

MEMORANDUM

April 16, 2014

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

FROM: ^{MM} Marlene Michaelson, Senior Legislative Analyst

SUBJECT: Maryland-National Capital Park and Planning Commission FY16 Operating Budget: Park Fund and Administration Fund

Those expected for this worksession:

Casey Anderson, Chair, Montgomery County Planning Board

Parks Mike Riley, Director of Parks
 Mitra Pedoeem, Acting Deputy Director of Administration
 John Nissel, Deputy Director of Operations
 Christy Turnbull, Chief, Enterprise Division/Parks
 John Hench, Chief, Park Planning & Stewardship
 Trish Swann, Acting Budget Manager

Planning Gwen Wright, Director
 Rose Krasnow, Deputy Director
 Karen Warnick, Chief, Management Services

CAS Patti Barney, M-NCPPC Executive Director
 Joe Zimmerman, M-NCPPC Secretary Treasurer
 Adrian Gardner, M-NCPPC General Counsel
 John Kroll, M-NCPPC Corporate Budget Manager
 Renee Kenney, Chief Internal Auditor

This memorandum addresses the Administration Fund (The Planning Department, Commissioners' Office, and Central Administrative Services) and the Park Fund of the Maryland-National Capital Park and Planning Commission (M-NCPPC) budget, excluding technology issues. On April 27, the Committee will continue its discussion of the M-NCPPC budget, focusing on the Enterprise Fund,

Special Revenue Funds, Advance Land Acquisition Revolving Fund, the Property Management Fund, and the Internal Service Funds, technology issues and any follow-up issues from the first meeting. The Committee will also continue its discussion of possible amendments to the M-NCPPC Capital Improvements Program. Park Police will be considered separately at a Public Safety Committee meeting on April 27.

All page references are to the M-NCPPC Fiscal Year 2016 Proposed Annual Budget; Committee Members may wish to bring a copy to the meeting. The Planning Board Chair's transmittal letter is on © 1 to 12. Relevant pages from the County Executive Recommended FY16 Operating Budget are attached on © 13 to 19. M-NCPPC responses to Council Staff questions on the budget are attached at © 20 to 56.

OVERVIEW OF M-NCPPC BUDGET

The total requested FY16 budget for the agency for **all funds**, including self-supporting funds, debt service, and reserve is \$168.4 million, an increase of \$6.2 million, **or 3.8 percent**, as compared to the FY15 budget.¹ This figure includes tax-supported funds (the Administration Fund and Park Fund) and non-tax supported funds (Special Revenue Funds, Internal Services Funds (Capital Equipment and Risk Management), the Enterprise Fund, the Advance Land Acquisition Revolving Fund (ALARF), the Property Management Fund, and reserves, but does not include the Capital Projects Fund included in the summary chart on page 27 of their budget.

The table below summarizes the **tax-supported request as calculated for Spending Affordability Guideline (SAG) purposes**. In February 2015, the Council approved an FY16 SAG for M-NCPPC of \$116.4 million, or \$4,452,228 (4%) above the \$111,947,772 approved FY15 budget. For FY16, the Commission has requested **\$118,704,547 (excluding debt service, grants, reserves and Other Post-Employment Benefits (OPEB) prefunding)**, approximately \$2.3 million above the February SAG amount target. The County Executive recommended funding (excluding debt service, grants, reserves, and OPEB) of \$113,904,946, which is \$4.8 million or 4% **less** than the request.

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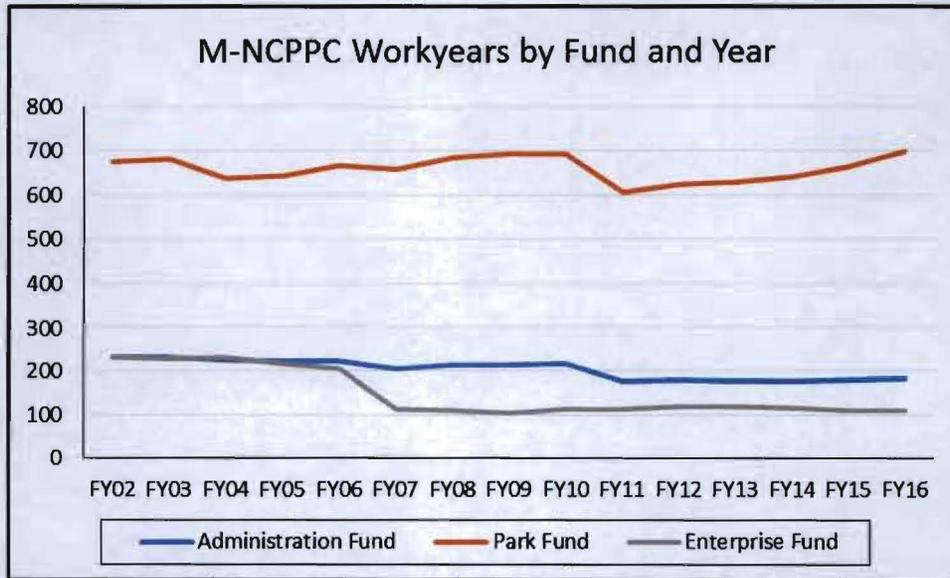
¹ The chart on page 27 of their budget shows a decrease in the overall funding for the Commission, but that is because this year's budget (for the first time) includes Capital Improvements Program funding, which varies significantly from year to year (e.g., with "Capital Projects Funds", the FY15 total budget was 30% greater than the FY14 budget). Council Staff excluded Capital Projects Funds from the summary in this memorandum to provide a clearer picture of the operating budget.

**M-NCPPC SUMMARY OF TAX SUPPORTED FUNDS
COUNTED FOR SAG²**

(Millions)

		Increase/Decrease Over Approved FY15 Budget	
		Dollars	Percent
Approved FY15 Budget	\$111.9		
M-NCPPC FY16 Request	\$118.7	\$6.8	6.1%
February Spending Affordability Guideline (SAG)	\$116.4	\$4.5	4.0%
Executive Recommendation	\$113.9	\$2.0	1.8%

The three main funds within M-NCPPC – Administration, Parks, and Enterprise - each experienced a significant drop in workyears sometime in the last decade. Workyears associated with the Department of Parks has increased each year since FY11, while workyears associated with the Administration Fund and Enterprise Fund have remained fairly level.



² This chart does not include the cost of OPEB pre-funding, which is part of the tax-supported request, but is not counted for SAG since it is accounted for elsewhere in the budget for SAG purposes. Page 12-3 of the Executive recommended budget (© 15) shows a tax-supported appropriation of \$115.7 since it includes OPEB.

COMPENSATION

Compensation for all agencies will be considered by the Government Operations and Fiscal Policy (GO) Committee in a meeting on April 23, so this issue is touched upon only briefly in this memorandum. The FY15 budget as submitted by M-NCPPC includes a “compensation marker” with a compensation increase of \$2.05 million; the specific amount and form will be determined after union negotiations are completed. Major personnel costs also include a small decrease (\$288,251) in OPEB Pay as you Go (PAYGO) and decreases in both pension costs and employee health benefits totaling approximately \$1.3 million (see © 3).

MAJOR CHANGES IN THE FY16 BUDGET

Significant FY16 changes to the M-NCPPC budget are described in the Chair’s Cover letter (© 1 to 12). Changes in compensation include increases in OPEB and compensation and a decrease in health insurance and pension, for a total change in personnel costs of \$1.2 million or 1%.

Non-compensation cost changes include decreases for Debt Service (-\$83,653), a proposed transfer from the Administration Fund to the Development Review Special Revenue Fund (\$500,000), the elimination of a transfer from the Administration Fund to the Park Fund approved at the end of the operating budget review last year to balance the funds (-\$1.1 million), increases in costs related to the National Pollution Discharge Elimination System (NPDES) (\$271,627), the additional operating budget impact (OBI) of new parks (\$603,797) and investments in new critical needs (\$3,869,006), and major known operating commitments (\$799,927), for total non-compensation changes as compared to the FY15 budget of \$6.1 million or 5 percent. As noted above, compensation will be addressed by the GO Committee. Other major changes in the budget are addressed below in the discussion of the relevant department.

ADMINISTRATION FUND

The Administration Fund of M-NCPPC includes the bi-county Central Administrative Services (CAS), the Commissioners’ Office, and the Planning Department. M-NCPPC’s total budget request for the Administration Fund for FY16 is **\$30,200,197**, representing a \$1,490,212 or **5.2% increase** over the FY15 budget. **The Executive recommends a reduction of \$746,600 from the Commission’s request.**

ADMINISTRATIVE FUND BUDGET HIGHLIGHTS (Millions)	
FY15 Approved Budget	\$28.71
FY16 Request	\$30.20
FY16 Executive Recommendation	\$29.54
Difference between FY15 Approved and FY16 Request	\$1.49

PLANNING DEPARTMENT

WORKPROGRAM

On March 31, the Planning Board presented their Semi-Annual Report to the Council, including their recommended schedule for master plans. Several Councilmembers asked whether the Planning

Department could expedite its production of the White Flint II Master Plan; they have indicated on © 26 that they will accelerate their work and **begin work on the Plan in April** instead of June and it will be transmitted to the Council and Executive in August 2016. They have recommended delaying the Marc Rail Stations Plan one month (to better space the delivery of plans to the Council) and the Shady Grove Minor Master Plan amendment for the potential entertainment venue by 6 months. A revised schedule appears on © 27.

The Council also raised several questions related to the need for new schools and asked whether this might be an appropriate addition to the Planning Department work program. Questions raised thus far include the following:

- Is Montgomery County Public Schools (MCPS) accurately forecasting the number of additional school aged children that will be generated by new development?
- How does MCPS determine when additional students will require opening a new school versus reopening an existing closed school versus making boundary changes?
- Has MCPS appropriately examined options for alternative site and building standards for schools, particularly in more urban areas of the County where space is limited?

Since the scope of this effort is not yet clear, the Planning Department has suggested taking additional time to determine the specific issues that should be considered. While some of these issues are related to topics where Planning Department input may be helpful, there are others that may be outside their expertise. **The Council may want to consider whether the Office of Legislative Oversight (OLO) might be in a better position to take the lead in this effort with Planning Department input where appropriate.**

WORKYEARS

M-NCPPC has proposed 145.1 workyears (before lapse and chargebacks) for FY16 (139.85 after lapse), **which is one workyear greater than the amount in the approved FY15 budgets.** The four major components of the Planning Department program budget are as follows: (1) Master Plans; (2) Plan Implementation; (3) Information Resources; and (4) Management and Administration.

The charts attached on © 23 to 244 provide a comparison between the Planning Department's FY15 and FY16 workyears. Pages 126 – 127 in the budget provides summary information about the FY16 costs for personnel and other costs on a program basis. The only net increase in staffing is the requested addition of a third full-time career position for the Web Team to allow for “quality control over content, regular web maintenance, service to the planning teams, and growth and implementation of new outreach tools such as social media, interactive maps, and video tools.”

Program	FY15 workyears	FY16 workyears
Master Planning (includes Plans, Public Policies Planning Coordination, and Special Projects)	47.67	51.01
Regulatory Planning (includes Regulatory Policy Development/Amendment and Land Use Regulations)	50.46	50.72
Information Resources	14.47	11.73
Management/Administration (includes Governance and Agency Support)	26.25	26.39
TOTAL	138.85	139.85

NEW INITIATIVES

The Planning Department has asked for several new initiatives described below. The justification for the new initiatives is presented on pages 114-117 of the budget book.

Support of Master Plans

Each year the budget includes several requests for consulting services to support the master planning effort with the focus changing each year as the plans change. In FY16, they will no longer need funding for plans completed in FY15 but have asked for \$60,000 (up from \$45,000 in FY15) to support undefined special requests that may come up related to the master plan program (which includes Council questions and assignments) and the following specific allotments:

- Bethesda Downtown Plan \$15,000
- White Flint II Transportation and Feasibility Analysis \$60,000
- Consultant Support for Montgomery Hills/Forest Glen Master Plan \$40,000
- Assistance with Bikeways Plan Update \$75,000

Staff believes that consultant support for the master plan program is critical to enable them to complete so many master plans at the same time and in a timely manner. **Staff supports these requests.**

Special Studies

Each year, the Planning Department completes special studies to assist with its workprogram. Consultants are generally used to provide specialized expertise and allow Planning Department staff to focus on master plans and regulatory reviews. The proposed special studies for FY16 include the following:

- **University of Maryland Contract for Master Plan Reality Check** (\$150,000) – This study will assess whether the growth called for by the plans has occurred as anticipated, whether the necessary infrastructure has been provided, and if the public amenities go far enough in creating better communities.
- **Evolving Retail Trends Study** (\$150,000) – This study would enable the Planning Department to understand changing trends in retail that impact land use and the long term viability of commercial areas in the County.

- **Continued Analysis and Implementation of New Transportation Tools (\$175,000)** – This one-time request for FY16 is for consultant assistance with the technical aspects of establishing new transportation tools for use by the Functional Planning and Policy Division in support of master plan analysis and subdivision staging.

Additional detail on these studies appears on pages 114-116 of the budget. **Staff supports these requests.**

Community Outreach

The Planning Department continues to tailor its community outreach efforts to the unique communities in each planning area and try new and innovative approaches. The increases in this year’s budget include the following:

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|---|----------|
| • Professional facilitation services for community outreach related to Aspen Hill and Vicinity or other applicable projects | \$40,000 |
| • Consulting services for community outreach related to Rock Spring | \$10,000 |
| • Community outreach support (mailings, on-line media, meeting exhibits and Banners, videography, etc.) | \$77,800 |

Staff supports these requests.

