Comments about accountability primarily focus on respondents' desires to see changes in incentives for safe behavior or in disciplinary practices for unsafe behavior. Numerous respondents stated that they would like the current safety awards program expanded so that all individuals who work safely and perform would be rewarded more frequently than once a year. These respondents especially favor an opportunity to have incentives and receive rewards for safe behavior practices. Meanwhile, respondents express disapproval over the current disciplinary system for employees whose behavior is/was unsafe and underperforming. They believe that harsher punishments, including termination, are needed for employees who violate serious safety regulations. Respondents who made comments on accountability also frequently note that service and morale will be improved if all employees – regardless of management level, position, union membership, or whistleblower status – are held to the same consistent standards, expectations, and system of positive and negative consequences.

Numerous responses note that pressure to meet route schedules and deadlines is undermining safety regulations and places employees and customers at risk. Respondents state that leadership, including immediate supervisors, often talk about prioritizing safety, but do not consistently follow through with this commitment while work is in progress, particularly when timelines and budgets are tight. Incentives for managers to meet budget and schedule demands are regarded as detrimental to workforce safety. This leaves employees feeling that leadership does not genuinely value their personal safety.

Numerous respondents discuss personally experiencing, witnessing or hearing about retaliation taken against employees who bring safety concerns and personnel issues to the attention of management. Comments vary in where they place blame – senior leadership, middle management, or supervisors, and sometimes all levels of management. Some respondents indicate that the retaliation is more than subtle and leads to strained relationships with Senior Leadership, Operations Chief and a few Depot and Central Chiefs who reportedly view or treat the employee who raises a concern or issues a stop work as a "trouble maker." Numerous respondents state that raising safety concerns and personnel issues makes them vulnerable to transfer from their current position or even termination. Workforce restructuring created a climate in which employees were less willing to raise concerns so that they can keep their jobs.

Comments also note that incentives to management for meeting production goals or having no accidents or infractions within Ride On leads employees to feel a backlash if they report a problem that interfered with achieving these goals.

Employees made clear their desire to know that Senior Leadership is listening to them. Most importantly they want to see management take action now that they know what employees need.

One survey respondent put it this way:

*"This survey is our last hope. However, if we aren't made aware of what the findings and recommendations are, how to address them and take action, then this survey was another waste of time, energy, resources and money. If we don't see any real or honest changes, then there is no hope for Ride On."*

## RECOMMENDATIONS

JDA & Associates recommends that Ride On take a multi-pronged approach to address the findings, issues and concerns revealed by the survey results; and, to identify specific actions and strategies for organizational improvement and employee satisfaction.

The recommendations are categorized into five areas:

- I. Trust, Communication and Collaboration
- II. Leadership, Organizational Structure and Accountability
- III. Policies, Procedures, Planning and Personnel Performance
- IV. Customer Service, Safety and Maintenance
- V. Recognition, Accomplishments, Advancement and Evidence of Success

Each of the five categories contains several defined recommendations pertaining to that area. However, all of the recommendations must be viewed holistically to successfully plan and implement the necessary changes for organizational improvement. Some recommendations will require further study and entail more long-term planning than others, while many can be implemented immediately.

### I. Trust, Communication and Collaboration

#### Rationale:

Effective communication between senior management, middle management and employees is extremely important especially during times of uncertainty and during times of economic downturns. Effective and timely communication reminds employees and provides employees with understanding of the organizations' goals, policies, and vision and keeps them informed about what is going on in the organization. Open and honest communication provides the workforce with direction, dispels rumors, institutes commitment and promotes trust. Employees should not feel uncomfortable or afraid to pose questions, suggestions or concerns to management. Organizations should ask the question, "Can employees question the decisions of management without fear of repercussions?"

#### Recommendations:

1. Increase occasions for Division, Operations, Depot and Central Chiefs to be more visible by informally visiting depots and work areas to dialog with employees

2. Expand and refine the methods for communicating Ride On news and items to all employees
3. Have senior management improve communications with direct reports and employees, verbally and in written form
4. Have employees practice Trust Behaviors (refer to pages 33-34)
5. Create transparency among Ride On employees
6. Utilize a variety of means to inform and solicit input from employees
7. Convey trust and communication as a shared responsibility of all employees
8. Keep employees informed
9. Build and develop deeper trust and rapport opportunities among employees
10. Have Division, Operations, Depot and Central Chiefs hold town hall meetings with employees to provide direction, clarify priorities and procedures, and answer questions
11. Create a work environment to encourage employee creativity and openness to make suggestions
12. Promote a “we” and “our” organizational mentality and verbalization, and discourage the organizational “I” and “mine” attitude and verbalization
13. Conduct quarterly “all depot” meetings to inform, deliver consistent messages and provide opportunities to build relationships
14. Create opportunities for employees to meet face-to-face to develop trust and rapport and to eliminate the barriers of separate depots, buildings and floors
15. Build and develop deeper trust and rapport opportunities among employees, managers, supervisors and leadership
16. Cultivate a team attitude and a commitment of “shared responsibility”