Information Technology

The Planning Department has requested funding for several initiatives related to their website or information technology. These technology-related initiatives are listed here for information purposes at this time. **Staff recommends that all technology initiatives be discussed at the follow-up meeting on April 27 when the Council’s expert on these issues will be available to participate in the discussion, since he has expressed some concerns about this part of the budget.**

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|---|----------|
| • New Web Team Position (only new position in budget) | \$83,000 |
| • Website Redesign | \$75,000 |
| • Desktop Virtualization ³ | \$60,000 |
| • Professional services for Project Docx | \$40,000 |
| • Storage Area Network (SAN) Server upgrade (annual cost for 6 years) | \$80,000 |

PROFESSIONAL SERVICES

Pages 120-123 of the Budget lists the Professional Services, which are proposed to increase from \$986,300 in FY15 to \$1,331,400 in FY16. Each of the major new initiatives were discussed above.

³ Note that there is also \$120,000 in the Department of Parks budget for Desktop Virtualization.

Professional Services	FY15	FY16
Special Project/Funding for Special Council Requests	\$45,000	\$60,000
Co-Location of Public Facilities Study	\$100,000	
Rental Housing Study	\$250,000	
Evolving Retail Trends Study		\$150,000
Master Plan Reality Check		\$150,000
Sustainability and Planning Activity	\$20,000	
Master Plan Consulting Services		
Greater Lyttonsville land/industrial use analyses	\$20,000	
Bethesda Downtown Plan		\$15,000
Montgomery Village Master Plan Feasibility studies and/or economic analyses	\$33,000	
Montgomery Village Master Plan Community Outreach	\$32,000	
Montgomery Hill/Forest Glen		\$40,000
White Flint II		\$60,000
Aspen Hill and other Master Plan (outreach)		\$40,000
Rock Spring Plan (outreach)		\$10,000
Transportation		
Traffic Counts and Modeling for master plans	\$24,000	\$54,000
Local Area Modeling Assistance	\$35,000	\$60,000
Subdivision Staging Growth Policy/COG MP Local Area Modeling Support – TPAR 2016 Analysis and Exploration of Dynamic Traffic Model to combine policy area and local area analysis	\$125,000	
Subdivision Staging Policy – continued analysis and implementation of new transportation tools		\$175,000
Bikeways Plan Update – Consulting services		\$75,000
Historic Area Work Permits	\$10,900	\$13,000
Technology		
Network Maintenance and Security (WAN/LAN Habernet consulting)	\$65,000	\$65,000
Consulting for Telephone Support	\$30,000	\$32,000
Microsoft email Cloud. Email annual license fee	\$20,000	\$27,000
L3 Helpdesk/Inventory support	\$65,000	\$65,000
Consulting support miscellaneous	\$10,000	\$3,000
Desktop Virtualization		\$60,000
Mobile device management	\$10,000	\$4,000
Outside help for IT Strategic Plan	\$20,000	
Avaya monitoring system	\$20,000	\$7,000
UPS Maintenance	\$15,000	\$3,000
E911 ongoing support	\$2,400	\$2,400
Mutare ongoing support (voice mail to email conversion)	\$2,000	\$2,000
Black Box licenses for constant upgrades for video conference units	\$4,000	\$4,000
IS/GIS – Professional Services related to Project Docx		\$40,000
Communications		
Website Upgrade		\$75,000
Master Plan Transcriptions and Noticing	\$20,000	\$30,000
Translation Services	\$8,000	\$10,000
TOTAL	\$986,300	\$1,331,400

REDUCTIONS

The Executive has recommended a \$746,600 reduction from the Commission's request for the Administration Fund. The Planning Board has chosen to allocate the reduction between the Planning Department and CAS as follows:

Allocation of Non-Recommended Reductions	
Planning Department	\$619,268
CAS	\$127,332
Commissioners' Office	0
Total	\$746,600

The Central Administrative Services (CAS) reductions are discussed in the section of this memorandum that presents their budget. The Planning Department originally believed they needed a \$500,000 transfer from the Administration Fund to cover the gap between expected costs and revenues in the Development Review Special Revenue Fund. Since revenues now appear to be greater than expected, they no longer believe they need this transfer and can reduce tax-supported funding in the Administration Fund by \$500,000. **The remaining \$119,268 reduction they recommend be taken from the \$175,800 in their budget for maintenance and critical repairs to the existing headquarters. Staff supports this reduction** and notes that if there are any major repairs that must be done before they relocate to Wheaton in a few years, they could request a supplemental, but otherwise they should minimize costs associated with a building that will soon be torn down. They have requested that the funding be placed on the reconciliation list, but Staff believes there will be higher priorities to fund and does not recommend adding it.

COMMISSIONERS' OFFICE

The Montgomery County Commissioners' Office includes the Chair's Office and the technical writers unit. The description of this Office and the requested budget appear on pages 56-59 of the M-NCPPC Budget. The requested budget for FY16 is \$1,257,274. This is a \$17,997 increase (1.5 percent) in personnel services from the FY15 budget. They have proposed to convert a part-time contract position to a part-time career position, which would increase the number of positions in the office from 11 to 12. Supplies and materials and Other Services and Charges remain unchanged from FY15.

Staff recommends approval as submitted.

CENTRAL ADMINISTRATIVE SERVICES

Central Administrative Services (CAS) provides the administrative functions for both the Montgomery and Prince George's portions of this bi-county agency through three departments: Human Resources and Management (DHRM), Finance, and Legal. The FY16 Montgomery County portion of the proposed CAS budget **before chargebacks** is \$9,092,760, an increase of \$170,449 or 1.9% over the approved FY15 budget (page 100). Each year, CAS recalculates the allocation of costs between the two counties based on cost drivers and labor distribution. For FY16, the allocation of costs between the two

counties is 45% Montgomery County and 55% Prince George's County. Montgomery County's percentage of the total budget of the Commission is approximately 35%.

The total Montgomery County portion of CAS workyears is proposed to **increase** by 1.64 workyears from 54.8 to 56.44 (see page 103 in the Budget). In addition, some seasonal and contractual positions are proposed to be converted to merit positions. Proposed changes (to be split between the counties) include the following:

Department of Human Resources and Management (DHRM)

- One new position to support the administration of the new Enterprise Resource Planning (ERP) System.
- Restore one frozen Human Resources position to address significantly increased recruitment activities.
- Convert existing seasonal/intermittent Records Program Aide to part-time Merit.
- Move 0.5 workyears of existing administrative position to Risk Management.
- Add one term Contract position to address extensive policy work and eliminate frozen Merit Management Analyst position.

Finance Department

- One new position to meet increasing demands in the Purchasing Division.
- One new position to provide support for the ERP in the Accounting Division.

Legal

- Convert one term contract work year to a career/merit position to service the planning functions in Montgomery County.

There is a significant increase in Support Services (16.2%) due to an 11% increase in occupancy costs for CAS units housed at the Executive Office Building in Prince George's County and \$75,000 for external leases to house the staff that cannot be accommodated within the EOB. This problem would worsen if the Councils agree to the 4 additional positions requested in the combined budget for Montgomery and Prince George's counties. **The Committee may want to discuss with CAS whether there are any less costly options for housing CAS staff.**

The allocation of Montgomery County costs by Department within CAS after chargebacks is as follows:

CENTRAL ADMINISTRATIVE SERVICES (Excluding Non-Departmental)					
Department	Actual FY14	Budget FY15	Proposed FY16	Change FY15 to FY16	% Change FY15 to FY16
Human Resources & Mgmt	\$1,729,834	\$2,030,073	\$2,035,210	\$5,137	0.3%
Finance	\$2,914,251	\$3,075,515	\$3,188,071	\$112,556	3.7%
Legal	\$1,466,192	\$1,508,966	\$1,453,165	(\$55,801)	-3.7%
Internal Audit	\$153,304	\$199,278	\$197,139	(\$2,139)	-1.1%
CAS Support Services	\$486,482	\$536,957	\$623,857	\$86,900	16.2%
Merit System Board	\$68,761	\$82,810	\$69,769	(\$13,041)	-15.7%
TOTAL CAS	\$6,818,824	\$7,433,599	\$7,567,211	\$133,612	1.8%

Non-Recommended Reductions

As noted earlier, the Planning Board has allocated to CAS \$127,332 of the total \$746,600 reduction necessary if Council supports the Executive recommended funding for the Administration Fund. CAS proposes to meet that target with the following reductions that would impact both Montgomery and Prince George's counties:

CAS Non-Recommended Reductions	Montgomery Amount	Total MC & PGC
DHRM: Partially reduce funding for Leadership Development Training (Essential Need)	\$9,097	\$20,273
DHRM: Eliminate restoration of HR Recruitment position (Essential Need)	\$34,880	\$77,685
DHRM: Partially reduce funding for Labor Counsel	\$9,097	\$20,273
Finance Department: Increase the amount of salary lapse in the budget	\$59,874	\$130,388
Legal Department: Reduce available funding programmed for outside counsel and/or professional services	\$14,384	\$24,343
Total Non-Recommended Reduction	\$127,332	\$272,962

Only one of these reductions is related to the new positions and, therefore, the other new positions requested in the budget would be approved, even with these reductions. **Staff supports the reductions identified by the Commission.**

The Montgomery County and Prince George's County Councils must agree on any changes to the CAS budget, or the Commission's budget will stand as submitted. Typically, compensation is a significant part of this discussion and it is not yet clear whether the counties will agree on the proposed funding for compensation adjustments. Staff notes that the Bi-County meeting will occur before the Council has completed its review of other departments and agency budgets (tentatively May 7);

therefore, it is not possible to consider any reductions or additions to the **CAS portion** of the M-NCPPC budget after May 7.

M-NCPPC PARK FUND

Background and Summary

The Montgomery County Park System includes 416 parks with over 36,000 acres of land. M-NCPPC has requested FY16 **tax-supported** funding of \$90,293,764 excluding grants, debt service, and reserves. This represents a \$5.3 million or 6.2 percent increase from the FY15 approved budget. The Executive recommends \$86,240,763, a reduction of \$4,053,001 from the M-NCPPC request.

PARK FUND BUDGET HIGHLIGHTS (Millions)	
FY15 Approved Budget	\$85.02
FY16 Request	\$90.29
FY16 Executive Recommendation	\$86.24
Difference between Approved Budget and Request	\$5.27
Difference between M-NCPPC Request and Executive Recommendation	\$4.05

CHANGES FROM FY15 TO FY16

Page 176 of the budget summarizes the increases proposed for FY16. Since this page includes debt service (unlike the previous chart), it shows a smaller difference between FY16 proposed budget and the FY15 approved budget because debt service will decrease. Major changes in the budget include the following:

Compensation Adjustments	\$2,210,327
Risk Management	(\$629,000)
Commission Wide Technology Initiatives	\$502,500
Debt Service	(\$83,653)
Operating Budget Impact of New Parks (OBI)	\$603,797
NPDES Mandate	\$271,627
Known Operating Commitments	\$364,380
New Initiatives Addressing Deficiencies and Emerging Trends	\$2,311,832
Reductions for FY15 One Time Requests	(\$368,900)
TOTAL INCREASES	\$5,182,910

Compensation and Benefits will be addressed by the GO Committee and are not discussed here. The remaining significant changes are summarized below.

Risk Management

Costs associated with Risk Management vary from year to year based on the number, severity, and complexity of claims filed. The FY16 reductions are primarily attributed to enhanced claims management and an adjusted actuarial approach that utilizes a longer historical average of claims data to project future costs.

Debt Service

The FY16 budget for debt service payments on Park bonds is projected to decrease by \$83,653.

Commission Wide Technology Initiatives

As noted above, Staff recommends that the requested increases for technology initiatives be considered at the follow-up meeting on April 27, when the Council's expert on these issues will be available to participate in the discussion.

Operating Budget Impact of New Parks

Operating Budget Impact (OBI) are the costs associated with operating, maintaining, and policing new and expanded parks. In FY16, the Department of Parks is requesting \$603,797 in additional funding for OBI; of this amount, \$29,000 is a one-time expense for FY16 start-up for supplies and materials, and \$15,000 is a one-time expense for FY16 capital equipment. The personnel increases includes 4 full time career maintenance workyears, and 4.7 WY seasonal staff for a total of 8.7 WY.

NPDES Mandate

For FY16, the Department of Parks is requesting an increase of \$271,627 to its funding for National Pollution Discharge Elimination System (NPDES), bringing the total funding to \$2,739,782. The funding includes \$181,627 in personnel for one full time career (1.0 WY) and six seasonal employees (4.5 WY) to address deficiencies that remain in the Post Construction Stormwater Management measure, which deals primarily with the retrofit, repair, and maintenance of stormwater facilities on M-NCPPC parkland. Also included is \$90,000 for supplies and services. **NPDES costs are funded by the Water Quality Protection Fund.**

Known Operating Commitments

The Known Operating Commitments include cost increases such as contractual obligations for known increases based on the consumer price index (\$65,780), contractual requirements for software maintenance agreements (\$107,300), inflationary increases for supplies and materials (\$97,700), termite/rodent control to stabilize the structural foundations around historic buildings (\$75,000), and a required underwater video inspection of dams (\$30,000), offset by an \$11,400 decrease in utilities.

New Initiatives Addressing Deficiencies and Emerging Trends

The FY16 proposed budget includes \$2,311,832 to address identified deficiencies in the work program, as well as emerging trends aimed at meeting the needs of the future. Included in the funding are the following:

- 1 full time career planner dedicated to planning and implementing urban parks
- 1 full time career staff and seasonal staffing to address the maintenance service backlog
- 1 full time career staff for the construction and renovation of natural surface trails
- 1 full time career staff to manage and implement all sustainability initiatives for the Department
- 2 full time career staff to provide archaeology and history based programming for community events at historic sites
- 2 term contract positions to provide administrative support and oversee the corporate sponsorship program for the Montgomery Parks Foundation
- 1 full time career staff to manage and expand the community gardens program (funding offset by increased revenue)
- 2 full time career staff to provide systems administration for security software and databases
- 1 full time career staff and 3 sworn Park Police Officers to further expand deer management in the densely populated southern part of the County
- 1 full time career staff to provide administrative support to help boost the CIP implementation rate
- Contractual services for:
 - On-site desktop support
 - Desktop virtualization
 - Graphic design and web redevelopment
 - Preventative tree maintenance for paved hiker/biker trails
- An inflation increase in other services and charges

The need for each of these requests is described on © 37 to 50. Staff recommendations on new initiatives is provided in the section on non-recommended reductions.

Reductions from FY15

The FY15 budget included \$141,500 for the one-time funding for capital equipment for expanded deer management and snow removal on the Capital Crescent Trail and \$147,400 for 3 term contract tree climbers to reduce the tree maintenance backlog that is not included in the FY16 budget.

PROGRAM BUDGETING/COSTS BY DIVISION

For the fourth year in a row, the Department did not allocate costs or workyears by program or subprogram this year, but included cost information by Division. The Commission is in the process of implementing a new Enterprise Resource Planning (ERP) system that is being configured to collect data by program/activity. The Department has previously suggested that they will not revisit the benefits of preparing a program budget until after they have a full year of data from the new system, and the Committee may want an update on the status.

Without a program budget, the Council is forced to assess costs based on allocations to relatively large divisions and the incremental changes made this year. Information presented in this form makes it difficult for the Council to directly assess the impact of increases or decreases in funding on programs.

The Division allocation appears below (from pages 233-238 of their budget). In total, they are requesting \$5.3 million (5.7 percent) in additional funding and 32.9 additional workyears (5 percent).

FY15 AND FY16 PARK FUND BUDGET

	Approved FY15	FY16 Request	Change from FY15 to FY16	% Change from FY15 to FY16
Director of Parks (\$)	\$ 1,159,744	\$ 1,328,751	\$ 169,007	14.6%
workyears	7.80	10.20	2.4	30.8%
Public Affairs and Community Partnerships (\$)	\$ 2,285,647	\$2,561,756	\$ 276,109	12.1%
workyears	19.1	20.4	1.3	6.8%
Management Services (\$)	\$ 1,739,890	\$ 1,564,308	\$ (175,582)	-10.1%
workyears	12.00	11.10	-0.9	-7.5%
Information Technology and Innovation (\$)	\$ 1,914,728	\$2,307,964	\$ 393,236	20.5%
workyears	8.1	8.1	0	0.0%
Park Planning and Stewardship (\$)	\$ 3,633,694	\$ 4,541,398	\$ 907,704	25.0%
workyears	29.10	40.30	11.2	38.5%
Park Development (\$)	\$ 3,121,751	\$ 3,455,112	\$ 333,361	10.7%
workyears	25.80	26.40	0.6	2.3%
Park Police (\$)	\$ 14,307,348	\$ 14,171,739	\$ (135,609)	-0.9%
workyears	111.30	114.90	3.6	3.2%
Horticulture, Forestry and Environmental Educatic	\$ 7,882,503	\$ 8,220,641	\$ 338,138	4.3%
workyears	84.00	87.70	3.7	4.4%
Facilities Management (\$)	\$ 11,090,576	\$ 11,673,073	\$ 582,497	5.3%
workyears	95.20	96.90	1.70	1.8%
Northern Region (\$)	\$ 9,224,339	\$ 9,864,642	\$ 640,303	6.9%
workyears	107.90	115.00	7.1	6.6%
Southern Region (\$)	\$ 13,021,336	\$ 13,055,037	\$ 33,701	0.3%
workyears	154.20	156.40	2.2	1.4%
Support Services (\$)	\$ 10,911,225	\$ 11,119,824	\$208,599	1.9%
workyears	2.60	2.60	0.0	0.0%
Non-Departmental (compensation and OPEB)	\$4,734,420	\$6,429,519	\$1,695,099	35.8%
Grants	\$400,000	\$400,000	\$0	0.0%
Capital Projects Funds	\$350,000	\$350,000	\$0	0.0%
Debt Service	\$5,142,738	\$5,059,085	-\$83,653	-1.6%
Budgetary Reserve (at 3%)	\$2,562,800	\$2,720,800	\$158,000	6.2%
	\$93,482,739	\$98,823,649	\$5,340,910	5.7%
Fund Total	657.10	690.00	32.9	5.0%

IMPROVING OPERATIONS

Each year, Staff asks the Department to describe their efforts to increase efficiency over the prior year and also to indicate what actions they have taken to implement the recommendations of their strategic planning effort – Vision 2030. Attached on © 50 to 53 are their responses to these questions. Rather than discuss these issues now, Staff recommends that the Committee schedule an update on Vision 2030 implementation, efficiency measures, and SmartParks this summer.

SALARY LAPSE

The FY16 budget continues to assume a salary lapse of 7.5 percent, and the Department has proposed increasing lapse to 8.0% as a non-recommended reduction to meet the Executive recommended funding level. In March 2015, they achieved record low vacancy rates (2.45%), but as recently as September, they were at 11.67%, and they averaged an 8.5% vacancy rate in the last two and a half years. Unless they can sustain low vacancy rates over a long period of time, Staff believes that 7.5% is the appropriate number for a budget assumption, and the increase to 8% will not mean greater vacancies than the average over the recent past.

COMMUNITY GARDENS

The budget includes funding to expand the Community Gardens (adding a full-time employee) and recommends that the funding be moved from a Special Revenue Fund to the Park Fund. The Department of Parks identified this funding as one of their Tier 1 reductions to meet the Executive recommended funding target. As noted below, Staff supports their request to place this on the reconciliation list, but recommends that it remain in a Special Revenue Fund since there is revenue associated with the program and revenue should be used towards program costs. M-NCPPC incorrectly assumed that all Special Revenue programs needs to be self-supporting, but that is not the case.

BALLFIELDS

The Department of Parks indicated at the semi-annual report that it is conducting an assessment of both park and school ballfields to assess the quality of fields and determine which additional schools need to be included in the maintenance program. They have not recommended any changes to the FY16 budget, but different options for ongoing ballfield maintenance will have different costs associated with them. Staff recommends that the Committee consider this issue sometime this summer. At the same time, it should review the fees for ballfield permits for both the Department of Parks and the Community Use of Public Facilities.

NON-RECOMMENDED REDUCTIONS TO MEET THE EXECUTIVE RECOMMENDED BUDGET

Attached on © 35 in the answers to Staff questions are the non-recommended reductions the Department of Parks would take to meet the Executive recommended funding levels. To meet the Executive

recommended funding level, they would need to identify \$4.05 million in reductions. They have done so and grouped the reductions in four tiers, based on their priorities for restoration. Tier 1 reductions are their highest priority for restoration, followed by Tier 2, Tier 3, and then Tier 4. **Details on the impacts of these reductions appear on © 37 to 50.**

Tier 1 - Essential Needs		Funding	Positions	Workyears
Top Priority to be Placed on Reconciliation List				
Tier 1-a	Design, Planning, and Management of Urban Parks	129,405	1	1.2
Tier 1-b	Reduce Park Maintenance Backlog and Provide Effective Oversight for Park Operations	187,015	1	6.0
Tier 1-c	Planning, Design, Construction, and Repair of Natural Surface Trail Maintenance	61,612	1	1.0
Tier 1-d	Preventive Tree Maintenance Along Heavily Used Paved Trails and Parkways	100,000		
Tier 1-e	Green Initiatives and Energy Conservation	100,638	1	1.0
Tier 1-f	Historic Interpretation and Programming of Significant Cultural Facilities and Resources	89,877	1	1.0
Tier 1-g	Expanding the Donor, Grants and Sponsorship Opportunities for the Montgomery Parks Foundation through Administrative Support	58,244	1	1.0
Tier 1-h	Identify and Secure Corporate Sponsorship Funds Through the Parks Foundation	82,473	1	1.0
Tier 1-i	Expand Successful Community Gardens Program	76,286	1	1.0
Tier 1-j	Improved Information Technology Services Through Contractual Help Desk Support	180,000		
<i>SUBTOTAL TIER 1</i>		<i>1,065,550</i>	<i>8</i>	<i>13.2</i>
<i>Top Priority to be asked to go on Reconciliation List</i>				

Tier 2 To be Placed on Reconciliation List but with a priority lower than Tier 1		Funding	Positions	Workyears
Tier 2-a	Database Administration for Park Police Law Enforcement Systems	94,638	1	1.0
Tier 2-b	Improved Security Surveillance in Parks Facilities	158,794	1	1.0
Tier 2-c	Expand Deer Management in Densely Populated Down-County	412,742	4	5.0
Tier 2-d	Increase CIP Implementation through Administrative Support	57,744	1	1.0
Tier 2-e	Major Improvements to Communications Through Departmental Website Upgrade and Enhancement	75,000		
Tier 2-f	Graphic Design and Promotional Campaign Advertising	50,000		
Tier 2-g	Implement Desktop Virtualization To Improve Staff Efficiency and Reduce Future Hardware Needs	120,000		
<i>SUBTOTAL TIER 2 Second Priority to be asked to go on Reconciliation List</i>		968,918	7	8.0
<i>SUBTOTAL TIER 1 + Tier 2</i>		2,034,468	15	21.2

Tier 3 To be Placed on Reconciliation List but with a priority lower than Tiers 1 & 2		Funding	Positions	Workyears
Tier 3-a	General Increase in Other Services & Charges	177,726		
Tier 3-b	Inflationary Increase in Supplies & Materials	97,700		
Tier 3-c	Overtime Increase	44,800		
Tier 3-d	Capital Outlay	100,000		
Tier 3-e	Delayed Opening of Woodlawn Barn (OBI)	163,801	1	4.9
Tier 3-f	Increase Lapse from 7.5% to 8.0%	344,714		3.8
Tier 3-g	Expand Archaeological Programming and Research	99,638	1	1.0
<i>SUBTOTAL Third Priority to be asked to go on Reconciliation List</i>		1,028,379	2	9.7
<i>SUBTOTAL TIER 1 + TIER 2 + TIER 3</i>		3,026,847	17	31.9

Tier 4 To be Placed on Reconciliation List but with a priority lower than Tiers 1 & 2 & 3		Funding	Positions	Workyears
Tier 4-a	Prepay FY16 Non-Personnel Items with FY15 Savings	449,964		
Tier 4-b	Reduce Gasoline Budget Risking Funding Shortage in FY16	300,000		
Tier 4-c	Increase CIP Chargebacks for Facilities Management and Park Development	74,782		
Tier 4-d	Delay Hiring OBI Positions until January 2016	115,408		
Tier 4-e	Reduce Postage	40,000		
Tier 4-f	Eliminate Employee Performance Recognition Awards	10,000		
<i>SUBTOTAL Fourth Priority to be asked to go on Reconciliation List</i>		<i>990,154</i>	<i>0</i>	<i>0.0</i>
<i>SUBTOTAL TIER 1 + TIER 2 + TIER 3 + TIER 4</i>		<i>4,053,001</i>	<i>17</i>	<i>31.9</i>

Staff recommends that the Committee place all Tier 1 and Tier 2 items, except those related to Park Police and technology, on the reconciliation list. Park Police items (2-a, 2-b, and 2-c) will be considered by the Public Safety Committee, and technology items (1-j, 2e, and 2g) will be addressed at the PHED meeting on April 27. **The first Tier, if funded, will provide 13 new workyears to meet some of the most critical needs of the Department.** While Staff does not support including the items in Tiers 3 and 4 in the budget at this time, **Staff believes the Department should open the Visitor's Center at Woodlawn Barn as soon as it is complete.** Staff understands that the delayed opening may be necessary regardless of funding, but if they are able to open it in FY16, they should do so. The Visitor's Center has the potential of being a major tourist attraction with significant revenue potential and, therefore, its opening should not be delayed, and the Planning Board should consider whether it would be more appropriate to have its operations be considered a part of the Enterprise Fund.



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

OFFICE OF THE CHAIR

January 9, 2015

The Honorable Isiah Leggett
Montgomery County Executive
Executive Office Building
101 Monroe Street
Rockville, MD 20850

The Honorable George Leventhal
President, Montgomery County Council
Stella B. Werner Council Office Building
100 Maryland Avenue
Rockville, MD 20850

Dear Mr. Leggett and Mr. Leventhal:

Pursuant to §18-104 of the Land Use Article of the Annotated Code of Maryland, the Montgomery County Planning Board is pleased to transmit the FY16 Proposed Operating Budget for the operations of the Maryland-National Capital Park and Planning Commission in Montgomery County. This document contains the comprehensive budget presented at the budget appropriate levels of department and division, including lists of the programs and services provided by each division.

After the proposed budget had been completed and was before the Commission for approval, we became aware of some of the steps the County is taking to address its fiscal challenges during this year and next. Our budget development and submission calendar did not allow for consideration of this information, and, therefore, this document is submitted unchanged.

Although we have proposed increases where needed to address critical needs, we fully understand the ongoing economic challenges and look forward to working with the Council and Executive to incorporate adjustments where needed.

On-going Service Provision

Over the past few years, the Commission has worked with the County to balance limited resources with service delivery demands. After previous years' budget reductions, the FY15 Budget focused on beginning to rebuild our ability to proactively plan for new growth, address service backlogs, and respond to federal/state/local mandates. Our FY16 Proposed Budget continues in this vein by including increases related to necessary planning studies, governmental mandates and operating costs of new parks.

Our primary mission remains unchanged: providing clean and safe parks, and delivering a timely, comprehensive development review program, key master plans, and other critical planning programs which drive economic development.

The FY16 proposed tax-supported operating budget is \$128.7 million. This is \$6.1 million more than the FY15 adopted budget, a 5.0 percent change, nearly all due to non-discretionary costs. The total proposed budget, including Enterprise operations, Property Management, Park Debt Service and Special Revenue funds, is \$150.0 million, an increase of \$6.1 million or 4.2 percent from the FY15 adopted budget.