Keyword Findings – Trust, Communication and Collaboration	
<ul style="list-style-type: none"> <li>☑ Accuracy of Communication</li> <li>☑ Communication Barriers</li> <li>☑ Consistent Message</li> <li>☑ Empowerment</li> <li>☑ Group Dynamics</li> <li>☑ Listening</li> <li>☑ Loyalty</li> </ul>	<ul style="list-style-type: none"> <li>☑ Morale</li> <li>☑ Motivation</li> <li>☑ Recognition</li> <li>☑ Reputation</li> <li>☑ Respect</li> <li>☑ Support</li> <li>☑ Transparency</li> </ul>

*“Few things can help an individual more than to place responsibility on him, and to let him know that you trust him.”*

**—Booker T. Washington**

## **II. Leadership, Organizational Structure and Accountability**

### **Rationale:**

Leadership is often seen as a key factor in coordinating and aligning organizational processes. As with any aspect of organizational functioning, it should focus on organizational performance, and most importantly, it should focus on effectiveness in achieving desired outcomes. An effective leader of an organization initiates action, motivates employees, provides guidance, creates confidence, builds morale and strengthens working environments.

Accountability is a critical and challenging aspect of leadership. It is especially challenging for an organization, which serves a broad array of constituencies, is devoted to public service and in which outputs can be difficult to measure.

### **Recommendations:**

1. Create an environment of leading by empowering employees and eliminate leading by dictating, intimating, neglecting and favoritism
2. Have employees with supervisory responsibilities create an open door approach and a safe environment for employees to share thoughts, concerns and ideas
3. Assess the effectiveness of the current organizational structure
4. When announcing decisions, include how the decision is consistent with the mission of Ride On and the process followed in arriving at the decision
5. Develop, revise or make available written expectations for items such as:
  - a. work performance
  - b. job responsibilities
  - c. work schedules
6. Provide training for employees with supervisory responsibilities on policies and procedures, effectively acknowledging employees, and leadership and management competencies
7. Foster an attitude with supervisory staff that knowledge is power, but keeping and not sharing, or micromanaging the knowledge with employees is, destructive and detrimental to organizational success
8. Hold employees accountable for their actions
9. Promote, encourage and reward employees' positive behaviors, actions, and ideas
10. Stay true to commitments and accomplish them in a timely manner
11. Improve and mend relationships and trust behaviors between county and union representatives
12. Provide union members with the opportunity to select transit representatives and establish a limit to the length of term in office for representatives

13. Improve accountability procedures for achieving assigned tasks, responsibilities and timelines
14. Incorporate opportunities for feedback from direct reports regarding supervisor competencies of all employees with supervisory responsibilities
15. Expand supervisor autonomy and decision-making practices
16. Utilize the talents and skills of employees
17. Explain how budget allocations and spending decisions are made at various levels
18. Identify future funding opportunities and challenges
19. Designate, assign or hire a project manager to carry out the recommendations, actions, and implementation of this climate assessment

Keyword Findings – Leadership, Organizational Structure and Accountability	
<ul style="list-style-type: none"><li>▣ Alignment</li><li>▣ Accountability</li><li>▣ Confidence</li><li>▣ Decision-making Skills</li><li>▣ Empowerment</li><li>▣ Evaluation</li><li>▣ Integrity</li></ul>	<ul style="list-style-type: none"><li>▣ Involvement</li><li>▣ Mission</li><li>▣ Priorities</li><li>▣ Responsibilities</li><li>▣ Structure</li><li>▣ Transparency</li><li>▣ Vision</li></ul>

*“Leadership is solving problems. The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership.”*

—Colin Powell

### **III. Policies, Procedures, Planning and Personnel Performance**

#### **Rationale:**

Organizational planning is paramount to achieving desired results. Strategic planning is the process by which an organization develops the most desirable vision of the future, taking into account the constraints it is likely to work within, and how it can realize that vision. Planning sets the direction and establishes priorities for an organization. It defines the organization's view of success and prioritizes the activities that will make this view a reality. Without clearly defined and articulated strategies, organizations discover that priority initiatives—the ones that will drive the highest success—are often given secondary treatment or never achieved.