**Summary of FY16 Proposed Budget Expenditures
(net reserves, ALARF, and Internal Service Funds)**

	FY15 Adopted	FY16 Proposed	\$ Change	% Change
Montgomery Funds				
Administration (1)	\$ 29,959,985	\$ 30,850,197	\$ 890,212	3.0%
Park (2)	90,919,939	96,102,849	5,182,910	5.7%
ALA Debt	1,724,400	1,775,700	51,300	3.0%
Subtotal Tax Supported	122,604,324	128,728,746	6,124,422	5.0%
Enterprise (3)	9,424,917	9,431,262	6,345	0.1%
Property Management	1,026,320	1,126,800	100,480	9.8%
Special Revenue	5,744,249	5,656,827	(87,422)	-1.5%
Park Debt	5,142,738	5,059,085	(83,653)	-1.6%
Total Montgomery	\$ 143,942,548	\$ 150,002,720	\$ 6,060,172	4.2%

- (1) Includes transfer to Special Revenue Fund
- (2) Includes transfer to Debt Service and Capital Projects
- (3) Includes transfer to Capital Projects

Fiscal challenges remain, however, at all levels of government, including the Commission. For FY16, assessable base is projected to grow at a rate of about 2.8 percent, and general economic indicators show job growth, declining rates of unemployment, and low inflation. These positive indicators are welcome after the declines experienced in recent years, but at the same time do not mean that the Commission is relieved of fiscal stress. Costs, particularly compensation related, continue to grow at higher rates than the revenues that support them. Secondly, NPDES mandates and Operating Budget Impact (OBI) from previously approved CIP projects impact the base budget. Thirdly, the Commission has budget needs that have been deferred over the last few years, particularly maintenance needs that grow more expensive to address the longer they are deferred. With property tax revenue making up more than 95 percent of operating revenues, slow growth means the Commission must manage its resources carefully to sustain a stable financial position.

The following table begins with our FY15 adopted budget total and adds each of the elements that make up the proposed tax supported increase, totaling 5 percent.

M-NCPPC
Summary of FY16 Proposed Budget Major Changes
Montgomery County General Fund Accounts
Administration and Park Funds (excludes property management and reserves)

	<u>Budget Amount</u>	<u>% Change</u>
FY 15 Adopted Budget	\$ 120,879,924	
<i>FY16 Major Changes- increase (decrease)</i>		
<u>Major Personnel Cost Changes</u>		
OPEB Paygo	288,251	
OPEB Prefunding	-	
Health Insurance	(461,772)	
Pension (ERS)	(667,008)	
Employee Compensation Marker	2,052,947	
Subtotal Major Personnel Changes	1,212,418	1.0%
<u>Major Non-Personnel Cost Changes</u>		
Debt Service	(83,653)	
Transfer to Development Review	500,000	
Transfer from Admin Fund to Park Fund	(1,100,000)	
Park- NPDES	271,627	
OBI	603,797	
Investment in Critical Needs	3,869,006	
Operating Major Known Commitments	799,927	
Subtotal FY16 Major NonPersonnel Changes	4,860,704	4.0%
Total Dollar Change for Major Changes	6,073,122	5.0%
TOTAL FY16 Proposed Budget	\$ 126,953,046	5.0%

OVERVIEW OF BUDGET DEVELOPMENT AND ASSUMPTIONS

The Commission is putting forth a budget for FY16 that includes increases for major known commitments and investments in critical needs, and seeks to continue to rebuild service levels.

The Proposed Budget includes the following major known commitments for personnel costs in FY16:

- Medical insurance and benefit costs;
- Full funding of OPEB PayGo and Pre-Funding as determined by the actuarial study;
- Full funding of pension contribution as determined by the actuarial study; and
- A dollar marker to adjust employee compensation which is subject to negotiations.

In past years, the Commission has taken a number of difficult steps to reduce costs in order to enable delivery of services. These steps included renegotiating union contracts, keeping wages flat during FY11, FY12 and FY13, implementing retirement incentive plans, and redesigning medical

and pension plans while asking our employees to share more in their cost.

As shown in the following table, imbedded cost pressure for personnel expenses is \$1.21 million.

Besides the compensation marker, the largest cost increase is for OPEB. OPEB refers to the costs to provide retiree health benefits. The costs for FY16 have been actuarially determined taking into consideration the plan design changes that went into effect last fiscal year. The net change for total OPEB costs is about \$288,000, an increase of 4.6 percent. Total OPEB funding is \$6.5 million. OPEB is shown in Non-Departmental accounts in individual funds rather than being allocated to each department.

FY16 Proposed Budget Summary of Changes in Major Personnel Costs Montgomery County Administration Fund and Park Fund					
		FY15	FY16	\$	%
		Adopted	Proposed	Change	Change
OPEB					
	OPEB Prefunding	\$ 1,789,414	\$ 1,789,414	\$ -	0.0%
	OPEB Paygo	4,410,516	4,698,767	288,251	6.5%
	Subtotal OPEB	6,199,930	6,488,181	288,251	4.6%
Pension (ERS)					
	Pension (ERS)	11,655,203	10,988,195	(667,008)	-5.7%
Health and Benefits(1)					
	Employee Health Benefits	13,312,949	12,851,177	(461,772)	-3.5%
Subtotal Personnel Costs		\$ 31,168,082	\$ 30,327,553	\$ (840,529)	-2.7%
Employee Compensation					
	Marker for Changes to Employee Comp.	-	2,052,947	2,052,947	
Total Major Personnel Costs				\$ 1,212,418	

(1) Health and Benefits includes medical insurances (health, dental, vision, prescription), long-term disability, accidental death and dismemberment, and life insurance.

Note: The year over year difference in pension and health insurance cost is based on total cost and may exclude a reduction of that cost by salary lapse.

Pension and health costs, however, are decreasing, due at least in part to the aforementioned cost cutting steps the Commission has taken.

As determined by the actuary, pension costs will decrease by 5.7 percent in FY16, representing a savings of \$667,000 from the FY15 budget. Health benefit costs are projected to decrease by 3.5 percent, for a savings of \$462,000 from the FY15 Budget.

As for employee compensation, with negotiations pending, the budget includes a dollar marker for possible wage increases for non-represented and represented employees. For FY16, this amounts to \$2.1 million. The specific form of employee compensation adjustment will be determined through negotiations, and presented for approval at the Joint County Council Meeting in May 2015.

Investing to Meet Critical Equipment, Maintenance, and Essential Service Needs

Included in the funding levels of the Administration Fund and Park Fund is a funding request of \$3.9 million to address critical maintenance, equipment, and essential service needs. Each department's budget sections provide detailed information on how this increased investment will be used. The following is a summary of the requests by department.

Fund	Department	Critical Needs Investment Amount
Administration	Planning	\$ 1,291,600
Administration	Commissioner's Office	2,509
Administration	DHRM	108,186
Administration	Legal	30,000
Administration	Finance	123,339
Administration	Internal Audit	1,540
Park Fund	Parks	<u>2,311,832</u>
Total		\$3,869,006

Summary of FY16 Proposed Budgets for General Fund

The following table provides a comparative summary of the FY16 proposed budget to the FY15 adopted budget for the General Fund. Specific changes in each of the departments are explained in full detail in the Department sections of the Budget Book.

M-NCPPC
Summary of FY16 Proposed Budget General Fund Accounts
By Fund by Department (excludes reserves)

	FY15 Adopted	FY16 Proposed	\$ Change	% Change
Montgomery				
Administration Fund				
Commissioners' Office	1,239,277	1,257,274	17,997	1.5%
Planning Department Operating	18,571,599	19,264,103	692,504	3.7%
CAS	7,433,599	7,567,211	133,612	1.8%
Transfer to Development Review	-	500,000	500,000	-
Transfer to Park	1,100,000	-	(1,100,000)	-100.0%
Grants	150,000	150,000	-	0.0%
Non-Departmental (1)	<u>1,465,510</u>	<u>2,111,609</u>	<u>646,099</u>	<u>44.1%</u>
Subtotal Admin Fund	29,959,985	30,850,197	890,212	3.0%
Park Fund				
Park Department Operating	80,292,781	83,864,245	3,571,464	4.4%
Transfer to Debt Service	5,142,738	5,059,085	(83,653)	-1.6%
Transfer to Capital Projects	350,000	350,000	-	0.0%
Grants	400,000	400,000	-	0.0%
Non-Departmental (1)	<u>4,734,420</u>	<u>6,429,519</u>	<u>1,695,099</u>	<u>35.8%</u>
Subtotal Park Operating	90,919,939	96,102,849	5,182,910	5.7%
Montgomery Operating Subtotal	<u>120,879,924</u>	<u>126,953,046</u>	<u>6,073,122</u>	<u>5.0%</u>
Property Management	1,026,320	1,126,800	100,480	9.8%
Montgomery General Fund Total	<u>121,906,244</u>	<u>128,079,846</u>	<u>6,173,602</u>	<u>5.1%</u>

(1) Non-Departmental for FY15 Adopted includes OPEB prefunding and OPEB paygo. For FY16 Non-Departmental includes OPEB prefunding and OPEB paygo, and a budget marker for compensation adjustments.

PROGRAM HIGHLIGHTS

We are committed to a FY16 work program that helps achieve our goal of maintaining Montgomery County as one of the nation's best places to live. Below are some highlights of the program budget focus in each of the departments. A more detailed discussion of department budgets is provided in each Department's section of the Budget Book.

Parks Department

The Department of Parks will focus on delivering core services to properly operate, maintain and protect our park system.

The Commission continues to develop and maintain one of the largest and most diverse park systems in the nation with over 36,000 acres in 416 parks. Montgomery Parks has balanced the dual roles of providing developed parkland for active and passive recreational opportunities that promote healthy, active life styles, and serving as stewards and interpreters of Montgomery County's natural and cultural resources by conserving parkland. From playgrounds and sports fields to park benches and trails, parks offer opportunities for people of all ages to communicate, compete, interact, learn and grow. Proximity to parks has been shown to increase property values.

Montgomery Parks seeks to provide quality recreational and educational opportunities through its operation, construction, development, and maintenance of a wide variety of facilities to meet the varied needs and interests of the County's residents. Montgomery Parks' Vision 2030 plan, prepared together with the County's Department of Recreation, is a comprehensive planning effort to develop long range plans and serves as a guide for future park development and resource protection to better address changing needs and growth forecasts through 2030.

The Department's FY16 budget includes increases for:

- compensation adjustments
- unfunded obligations for new parks and amenities
- known operating commitments
- debt service on general obligation park bonds, on capital equipment, and on Commission-wide information technology initiatives
- National Pollutant Discharge Elimination System (NPDES) mandates.

In addition, the FY16 budget also includes funding to address identified deficiencies in our work program as well as emerging trends aimed at meeting the needs of the future that focus on the top priorities of the Department such as:

- activating our urban parks
- building the Montgomery Parks Foundation into a robust and sustainable fundraising organization
- promoting, restoring and interpreting our historic and archaeological sites and resources
- expanding our deer management program
- implementing our Sustainability Plan to increase our green practices.

Together, we have created a highly popular, valued, and nationally-recognized park system. Our entire team remains committed to honoring our core vision to provide "...an enjoyable, accessible, safe, and green park system that promotes a strong sense of community through shared spaces and experiences and is treasured by the people it serves." We will continue to aggressively seek new funding opportunities and improve work program efficiencies. We remain committed to forming viable partnerships and strong relationships with our stakeholders and within our communities.

The FY16 budget request will enable us to continue to provide safe, clean parks, keep our programs and facilities accessible and affordable, and maintain the quality of life for which Montgomery County is renowned.

Planning Department

The Planning Department continues to deliver its core services to improve the quality of life in Montgomery County by conserving and enhancing both natural and man-made environments for current and future generations. Central to this role, the Department develops master plans, reviews development applications, and researches, analyzes and presents information to the community and public officials to aid in planning for Montgomery County's future.

In addition to the FY16 work plan that is detailed in the Department's budget section, the following critical needs are proposed:

- **Master Plan Reality Check** - Through a contract with the University of Maryland's National Center for Smart Growth, the Planning Department will undertake an analysis of the success of the various Master Plans. The Department will assess whether the growth called for by the plans has occurred as anticipated, whether the necessary infrastructure has been provided, and if the public amenities go far enough in creating better communities.
- **Continued Analysis and Implementation of New Transportation Tools** - During FY15, Functional Planning & Policy (FPP) is investigating the feasibility of incorporating various new transportation tools into the Department's transportation modeling work. This onetime request for FY16 is for consultant assistance with the technical aspects of establishing new transportation tools for use by FPP in support of master plan analysis and subdivision staging.
- **Consulting assistance for the Bikeways Plan Update** - FPP will be updating the Countywide Bikeways Master Plan during FY16. New bicycle planning guidance has been developed with assistance from a Council of Governments Transportation/Land Use Connections (COG TLC) grant. This guidance or methodology emphasizes the development of connections that would attract those who do not ride bicycles now, but who would be more likely to ride if facilities could be provided that offer more separation from vehicular traffic. This onetime request would assist FPP in using the planning guidance tool to develop an updated Countywide Bikeways Master Plan. This will require a comprehensive evaluation of the level of traffic stress along current bikeways countywide, assigning a stress level to each bikeway link, analyzing the connections between bikeways, and evaluating the potential to

increase ridership along bikeways of a certain type through better connectivity and/or better design.

- Consultant support for White Flint II Plan - The requested technical assistance for White Flint II would support the evaluation of local modeling analysis, using either traditional analysis tools or a more advanced approach, as recommended by a consultant. The consultant will also assist the project team in analyzing three transportation studies either completed or currently underway, for the White Flint area and the City of Rockville. If available, funds will also be utilized to provide feasibility analyses for the redevelopment of industrial and aging commercial properties in the master plan area.
- Consultant support for Montgomery Hills/Forest Glen Master Plan - The requested funding is needed to develop feasibility studies and design options for transit-oriented development near the Forest Glen Metro station. Design options will be prepared that accommodate the planned pedestrian tunnel under Georgia Avenue and improvements to Georgia Avenue. The analyses will inform the zoning recommendations and design guidelines in the proposed master plan.
- Website Redesign for Montgomery Planning, Parks, and Board - The Montgomery County Planning and Parks Departments are proposing a website redesign for FY16 which will involve a new content management system, migration of content, training, and support. This upgrade will provide enhanced access to M-NCPPC information and activities for a wider range of users, and will allow for more information transparency, website management efficiency and more current technology for visitors, staff and users of the Parks, Planning and Board sites.
- General consulting funding request - Funding request for outside professional facilitation services related to the Community Outreach that will be done for the Aspen Hill and Vicinity Plan or other applicable projects.
- Desktop Virtualization - End users are demanding more productivity from anywhere ... on any device ... at any time, and desktop virtualization is emerging as the solution. In FY15, Information Technology & Innovation (ITI) is assessing which desktop virtualization technology is best. In FY16, ITI expects to begin desktop virtualization by replacing aging PCs with inexpensive thin clients, or zero clients, as they are called. A thin client, essentially, is a remote console that provides a user interface to the virtual desktop. Computing takes place in the virtual environment in the data center, where virtual desktops reside, and will provide these benefits:
 - a consistent end-user experience, regardless of device,
 - a secure and reliable backup and data recovery capability, and
 - reduced support and hardware costs compared to maintaining individual desktops.We are excited to strategically implement desktop virtualization over the next several years to meet our end user computing needs.

- **Evolving Retail Trends Study** - With the focus on mixed-use development as a desirable way of addressing place-making objectives, it is imperative that the Department understands the retail trends influencing Montgomery County and position commercial areas, through the master planning process, for the future. E-commerce is among the trends shaping the retail environment. Other trends - including changing economic conditions, a drop in real earning power, changing demographics, and an aging population - already influence the way people shop. These trends will further influence land use change and the long term viability of many commercial areas in Montgomery County. It is essential to future planning activities to reflect these trends and incorporate changes into the vision for communities.
- **New Web Team Position (IT Support Specialist I)** - Since FY10, when the Web Team lost three positions during a restructuring, the Web Team has had only two positions to handle the websites for Montgomery's Planning Department, Parks Department and Planning Board. Currently there is a new emphasis on and greater expectations for the quality and quantity of product coming from the Web Team. This is a direct reflection of the expanding degree to which the community depends on web-based communications and information searching and the growing number of tools and sources being made available to and expected by the rapidly expanding on-line, web-focused community. As a result, there is an urgent need to fund one (1) more full-time, career position for the Web Team to allow for quality control of content, regular web maintenance, service to the planning teams, and growth and implementation of new outreach tools such as social media, interactive maps, and video tools.
- **Professional services support for Project Docx - Regulatory Application Review Software.** Several years ago, the Planning Department embarked on an ambitious new effort that would allow acceptance and review of regulatory applications and amendments online. The contract called for the vendor to do the programming for three plan types, and the system has now gone live with electronic review for preliminary plans, site plans and record plats. However, there are still several plan types, including Forest Conservation Plans, Water Quality Plans and others, that need to be reviewed electronically. Although the IT staff has been trained so that they can continue the programming effort for these other plan types, the Department still relies on the vendor to help with debugging errors, testing the final product before it goes live, and providing other types of support on an as needed basis.
- **Community Outreach expansion initiative** - In an effort to be more transparent and to clearly present all the elements of the new community outreach initiative, all of the proposed cost increases across the entire Department have been aggregated into a single cost item for budget consideration. Division chiefs have examined the proposed work program and projected expenditures for each project and master plan that would benefit from expanded engagement with the community. The Department has been introducing new outreach methods in an attempt to reach all segments of the population. The outreach budget includes, but is not limited to, costs for mailings, online social media outreach, special meeting exhibits and banners, as well as videography. This focused budgeting will allow for a more strategic approach when assessing return on investment and the appropriate mix of outreach tools that a planning team can use to reach their intended

audience. The communication outreach budget reflects the work coming out of the Communications Team (publications, web and media) working in collaboration with the rest of the Montgomery Planning divisions.

- Facility Repairs - The MRO Building is an aging facility and, although the Department anticipates moving to the new Wheaton Headquarters by early 2019, it is important to maintain a functional, comfortable and safe work environment for employees. A number of expenses are anticipated to be necessary for general contracting for painting, electrical repairs, and maintenance.
- Storage Area Network (SAN) Server Upgrade - This initiative would be funded through the Internal Service Fund for six years. Funding will be used to replace existing SAN servers, located in the MRO and Saddlebrook data centers, which have exceeded their expected lifecycle. These SAN servers provide the data storage foundation for M-NCPPC's projects including Hansen, ProjectDox, Enterprise Asset Management (EAM), Data Server and Virtualization, among others.

Central Administrative Services (CAS)

For FY16, CAS Departments' work priorities will center on continuing to meet the needs of the operating departments. Critical needs are proposed as follows:

- Continue to implement management-supported recommendations from the Classification and Compensation Study, including job class series reviews prioritized by operating departments.
- Addition of one new position to effectively operate and maintain the new ERP Human Resources module and continue implementation of features such as employee self-serve for benefits to streamline processes.
- Restoration of funding for one frozen position to respond to significant increase in recruitment activity.
- Addition of one term contract position to accelerate extensive review and revision of outdated agency standards/policies, including areas such as workplace conduct, organizational functions, workplace safety standards, and training assistance program.
- Implement agency-wide Leadership Development program to address deficit in workforce training and critical succession planning concerns. Restore the Finance Department's training budget.
- Conversion of one seasonal term contract position to career status to update and maintain corporate records program with the State of Maryland and to meet public record-keeping requirements and appropriate record retention/access standards.

- Implement job safety analysis program with departments employing trades and maintenance positions to help reduce work injuries and lost time.
- Implement full MCGEO collective bargaining agreement changes and implement a coordinated wellness program.
- Conversion of one term contract position in the Legal Department to career status to service the planning functions in Montgomery County.
- Restoration of one position in Purchasing and one position in Accounting, both of which will support the continued ERP implementation to achieve more efficient and user-friendly corporate financial systems that will better meet the needs of the Commission for accurate, timely management information. The various financial software modules are now live and continued work is necessary to achieve the full potential of the project.

Commissioners' Office

The role of the Commissioners' Office staff is to support the Chair and Planning Board in the performance of their official duties, serve as the point of contact for meeting related issues, and coordinate prompt responses to issues and inquiries from agencies and the general public. This also includes preparing and web posting the Board's meeting agenda; producing and preserving records of official Board proceedings; managing correspondence between the Board and other agencies and the public; and maintaining the electronic database of over 1,900 homeowner associations, civic groups, and community association contacts.

In addition to known operating commitments, the FY16 Proposed Budget includes a minimal increase to allow for the conversion of a part-time term contract position to part-time career status.

TAX RATES AND LONG-TERM FISCAL SUSTAINABILITY

In addition to meeting the immediate FY16 challenges, the Commission continues to strive for long-term fiscal sustainability. Property taxes comprise more than 95 percent of operating revenue in the tax-supported funds. The moderate increases of property assessments present the Commission with a projected revenue growth that continues to lag the projected growth in expenditures. The Commission, in proposing this budget, has proposed a change in the real and personal property tax rates for the Administration Fund of 0.1 and 0.2 cents, respectively. At this level, the Administration tax rate is still below that of FY06.

The FY16 Proposed Budget requests a total tax rate for property tax supported funds of 7.6 cents real property and 19.0 cents personal property. The breakdown by fund is:

- Administration Fund: 1.8 cents real and 4.5 cents personal;
- Park Fund: 5.7 cents real and 14.3 cents personal; and
- Advanced Land Acquisition Fund: 0.1 cents real and 0.3 cents personal.

The Honorable Isiah Leggett, County Executive
 The Honorable George Leventhal, President, Montgomery County Council
 FY16 Proposed Operating Budget Transmittal
 January 9, 2015
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At these tax rates, the Commission will have sufficient property tax revenues to meet the FY16 proposed expenditures and reserve requirements for the Administration Fund provided the tax increase is approved. Although the Park Fund will not require a tax increase in FY16, it will utilize \$2.8 million undesignated fund balance.

MONTGOMERY COUNTY PROPERTY TAX RATES (Cents per \$100 of assessed value)											
FUNDS	ACTUAL FY06	ACTUAL FY07	ACTUAL FY08	ACTUAL FY09	ACTUAL FY10	ACTUAL FY11	ACTUAL FY12	ACTUAL FY13	ACTUAL FY14	ADOPTED FY15	PROPOSED FY16
Administration Fund											
Real	2.2	2.0	1.9	1.9	1.8	1.5	1.7	1.8	1.8	1.7	1.8
Personal	5.5	5.0	4.7	4.7	4.5	3.8	4.3	4.5	4.5	4.3	4.5
Park Fund											
Real	6.1	5.7	5.8	5.3	5.0	4.5	4.8	5.4	5.3	5.7	5.7
Personal	15.3	14.3	14.5	13.2	12.5	11.2	12.0	13.5	13.3	14.3	14.3
Advance Land Acquisition Fund											
Real	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Personal	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Total Tax Rates (Cents)											
Real	8.4	7.8	7.8	7.3	6.9	6.1	6.6	7.3	7.2	7.5	7.6
Personal	21.1	19.6	19.5	18.2	17.3	15.3	16.6	18.3	18.1	18.8	19.0

CONCLUSION

In this document, the Commission has proposed a budget that will incrementally move us forward and will allow us to address several planning initiatives and previously scaled back parks maintenance.

We look forward to working with you and your staffs on our FY16 budget proposal.

Sincerely,



Casey Anderson

Chair

Maryland-National Capital Park and Planning Commission

MISSION STATEMENT

The Maryland-National Capital Park and Planning Commission (M-NCPPC) in Montgomery County manages physical growth and plans communities, protects and stewards natural, cultural and historical resources, and provides leisure and recreational experiences.

BUDGET OVERVIEW

The M-NCPPC was established by the General Assembly of Maryland in 1927. As a bi-county agency, the Commission is a corporate body of, and an agency created by, the State of Maryland. The Commission operates in each county through a Planning Board and, in Montgomery County, a Park Commission. Five board members, appointed by the County Council, serve as the Montgomery County members of the Commission. The Planning Board exercises policy oversight to the Commissioners' Office, the Department of Parks, the Planning Department, and Central Administrative Services.

On January 15 each year, M-NCPPC submits to the County Council and the County Executive the M-NCPPC proposed budget for the upcoming fiscal year. That document is a statement of mission and goals, justification of resources requested, description of work items accomplished in the prior fiscal year, and a source of important statistical and historical data. The M-NCPPC proposed budget can be obtained by contacting the M-NCPPC Budget Office at 301.454.1731 or visiting the Commission's website at www.mncppc.org. Summary data only are included in this presentation.

Tax Supported Funds

The M-NCPPC tax supported Operating Budget consists of the Administration Fund, the Park Fund, and the Advance Land Acquisition (ALA) Debt Service Fund. The Administration Fund supports the Commissioners' Office, the Montgomery County-funded portion of the Central Administrative Services (CAS) offices, and the Planning Department. The Administration Fund is supported by the Regional District Tax, which includes Montgomery County, less the municipalities of Barnesville, Brookeville, Gaithersburg, Laytonsville, Poolesville, Rockville, and Washington Grove.

The Park Fund supports the activities of the Department of Parks and Park Debt Service. The Park Fund is supported by the Metropolitan District Tax, whose taxing area is identical to the Regional District.

The Advance Land Acquisition (ALA) Debt Service Fund supports the payment of debt service on bonds issued to purchase land for a variety of public purposes. The Advance Land Acquisition Debt Service Fund has a countywide taxing area.

Non-Tax Supported Funds

There are three non-tax supported funds within the M-NCPPC that are financed and operated in a manner similar to private enterprise. These self-supporting operations are the Enterprise Fund, the Property Management Fund, and the Special Revenue Fund.

Grants are extracted from the tax supported portion of the fund displays and displayed in the Grant Fund. The Grant Fund, as displayed, consists of grants from the Park and Administration Funds.

Special Revenue Funds are used to account for the proceeds from specific revenue sources that are legally restricted to expenditures for specific purposes. The budgets are associated with Planning and Parks operations throughout the Commission.

Spending Affordability Guidelines

In February 2015, the Council approved FY16 Spending Affordability Guidelines (SAG) of \$116,400,000 for the tax-supported funds of the M-NCPPC, which is a 4.0 percent increase from the \$111,947,772 approved FY15 budget. For FY16, the Commission has requested \$118,704,547 excluding debt service and retiree health insurance prefunding, \$2,304,547 above the total SAG amount of \$116,400,000.

The total requested budgets for the Enterprise Fund, Property Management Fund, Special Revenue Funds, ALA Debt Service Fund, and Grant Fund, are \$16,131,049, a 0.7 percent decrease from the \$16,243,346 total FY15 approved budget.

Commissioners' Office

The Commissioners' Office supports the five Planning Board members and enhances communication among the Planning Board, County Council, County residents, other governmental agencies, and other Commission departments.

Planning Department

The Planning Department provides information, analysis, recommendations and other staffing services to the Montgomery County Planning Board, the County Council, the County Executive, other governmental agencies, and the general public. The Department prepares master and sector plans for Planning Board review and approval by the County Council. The Department reviews development applications for conformance with existing laws, regulations, master plans and policies, and presents its recommendations to the Planning Board for action. The Department gathers, analyzes, and reports various data (such as housing, employment, population growth and other topics of interest) to the County Council, County government, other agencies, the business community, and the public.