Most successful organizations have recognized that functional and enforceable policies and procedures are the arteries to guide the organization and streamline effectiveness and efficiency. Policies and procedures are always put in writing to help in governance, compliance and smooth continuity of processes within an organization. Developing clearly written policies and procedures that are documented, updated and followed, brings structure to an organization and assists in the day-to-day decision-making processes. Policies and procedures also serve as an internal control method so that supervisors and managers cannot take free license to make creative or unauthorized decisions.

#### **Recommendations:**

1. Update existing policies, procedures and regulations
2. Adhere to and be consistent with enforcing policies, procedures and regulations
3. Develop a comprehensive strategic plan to reach the goals of Ride On
4. Review, amend or develop operational processes
5. Amend or develop a more effective attendance policy for bus operators and coordinators
6. Establish procedures for disseminating accurate information to all employees about what decisions were made and what topics were discussed at the senior level meetings
7. Develop processes to reduce communication layers to deliver relevant information to employees
8. Modify and revise the attendance policy for bus operators and transit coordinators
9. Improve processes for employees to ask questions and check for understanding before decisions are implemented that affect them

10. Refine and improve the processes for disseminating information bi-directionally to eliminate the breakdowns in the communications flow or the filtering of information
11. Strengthen the philosophy of a “one transit service” organizational model that focuses and aligns human and capital resources.
12. Continuously share the vision, mission and goals of Ride On
13. Offer those closest to the work the opportunity to take the lead in providing solutions to improve processes and results
14. Create, unify and enforce processes consistently among depots
15. Assess the method and effectiveness of the current employee performance evaluation process
16. Reevaluate the criteria for measuring effective job performance
17. Establish transparency in how overtime is allocated and leave is approved

<b>Keyword Findings – Policies, Procedures, Planning and Personnel Performance</b>	
<ul style="list-style-type: none"><li>☒ Change Management</li><li>☒ Consistency</li><li>☒ Duties and Responsibilities</li><li>☒ Employee Involvement</li><li>☒ Enforcement</li><li>☒ Evaluation</li></ul>	<ul style="list-style-type: none"><li>☒ Levels of Decision-making</li><li>☒ Priorities Processes</li><li>☒ Project Management</li><li>☒ Shared Responsibility</li><li>☒ Strategic Planning</li></ul>

*“The best time to plant a tree is twenty years ago. The second best time is today.”*

**– Chinese Proverb**

## **IV. Customer Service, Safety and Maintenance**

### **Rationale:**

Research indicates that customers will stop using a service or product not because of price or product quality issues, but because they did not like the human side of doing business with the provider of the product or service. Customer service is a highly important component of every service providing organization. Organizations that are unable or unwilling to properly service their customers (and employees) stand to lose the customers' business. An organization that best demonstrates excellent customer service characteristics will have a distinct advantage over its competition. Customer service – external and internal – is critical and essential to increasing revenue and retaining employees.

In order to provide successful customer service, Montgomery County must properly manage their fleet of buses and vehicles. Although, fleet maintenance falls outside of DOT responsibilities, it is imperative that maintaining the operation and mechanical condition of the equipment is critical to ensure safe, efficient vehicle performance and lengthened life span. Having an effective vehicle maintenance program in place reduces maintenance cost, decreases downtime, lowers accident incidences and improves employee's morale. Providing well maintained vehicles and equipment enhances the organization's image as a safety minded and caring entity.

### **Recommendations:**

1. Increase collaboration and obtain results with Fleet Management to:
  - a. Provide safe, operational, and modernized equipment and tools for employees to properly perform their duties and responsibilities;
  - b. Improve the quality control of bus inspections, service and maintenance;
  - c. Increase the capacity to repair or replace equipment in a more timely manner; and
  - d. Improve the cleanliness of buses and county vehicles
2. Promote "safety first" attitude and actions for employees and passengers
3. Increase new bus operators knowledge of routes, customer service, bus operation and protocol procedures
4. Provide employees with proper personal safety gear, equipment and communication devices
5. Establish protocol procedures for emergency situations (i.e. hurricanes, terrorists, etc.)
6. Properly adjust and revise bus route time schedules, stops and breaks to safely transport passengers and improve employees' personal needs
7. Advertise and provide public awareness on proper passenger behavior, fare requirements and safety issues