Central Administrative Services

The mission of Central Administrative Services (CAS) is to provide quality corporate services in the areas of corporate governance, human resources, finance and budget, legal counsel, information technology, and internal audit. CAS strives to deliver these services with integrity, innovation, responsiveness, and excellent customer service to the Commission, its employees, elected and appointed officials and the communities served in the bi-county region. The level of services and therefore funding allocation by county is tailored to the agency and the individual department needs. Certain functions are allocated based on labor distribution or a cost driver such as number of employees paid. Some functions, such as the Merit System Board, are funded evenly by both counties.

Department of Parks

The Department of Parks provides recommendations, information, analysis, and services to the Montgomery County Planning Board (who also serve as the Park Commission), the County Council, the County Executive, other government agencies, and the general public. The Department also oversees the acquisition, development, and management of a nationally recognized, award winning park system providing County residents with open space for recreational opportunities and natural resources stewardship. The Department oversees a comprehensive park system of over 36,400 acres in 416 parks of different sizes, types, and functions that feature Stream Valley and Conservation Parks, Regional and Special Parks, Recreational Parks, and Local and Community Parks. The Department serves County residents as the primary provider of open space for recreational opportunities and maintains and provides security for the park system.

Debt Service - Park Fund

Park Debt Service pays principal and interest on the Commission's acquisition and development bonds. The proceeds of these bonds are used to fund the Local Parks portion of the M-NCPPC Capital Improvements Program.

Debt Service - Advance Land Acquisition Debt Service Fund and Revolving Fund

The Advance Land Acquisition Debt Service Fund pays principal and interest on the Commission's Advance Land Acquisition bonds. The proceeds of the Advance Land Acquisition bonds support the Advanced Land Acquisition Revolving Fund (ALARF).

ALARF activities include the acquisition of land needed for State highways, streets, roads, school sites, and other public uses. The Commission may only purchase land through the ALARF at the request of another government agency, with the approval of the Montgomery County Council.

Enterprise Fund

The Enterprise Fund accounts for various park facilities and services which are entirely supported by user fees. Recreational activities include: ice rinks, indoor tennis, event centers, boating, camping, trains, carousel, mini-golf, driving range, and splash and skate parks. Operating profits are reinvested in new or existing public revenue-producing facilities through the operating budget and Capital Improvements Program.

Property Management Fund

The Property Management Fund manages leased facilities located on parkland throughout the County, including single family houses, apartment units, businesses, farmland, and facilities which house County programs.

COUNTY EXECUTIVE RECOMMENDATIONS

The County Executive recommends an FY16 tax supported appropriation for M-NCPPC of \$115,694,360, 1.7 percent above the FY15 approved budget for tax supported funds, exclusive of debt service.

Park Fund

The County Executive recommends funding of \$86,240,763, excluding debt service. This proposed funding represents a \$1,213,562 or 1.4 percent increase from the FY15 approved budget and a reduction of \$4,053,001 from the Commission's request. Park Fund debt service decreased by \$83,653 from \$5,142,738 in FY15 to \$5,059,085 in FY16.

Administration Fund

The County Executive recommends funding of \$29,453,597. This represents a \$743,612 or 2.6 percent increase from the FY15 approved budget and a reduction of \$746,600 from the Commission's request.

ALA Debt Service

The County Executive concurs with the M-NCPPC request for funding of \$166,160. This represents a decrease of \$116,700 or 41.3 percent from the FY15 approved budget.

Enterprise Fund

The County Executive concurs with the M-NCPPC request for funding of \$8,631,262. This represents a \$8,655 or 0.1 percent decrease from the FY15 approved budget of \$8,639,917.

Property Management Fund

The County Executive concurs with the M-NCPPC request for funding of \$1,126,800. This represents a \$100,480 or 9.8 percent increase from the FY15 approved budget of \$1,026,320.

Special Revenue Fund

The County Executive concurs with the M-NCPPC request for funding of \$5,656,827. This represents an \$87,422 or 1.5 percent decrease from the FY15 approved budget. The Executive recommends a transfer of \$811,500 from the General Fund to cover costs associated with the maintenance of MCPS Ballfields.

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

PROGRAM CONTACTS

Contact John Kroll of the M-NCPPC at 301.454.1731 or Jedediah Millard of the Office of Management and Budget at 240.777.2769 for more information regarding this agency's operating budget.

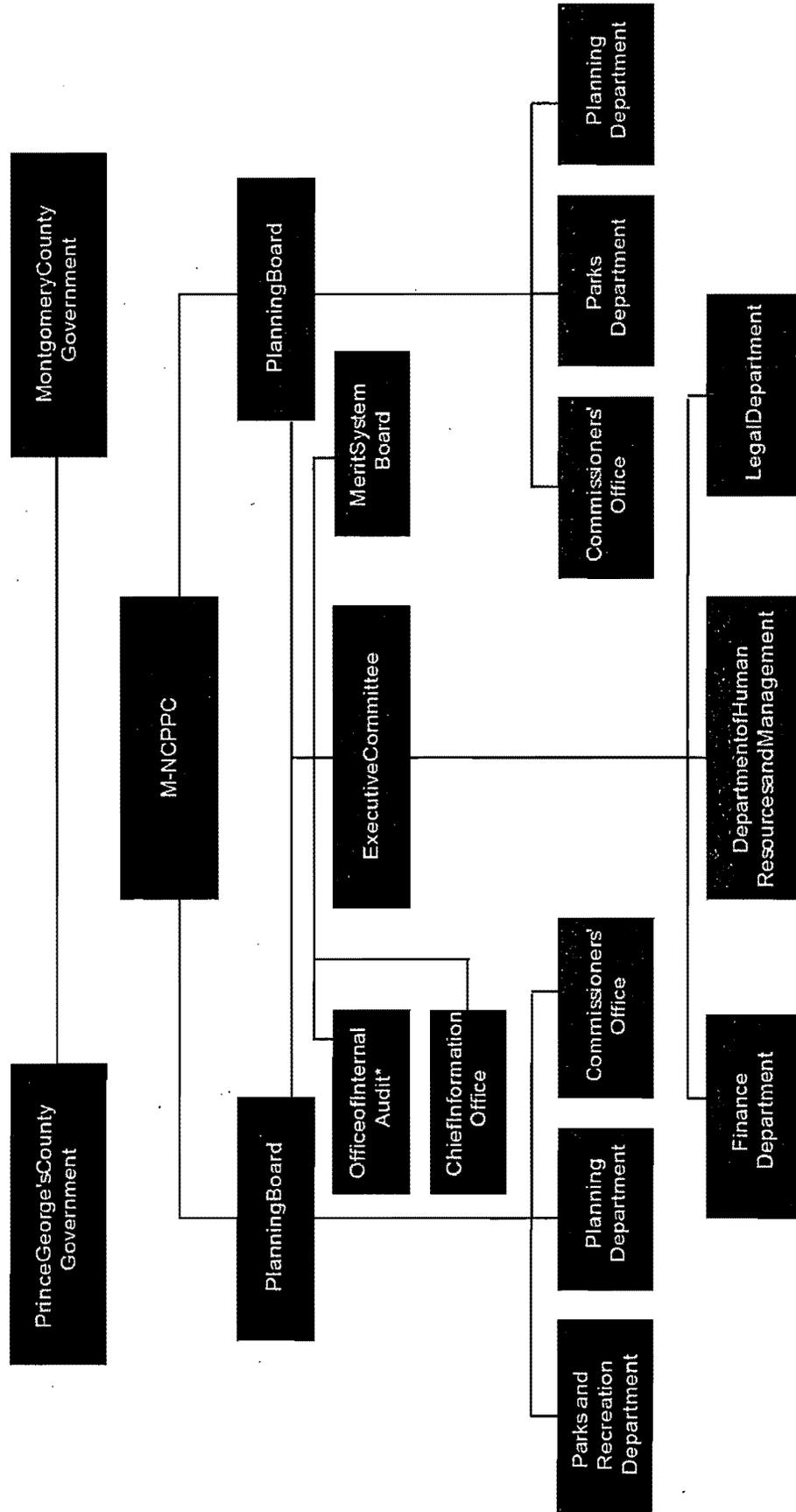
BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
ADMINISTRATION FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Administration Fund Personnel Costs	0	0	0	0	—
Operating Expenses	25,750,755	28,709,985	28,701,000	29,453,597	2.6%
Capital Outlay	0	0	0	0	—
Administration Fund Expenditures	25,750,755	28,709,985	28,701,000	29,453,597	2.6%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	174.28	179.35	179.35	182.24	1.6%
REVENUES					
Intergovernmental	409,595	400,400	400,400	400,400	—
Investment Income	35,915	20,500	20,500	35,000	70.7%
Property Tax	26,360,981	25,395,989	25,289,793	27,795,118	9.4%
User Fees	180,366	240,580	240,580	144,000	-40.1%
Administration Fund Revenues	26,986,857	26,057,469	25,951,273	28,374,518	8.9%
PARK FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Park Fund Personnel Costs	0	0	0	0	—
Operating Expenses	79,883,156	85,027,201	85,027,201	86,240,763	1.4%
Debt Service Other	3,881,641	5,142,738	5,142,738	5,059,085	-1.6%
Capital Outlay	0	0	0	0	—
Park Fund Expenditures	83,764,797	90,169,939	90,169,939	91,299,848	1.3%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	635.10	657.10	657.10	691.00	5.2%
REVENUES					
Facility User Fees	2,420,570	2,356,200	2,356,200	2,424,443	2.9%
Intergovernmental	2,034,400	2,468,155	2,468,155	2,739,782	11.0%
Investment Income	6,370	5,000	5,000	5,000	—
Investment Income: CIP	-36,872	0	0	0	—
Miscellaneous	167,261	122,000	122,000	126,300	3.5%
Property Tax	77,558,047	83,657,376	83,307,553	84,943,728	1.5%
Park Fund Revenues	82,149,776	88,608,731	88,258,908	90,239,253	1.8%
ALA DEBT SERVICE FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
ALA Debt Service Fund Personnel Costs	0	0	0	0	—
Operating Expenses	0	0	0	0	—
Debt Service Other	296,160	282,860	282,860	166,160	-41.3%
Capital Outlay	0	0	0	0	—
ALA Debt Service Fund Expenditures	296,160	282,860	282,860	166,160	-41.3%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Property Tax	1,704,476	1,723,014	1,718,387	1,783,340	3.5%
ALA Debt Service Fund Revenues	1,704,476	1,723,014	1,718,387	1,783,340	3.5%
GRANT FUND MNCPPC					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund MNCPPC Personnel Costs	0	0	0	0	—
Operating Expenses	53,086	550,000	550,000	550,000	—

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec.
Capital Outlay	0	0	0	0	—
Grant Fund MNCPPC Expenditures	53,086	550,000	550,000	550,000	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Administration Fund Grants	0	150,000	150,000	150,000	—
Park Fund Grants	53,086	400,000	400,000	400,000	—
Grant Fund MNCPPC Revenues	53,086	550,000	550,000	550,000	—
ENTERPRISE FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Enterprise Fund Personnel Costs	0	0	0	0	—
Operating Expenses	8,009,815	8,639,917	8,894,621	8,631,262	-0.1%
Debt Service Other	226,052	0	0	0	—
Capital Outlay	0	0	0	0	—
Enterprise Fund Expenditures	8,235,867	8,639,917	8,894,621	8,631,262	-0.1%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	116.00	110.30	110.30	110.00	-0.3%
REVENUES					
Fees and Charges	6,241,021	6,055,910	5,897,450	6,257,493	3.3%
Intergovernmental	66,687	0	0	0	—
Merchandise Sales	618,549	627,350	584,000	584,300	-6.9%
Non-Operating Revenues/Interest	18,197	8,000	7,800	20,000	150.0%
Rentals	3,152,468	3,036,245	3,122,610	3,454,248	13.8%
Enterprise Fund Revenues	10,096,922	9,727,505	9,611,860	10,316,041	6.1%
PROP MGMT MNCPPC					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Prop Mgmt MNCPPC Personnel Costs	0	0	0	0	—
Operating Expenses	872,655	1,026,320	1,026,320	1,126,800	9.8%
Capital Outlay	0	0	0	0	—
Prop Mgmt MNCPPC Expenditures	872,655	1,026,320	1,026,320	1,126,800	9.8%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	6.00	7.00	7.00	7.00	—
REVENUES					
Investment Income	3,110	1,820	1,820	3,000	64.8%
Miscellaneous	5,631	0	0	0	—
Rental Income	1,014,976	1,024,500	1,024,500	1,123,800	9.7%
Prop Mgmt MNCPPC Revenues	1,023,717	1,026,320	1,026,320	1,126,800	9.8%
SPECIAL REVENUE FUNDS					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Special Revenue Funds Personnel Costs	0	0	0	0	—
Operating Expenses	4,529,732	5,744,249	5,463,685	5,656,827	-1.5%
Capital Outlay	0	0	0	0	—
Special Revenue Funds Expenditures	4,529,732	5,744,249	5,463,685	5,656,827	-1.5%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	27.17	24.85	24.85	24.85	—
REVENUES					
Intergovernmental	81,423	55,000	55,000	55,000	—
Investment Income	16,957	8,300	7,300	6,300	-24.1%
Miscellaneous	172,828	0	0	0	—

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
Service Charges	2,200,585	2,634,700	2,666,600	2,705,498	2.7%
Special Revenue Funds Revenues	2,471,793	2,698,000	2,728,900	2,766,798	2.5%
DEPARTMENT TOTALS					
Total Expenditures	123,503,052	135,123,270	135,088,425	136,884,494	1.3%
Total Full-Time Positions	0	0	0	0	—
Total Part-Time Positions	0	0	0	0	—
Total FTEs	958.55	978.60	978.60	1,015.09	3.7%
Total Revenues	124,486,627	130,391,039	129,845,648	135,156,750	3.7%

Maryland-National Capital Park and Planning Commission





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

April 16, 2015

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

VIA: Gwen Wright, Director, Planning Department
 Rose Krasnow, Deputy Director, Planning Department

FROM: Karen Warnick, Division Chief, Management Services, Planning Department
 Anjali Sood, Budget Manager, Planning Department

SUBJECT: Budget Worksession

Below please find the Planning Department's responses to Council Staff questions in preparation for the budget worksession of April 20:

1. What non-recommended reductions do you propose to meet the County Executive's recommended reductions and what are your priorities for restoration of funding?

The chart below shows the Planning Department's FY15 Proposed Budget in comparison to the County Executive's recommendation, and the overall amount of reductions required in our budget to achieve the County Executive's (CE) recommendation.

Planning Department Budget

FY15 Adopted Budget (less transfers and grants)	18, 571,599
FY16 Planning Same Services Level (Known Commitments)	(599,096)
Improved Service Initiatives	<u>1,291,600</u>
FY16 Planning Proposed Budget	19,264,103
FY16 County Executive's Recommended Budget	<u>18,644,835</u>
FY16 Reductions Required to Achieve CE Recommendation	(619,268)
County Executive's Recommended Increase over FY15 Budget	72,236

M-NCPPC undertook an internal analysis on allocation of the overall CE recommended reduction for the Administration Fund. For the MC Planning Department, the total reduction allocation is \$619,268.

The FY16 proposed budget includes a \$500,000 transfer request from the Administration Fund to the Development Review Special Revenue Fund. Development review activity can be very volatile. This volatility was evident when the FY16 budget was being developed making the revenues difficult to predict. In order to ensure MC Planning was able to keep a minimum responsible level of 15% of expenditure, we requested a \$500,000 transfer from the Administration Fund.

As this fiscal year has progressed, the revenue collected from development applications has been such that Planning does not need the \$500,000 transfer from the Administration Fund to Development Review Special Revenue Fund in FY16.

MC Planning proposes to use this \$500,000 savings to meet the CE recommended reduction.

The Department analyzed a set of cuts to reach the remaining \$119,268 reduction and offers reducing the funding for facility and infrastructure repairs for the MRO building. The reduction is not recommended by either the Department or the Planning Board, and asks that it be placed on the reconciliation list.

Impact of Non-Recommended Reduction

Facility/Infrastructure Repairs on Aging MRO Building - \$119,269

MC Planning reduced the funding for maintenance and critical repairs to the MRO building by \$194,800 in FY15 as a non-recommended reduction to meet the County Executive’s FY15 recommended budget. The MRO building is an aging facility and, although we are planning to move to the new Wheaton Headquarters by early 2019, we must maintain a functional, comfortable and safe work environment for our employees. We anticipate a number of small expenses in terms of general contracting for painting, electrical repairs, HVAC repairs, and other maintenance.

Without this funding, the MC Planning may need to submit a supplemental budget request if any major building systems or the roof require repair or replacement

- 2. Provide an update on the Development Review Fund’s expenditures and revenues thus far this fiscal year, the fund balance, and whether you still believe a transfer is needed from the Administration Fund to the Special Revenue Fund this year.**

	FY15 Beginning Fund Balance	Revenues	Transfers in	Expenditures	Year End Fund Balance
FY15 as of March, 2015	\$3,437,070	\$2,582,052	\$0	(\$3,095,250)	\$2,923,872

As stated in question #1 above, MC Planning does not need a transfer from the Administration Fund to Development Review Special Revenue Fund in FY16. Looking forward, the new zoning ordinance will be another factor to consider on the future volatility of revenue collection for development review.

- 3. How does the “general consulting funding” request of \$50,000 differ from the “Special Projects” funding – which I thought was for unspecified consulting services?**

The \$50,000 general consulting funding request is for consultants to provide specialized services focusing on community outreach for the White Flint II Plan, Rock Spring Plan, and the Aspen Hill and other master plans in Area 2.

Special projects funding is for unspecified consulting services for projects that may be requested throughout the year. Examples of special projects completed this past year include the Silver Spring Place Making project, the Infrastructure Forum, and the Office Study.

4. For each of the new initiatives, please provide any available additional detail indicating why each is necessary.

MC Planning included 14 essential needs/new initiatives that focus on ways to both reimagine and reinvigorate our master planning activities, as well as ways to address significant planning issues and concerns that face Montgomery County.

The essential needs/new initiatives fall into six categories:

- Contractual support for plans and projects in the proposed work program,
- Major improvements to communications through the Departmental website,
- Enhanced community outreach,
- Important IT upgrades,
- Initiation of a study of Evolving Retail Trends, and
- Facility repairs to the Montgomery Regional Office (MRO) Building

These 14 essential needs/new initiatives were listed on pages 114-117 in the proposed budget book. Below is some additional information regarding 4 essential needs/new initiatives. The information provided in the budget book for the remaining essential needs/new initiatives is still up to date.

Consulting assistance for the Bikeways Plan Update

This plan has been renamed the Bicycle Master Plan and MC Planning will be hosting a community preview kickoff event in April 2015.

Consultant support for White Flint II Plan

At the M-NCPPC Semi-Annual presentation to the County Council, the Planning Department was asked to fast track this project as the Council believes there are a number of projects that are ready for redevelopment in this area and that are eager to proceed.

Professional services support for Project Docx

In addition to consultant help that will be needed to program additional plan types, the funds requested will also support a major upgrade of the ProjectDox software and ensure that staff receives the training necessary to take advantage of the new features that will be provided.

Community Outreach expansion initiative

This important initiative has been augmented with the recent addition of Commissioner Fani-González to the Planning Board. The Department has been introducing new outreach methods in an attempt to reach all segments of the population. The outreach budget includes, but is not limited to, costs for mailings, online social media outreach, special meeting exhibits and banners, advertising campaigns for bus and Metro signage, as well as videography. New outreach methods for the Department also include consultation and collaboration with Commissioner Fani-González on engaging the Latino community in the County. Staff has worked with Commissioner Fani-González on the Montgomery Village Master Plan, Greater Lyttonsville Sector Plan and the Aspen Hill Minor Master Plan to engage the Latino community through Spanish-language media appearances, mailings and online Spanish-language videos.

5. The chart with the crosswalk of workyears includes a column with FY15 on page 124, but not on page 125. Can you reproduce the chart on page 125 with this column added?

Montgomery County Planning Department: FY16 Proposed Work Program Crosswalk of Work Years (Division to Work Program Elements)											
	FY15 Adopted	FY16 Proposed	Director's Office	Management Services Division	Functional Planning & Policy	Area 1	Area 2	Area 3	Development Applications & Regulatory Coordination	Information Technology & Innovation	Research & Special Projects
Funded Workyears	138.85	139.85	4.00	16.75	18.50	16.00	20.00	20.70	19.90	16.00	8.00
Program: MASTER PLANNING PROGRAM											
Plans											
White Oak Science Gateway Master Plan/Remand	0.81	0.00									
Montgomery Hills and Forest Glen Master Plan	0.00	0.75	0.02	0.04	0.10	0.25	0.20	0.00		0.04	0.10
Shady Grove MMP	0.00	2.34	0.02	0.23	0.30	0.25	1.25	0.00		0.04	0.25
MARC Rail Stations (Germantown and Boyds) Plan	0.00	2.44	0.02	0.23	0.10			1.80		0.04	0.25
Aspen Hill and Vicinity	0.00	3.34	0.02	0.23	0.50		2.30	0.00		0.04	0.25
Sandy Spring Rural Village MMP	1.80	0.23	0.02	0.02				0.10		0.04	0.05
Aspen Hill MMP	1.80	0.23	0.02	0.02			0.10	0.00		0.04	0.05
Bethesda Downtown Plan	3.30	1.78	0.02	0.17	0.50	0.75		0.20		0.04	0.10
Greater Lyttonville	2.05	1.59	0.02	0.23	0.25	0.75		0.20		0.04	0.10
Westbard Plan	2.20	1.59	0.02	0.23	0.25	0.75		0.20		0.04	0.10
Montgomery Village Master Plan	2.80	2.29	0.02	0.23	0.50		1.20	0.10		0.04	0.20
Highways Master Plan /Technical Corrections & Updates	1.30	1.14	0.02	0.23	0.50		0.10	0.20		0.04	0.05
White Flint II Plan	0.40	3.79	0.02	0.23	0.50	0.50	1.80	0.20		0.04	0.50
Rock Spring Plan	0.00	1.46	0.02	0.10	0.30	0.50	0.30	0.00		0.04	0.20
Gaithersburg East/Montgomery Village Master Plan	0.00	0.00									
One Limited Master Plan Amendment (TBD)	0.00	0.00									
Historic Preservation Functional Master Plan	3.15	2.40	0.02	0.23	2.00					0.05	0.10
Public Policies Planning and Coordination											
Public Project Coordination	7.60	5.18	0.10	0.23	1.50	1.00	1.00	1.00	0.20		0.15
Master Plan Staging/Monitoring	2.55	2.58		0.23	0.25	0.40	1.00	0.20	0.20	0.10	0.20
Special Projects											
Bikeways Plan Update	0.00	1.37	0.05	0.23	0.75	0.05	0.10	0.10		0.04	0.05
Evolving Retail Trends Study	0.00	1.27	0.05	0.23		0.05	0.05	0.10		0.04	0.75
Master Plan Reality Check	0.00	1.72	0.05	0.23		0.20	0.10	0.10		0.04	1.00
Rental Housing Study	2.75	1.23	0.05	0.19		0.05	0.05	0.10		0.04	0.75
Colocation of Public Facilities Study	3.35	1.13	0.05	0.23		0.05	0.10	0.10		0.10	0.50
Recreation Guidelines	1.80	1.29	0.05	0.19		0.10	0.10	0.80			0.05
Subdivision Staging (Growth Policy)	4.35	4.68	0.05	0.23	3.00	0.10	0.10	0.10	0.05	0.05	1.00
Sustainability and Planning Activity	1.86	1.38	0.05	0.23	0.60	0.05	0.10	0.20		0.10	0.05
Agriculture Initiatives	2.05	2.13	0.05	0.23	0.75			0.95		0.10	0.05
Special Projects	1.75	1.68	0.05	0.18	0.10	0.20	0.20	0.20		0.10	0.65
SUB-TOTAL MASTER PLANNING	47.67	51.01	0.88	5.05	12.75	6.00	10.15	6.95	0.45	1.28	7.50
New Work Program Efforts in FY16											
Expected to end in FY15											

Montgomery County Planning Department: FY16 Proposed Work Program Crosswalk of Work Years											
(Division to Work Program Elements)											
	FY15 Adopted	FY16 Proposed	Director's Office	Management Services Division	Functional Planning & Policy	Area 1	Area 2	Area 3	Development Applications & Regulatory Coordination	Information Technology & Innovation	Research & Special Projects
Funded Workyears	138.85	139.85	4.00	16.75	18.50	16.00	20.00	20.70	19.90	16.00	8.00
Program: REGULATORY PLANNING PROGRAM											
Regulatory Policy Development/Amendment											
Zoning Text Amendments (ZTA)/Subdivision Regulation Amendments (SRA)	1.60	1.78	0.03	0.23	0.80	0.15	0.20	0.20	0.10	0.07	
Zoning Ordinance Revisions and Refinements	0.78	0.64	0.04	0.10	0.20	0.10	0.10	0.10			
Land Use Regulations											
Conditional Uses (Special Exceptions)	4.10	2.58		0.23		0.50	0.45	1.00	0.35	0.05	
Local Map Amendments and Development Plan Amendments	3.30	1.98		0.23		0.50	0.50	0.70	0.05		
Preliminary Plans/Subdivision Plans	12.09	12.92	0.05	0.23	0.10	2.10	2.50	3.40	4.50	0.04	
Project, Sketch and Site Plan Reviews	11.59	11.97	0.05	0.23		3.15	3.00	3.00	2.50	0.04	
Pre-Application Meetings/Guidance	0.90	1.78	0.10	0.23		0.40	0.40	0.55	0.10		
Regulatory Enforcement and Building Permit Review	0.90	1.18		0.23		0.10		0.10	0.75		
Historic Area Work Permits	4.20	3.91		0.16	3.75						
Forest Conservation Reviews, Inspections & Enforcement	11.00	11.98	0.05	0.23		2.00	1.50	3.50	4.70		
SUB-TOTAL REGULATORY PLANNING	50.46	50.72	0.32	2.10	4.85	9.00	8.65	12.55	13.05	0.20	0.00
Program: INFORMATION RESOURCES											
Public Information											
Research Projects	2.40	0.89	0.05	0.30		0.10	0.10	0.10		0.04	0.20
Information Systems/Geographic Information Systems (IS/GIS)	7.17	7.15		0.20					0.10	6.85	
Information Services	4.90	3.69	0.05	0.20		0.10	0.10	0.10	3.10	0.04	
SUB-TOTAL INFORMATION RESOURCES	14.47	11.73	0.10	0.70	0.00	0.20	0.20	0.20	3.20	6.93	0.20
Program: MANAGEMENT/ADMINISTRATION											
Governance											
Work Program Management	7.30	6.50	1.60	1.30	0.40	0.40	0.40	0.40	1.10	0.75	0.15
Work Program Support	11.65	13.55	1.00	7.45	0.50	0.40	0.60	0.60	2.10	0.75	0.15
Agency Support											
Information Technology	7.30	6.34	0.10	0.15						6.09	
SUB-TOTAL MANAGEMENT/ADMINISTRATION	26.25	28.39	2.70	8.90	0.90	0.80	1.00	1.00	3.20	7.59	0.30
TOTAL	138.85	139.85	4.00	16.75	18.50	16.00	20.00	20.70	19.90	16.00	8.00
New Work Program Efforts in FY16											
Expected to end in FY15											

6. Are the changes in workyears for Area 1 and Development Applications and Regulatory Coordination a change in full-time/part-time status?