Ride On – Climate Survey and Assessment Report

8. Improve internal customer service practices and attitudes to inform, collaborate, and support each other with integrity and respect
9. Improve and revise employees dress code and provide the appropriate quality and quantity attire to match their job position and weather conditions

Keyword Findings – Customer Service, Safety and Maintenance	
<input checked="" type="checkbox"/> Attitude and Behaviors	<input checked="" type="checkbox"/> Professionalism
<input checked="" type="checkbox"/> Decision-making Procedures	<input checked="" type="checkbox"/> Quality Control
<input checked="" type="checkbox"/> Diversity	<input checked="" type="checkbox"/> Resource Allocations
<input checked="" type="checkbox"/> Equipment Replacement	<input checked="" type="checkbox"/> Return on Investment
<input checked="" type="checkbox"/> Health	<input checked="" type="checkbox"/> Reliability
<input checked="" type="checkbox"/> Priorities	<input checked="" type="checkbox"/> Service

*“The more you engage with customers the clearer things become and the easier it is to determine what you should be doing.”*

—John Russell, President, Harley Davidson

## V. Recognition, Accomplishments, Advancement and Evidence of Success

### **Rationale:**

Measuring the success of an organization requires defining success and requires collecting evidence to measure success. Performance measurements consist of collecting, analyzing and/or reporting information regarding the performance of an individual, group, organization, system or component. It can involve studying processes and strategies within an organization. Without measuring performance, an organization can flounder, drift, implode or dissolve.

Measuring success is of utmost importance; however, doing something about or with the success is even more crucial if an organization is to benefit from the success as well as assure its continuation. High-performance organizations understand the necessity of offering awards and incentives that recognize, validate and value outstanding work. These awards and incentives keep employees motivated and are an effective means of reinforcing the organization's expectations and goals, especially in times when merit budgets are low (or even frozen), or in times when promotions are rare, health care premiums are on the rise, and overall job satisfaction is low.

For a program to be effective, however, it must create value. This means that the program must have a performance component, or it will be meaningless. Many supervisors and managers dismiss recognition and reward programs as feel-good activities. Evidence suggests that there is a strong link between noncash awards and incentives and improved job performance.

Successful organizations cite a number of reasons for adopting recognition programs, which include: reducing costs; attracting and retaining key employees; increasing employee productivity, competitiveness, revenues and profitability; improving quality, safety and customer service; and lowering stress, absenteeism and turnover.

### **Recommendations:**

1. Recognize and accept the diversity of work styles and methods
2. Recognize the talents, skills, and knowledge that each employee offers
3. Celebrate and recognize individuals and depot accomplishments
4. Establish events, programs and incentives to recognize individuals and Ride On accomplishments
5. Create a structure for identifying, posting and publishing Ride On accomplishments
6. Determine how each person likes to be recognized for his/her accomplishments – then recognize them appropriately

7. Deliberately and Intentionally advocate for recognition of the contributions and work that Ride On performs
8. Recognize the skills, abilities, and knowledge of current employees and promote from within
9. Identify available funding resources for professional development opportunities
10. Work with the Office of Human Resources to allow for job experience to become a qualification criteria factor for advancement and promotion
11. Utilize the professional development opportunities offered by the county to elevate employees abilities
12. Provide more opportunities for employees to expand, utilize, and advance their skills and knowledge
13. Establish data guidelines to measure transit service effectiveness
14. Establish quarterly transit service performance measures and goals
15. Recognize and capitalize on the wealth of experience, knowledge, commitment and dedication of Ride On employees
16. Develop quarterly or semi-annual Ride On progress reports and monitoring plans
17. Utilize stakeholders' feedback to document success and to improve results and effectiveness
18. Creatively build on past successes and future opportunities
19. Promote "healthy employees" programs, incentives and practices

Keyword Findings – Recognition, Accomplishments, Advancement and Evidence of Success	
<ul style="list-style-type: none"><li>☑ Acknowledgement</li><li>☑ Appreciation</li><li>☑ Career Opportunities</li><li>☑ Continuous Improvement</li><li>☑ Data Analysis</li><li>☑ Expertise</li><li>☑ Group Dynamics</li></ul>	<ul style="list-style-type: none"><li>☑ Incentives</li><li>☑ Performance Measures</li><li>☑ Promotions</li><li>☑ Respect</li><li>☑ Team Effectiveness</li><li>☑ Values</li></ul>

*"A pat on the back is only a few vertebrae removed from a kick in the pants, but is miles ahead in results.*

**-Ella Wheeler Wilcox**