Department-wide, the only workyear change was the request to fund one of the unfunded career positions. Other than that, the overall workyears stayed the same.

Some chargeback workyears were redistributed between certain divisions according to the regulatory workload per division, but the overall chargeback workyears remained the same.

One part-time career position (0.9wys) in the Information Technology and Innovation Division was swapped with a full-time career position in the Development Applications and Regulatory Coordination Division based on the needs of our work program with no net change in positions or workyears.

7. Is the \$175,800 for facility repairs for specific problems that have already occurred or anticipated future problems?

The \$175,800 for facility repairs is for on-going and anticipated future problems.

As stated above, MC Planning reduced the funding for maintenance and critical repairs to the MRO building by \$194,800 in FY15 as a non-recommended reduction to meet the County Executive's FY15 recommended budget. The MRO building is an aging facility and, although we are planning to move to the new Wheaton Headquarters by early 2019, we must maintain a functional, comfortable and safe work environment for our employees. We anticipate a number of small expenses in terms of general contracting for painting, electrical repairs, HVAC repairs, and other maintenance.

8. Provide additional detail on supplies and materials and other services for FY16 as compared to FY15. In the past you have broken it down into the top ten or so subcategories.

Support Services Budget'	FY15	FY16	Variance	Comments
Office Supplies	\$75,400	\$75,400	\$0	
Miscellaneous Supplies/Furniture and Fixtures/Small Equipment/ Diesel Fuel	\$34,500	\$60,200	\$25,700	Replacement of old/ broken small equipment and office furniture
Total Office Supplies	\$109,900	\$135,600	\$25,700	
Advertising - Employment, Media, RFP's, Public Hearings / Specialized Printing	\$19,000	\$30,500	\$11,500	Increased cost of advertising
Postage	\$15,000	\$16,000	\$1,000	
Utilities	\$253,100	\$240,800	(\$12,300)	
Internal Serv Fund Cap Equip Payment	\$216,800	\$240,030	\$23,230	
Repairs/Maintenance	\$343,300	\$502,670	\$159,370	Includes \$178,800 restoration request for on-going facility repairs
Copier/Office Equipment Maintenance	\$300,000	\$300,000	\$0	
Risk Management	\$38,600	\$47,100	\$8,500	
Legal Services	\$20,000	\$10,000	(\$10,000)	
Leadership & Development Training/ Tuition Assistance	\$50,000	\$75,000	\$25,000	Enhanced employee development
Misc. Services	\$231,500	\$219,330	(\$12,170)	
Total Other Services & Charges	\$1,487,300	\$1,681,430	\$194,130	

9. Proposed Changes to Planning Department Work Program

At the Semi-Annual Report to the County Council, the Planning Department received feedback from Councilmembers on our proposed FY16 Work Program. Based on this feedback, the Department is proposing several changes:

- The White Flint II Plan is being accelerated by two months. It will begin in April 2015 and a Planning Board Draft Plan will be transmitted to the Executive and Council in August 2016.
- The transmission of the MARC Rail Stations Plan will be delayed by one month so as to provide needed spacing between plans coming to the Council. The MARC Rail Stations Plan will be transmitted as a Planning Board Draft in October 2016.
- The Shady Grove Minor Master Plan Amendment for the potential entertainment venue will be delayed by six months. With this change, it would be transmitted as a Planning Board Draft in January 2017. Although staff has had several conversations about the potential entertainment venue in Shady Grove, there has been little movement on this project in recent months.

These changes reflect the Planning Department's goal (consistent with the Council's direction) of focusing staff time and attention on planning activities in parts of the County where there is immediate interest in change and new development.

In addition, at the Semi-Annual, there was discussion of a new work program item that would involve a study of public schools – including not only how projections of capacity are calculated, but also new models for school design and providing needed classroom space. This is an important and necessary effort, but will require more time to fully scope and to coordinate with MCPS. It will also be important to involve the new Superintendent in this project. For these reasons, the Planning Department recommends that we take a few months of additional time to develop an appropriate project scope and come back to the Council to discuss funding this study outside of the current budget process.

FY16 Proposed Master plan and Major Projects Schedule
 Revised 4/13/15

Master Plan & Major Projects	2014				2015				2016				2017				2018																					
	FY15				FY16				FY17				FY18																									
	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J		
NO Zoning Ordinance Revision and Refinements																																						
NO White Oak Science Gateway Master Plan/Revised Schedule																																						
NO Sandy Spring Rural Village MMP																																						
NO Aspen Hill MMP																																						
C Bethesda Downtown Plan																																						
C Greater Lyttonsville Plan																																						
C Westbard Plan																																						
C Montgomery Village Master Plan																																						
C Highways Master Plan/Tech. Corrections and Updates																																						
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C Bikeways Plan Update																																						
C Rock Spring Plan																																						
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C Aspen Hill and Vicinity Plan																																						
NO Montgomery Hills and Forest Glen Master Plan																																						
NO Recreation Guidelines																																						
C Rental Housing Study																																						
NO Colocation of Public Facilities Study																																						
NO Evolving Retail Trends Study																																						
NO Master Plan Reality Check																																						

 Staff	 Hearing	 Hold until Election
 Planning Board	 Council Review	 Planning Board Draft
 CE Review & Council Noticing Period	 Commission Adoption, SMA	

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THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION
6611 Kenilworth Avenue • Riverdale, Maryland 20737

April 13, 2015

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

VIA: Patti Barney, Executive Director
Joe Zimmerman, Secretary-Treasurer
Adrian Gardner, General Counsel

FROM: John Kroll, Corporate Budget Manager

SUBJECT: Budget Worksession

Below please find the Central Administration Services responses to Council Staff questions in preparation for the budget worksession of April 20:

1. What non-recommended reductions do you propose to meet the County Executive’s recommended reductions and what are your priorities for restoration of funding?

The chart below shows the Administration Fund’s FY15 Proposed Budget in comparison to the County Executive’s recommendation, and the overall amount of reductions required for our budget to achieve the County Executive’s (CE) recommendation.

Administration Fund Budget

FY15 Adopted Budget (less grants and transfers)	28,709,985	
FY16 Major Known Commitments	-66,962	
Critical Needs Requests	<u>1,557,174</u>	
FY16 Proposed Budget	30,200,197	
FY16 County Executive’s Recommended Budget	29,453,597	
FY16 Reductions Required to Achieve CE Recommendation	746,600	
Internal allocation by Department – Planning	619,268	<u>Bi-County</u>
- DHRM	53,074	118,231
- Finance	59,874	130,388
- Legal	14,384	24,343

M-NCPPC undertook an internal analysis of how to allocate the overall CE recommended reduction. Since the reduction amount was less than the total of our critical needs

requests, it was pro-rated between all Administration Fund departments based on their share of those requests. The Commissioners' Office and Office of Internal Audit's shares, although small, were determined to more heavily impact those offices, so DHRM and Finance, respectively, each proposed to cover the shares of those two offices.

Please note that for CAS Departments, the reduction amount is substantially greater, due to the bi-county nature of these departments.

Planning's allocated amount is addressed in a separate response. For the CAS Departments, the total reduction allocation is \$127,332 (Montgomery County portion of the bi-county total of \$272,962). The Departments have proposed the following non-recommended cuts to meet this target.

Department of Humans Resources and Management

For FY16 proposed Administration Fund budgets, the Montgomery County Executive recommends a 2.6% increase from the FY15 approved budget. This would result in a reduction of \$746,600 to the FY16 proposed budgets. Of this amount, the Department of Human Resources and Management (DHRM) was asked to provide non-recommended reductions of \$53,074 in Montgomery County. The DHRM Bi-County total is \$118,231.

The DHRM reductions (below) cover the non-recommended reductions for the Montgomery Commissioners' Office in the amount of \$1,203 (or \$2,608 Bi-County impact).

Explanation of Non-Recommended Reductions (in priority order)	Montgomery Amount	Total MC & PGC
Partially reduce funding for Leadership Development Training (Essential Need)	9,097	20,273
Eliminate restoration of HR Recruitment position (Essential Need)	34,880	77,685
Partially reduce funding for Labor Counsel	9,097	20,273
Non-Recommended Reduction	\$53,074	\$118,231

Priorities for Restoration of Funding:

1. Funding of Agency-Wide Leadership Training Program (Supported by Departments)

The agency does not have a formal training program for its workforce to address significant succession planning issues and workforce competency.

- The M-NPPC FY2014 annual Personnel Management Review reveals that 683 (or 34% of current employees will be eligible to retire between FY14 and FY18 (collectively).

71% of the agency's Officials/Administrators will be eligible to retire during this same period. Department Directors have been working together to identify needed solutions to provide consistent training on mandatory standards and succession planning.

- This funding will be used to reinstitute an agency-wide leadership development program. The program, which was previously administered through CAS, was eliminated in 2009 due to budget cuts.
- Operating departments requested this program be housed in CAS to provide greater cost efficiency, a consistent training platform, and broader access to all departments. The Leadership Program will focus on core, concrete business skills, such as project management, ethical decision making, and performance accountability. This training would not replace training efforts that may be offered in some departments, as those efforts are specific to service operations (e.g., parks management, planning, legal, etc.).

2. Restore One Frozen HR Position to Address Increased Recruitment Activities

In FY11, DHRM eliminated a number of positions and froze others. The Recruitment Office froze one position due to departmental budget reductions and a decline in overall hiring in the agency. Consequently, the Office has been staffed by a manager and two specialists to address agency-wide recruitment activities. Over the last three fiscal cycles, there has been a steady and notable increase in hiring activities and support requested by operating departments.

- In calendar year 2011, 35,640 applicants were screened; in 2012, 47,438 applicants were screened; and in 2013, 61,968 applicants were screened. This equates to a 74% increase in workload (applicants screened) over the past two years.
- In calendar year 2014, the Recruitment Office reviewed 55,447 applications - demonstrating sustained growth in activity.
- In addition to recruitment activities, the Office is responsible for all oversight of the Criminal Justice Information System (CJIS), fingerprinting and background checks, assisting with Return to Work placements, Park Police promotional testing administration, American with Disabilities Act (ADA) Title I training for field staff, conducting Critical Testing, and representing the agency at job fairs, etc. All of these programs are necessary and/or mandated.

3. Labor Counsel Funding

Funding for Labor Counsel services ensures that the agency is positioned to effectively address union matters related to labor relations, including support on grievance cases, as well as union negotiation matters involving both the Fraternal Order of Police (FOP) and the Municipal and County Government Employees Organization (MCGEO).

Department of Finance

The Department of Finance was asked to provide non-recommended reductions of \$59,874 in Montgomery County. The Finance Bi-County total is \$130,388.

The Finance reductions (below) cover the non-recommended reductions for the Office of Internal Audit in the amount of \$738 (or \$1,607 Bi-County impact).

Explanation of Non-Recommended Reductions	Montgomery Amount	Total MC & PGC
The Finance Department proposes to meet the County Executive's reduced budget by increasing the amount of salary lapse in the budget.	59,874	130,388
Non-Recommended Reduction	\$59,874	\$130,388

This will require that certain positions be maintained as vacant longer than is desired for adequate support of the operating departments and add an element of risk that the necessary vacancies will not occur. Should vacancies not generate the necessary lapse, other budget items will be reduced to meet the necessity of a balanced budget at year end. Should it be necessary to reduce non personnel line items, it will result in the deferral of Information Technology upgrades and other initiatives necessary to provide support to the operating departments. Given that the level of support is at a bare minimum at this point, further reductions are not recommended.

Legal Department

The Legal Department was asked to provide non-recommended reductions of \$14,384 in Montgomery County. The Legal Bi-County total is \$24,343.

Explanation of Non-Recommended Reductions	Montgomery Amount	Total MC & PGC
Reduce available funding programmed for outside counsel and/or professional services	14,384	24,343
Non-Recommended Reduction	\$14,384	\$24,343

This funding reduction constrains the Legal Department's ability to respond promptly to emergent legal needs for outside counsel, litigation experts, and other professional consultants necessary for the work program.

2. Explain how rents for Commission’s Executive Office Building are split between Prince George’s and Montgomery County.

As shown on page 303 of the Proposed Budget, the following amounts are to be charged as rent for the space they occupy in the Executive Office Building:

PGC Parks and Rec.	212,449	18%
Retirement System	96,015	8%
CAS Departments	885,976	74%

The CAS Departments share is budgeted in the CAS Support Services budget, which is split 44.7% Montgomery and 55.3% Prince George’s.

3. Page iv of the Chair’s cover letter indicates that pension and health costs are decreasing due in part to the “aforementioned cost cutting steps”. What are those?

In past years, the Commission has taken a number of difficult steps to reduce costs in order to slow the growth in benefit costs. These steps included renegotiating union contracts, keeping wages flat during FY11, FY12 and FY13, implementing retirement incentive plans, and redesigning medical and pension plans while asking our employees to share more in their cost.

Specifics include:

- *Implemented the following changes to reduce pension costs:*
 - *Established a new lower cost pension plan for new hires effective January 2013.*
 - *Reduced the COLA cap to 2.5% for service earned in all plans after July 1, 2012.*
 - *Increased employee contributions for non-police plans by .5% in FY 13 and .5% in FY 15. Increased employee contributions for police plans by .5% in FY 15 and .5% in FY 16.*

- *Implemented the following plan design changes and initiatives to curb the increase in health insurance costs:*
 - *moderate drug step therapy program,*
 - *dispense as written penalties*
 - *mandatory mail order or maintenance choice program*
 - *generic co-pay incentive to improve medication adherence*
 - *Pharmacy Advisor counseling program*
 - *Prior authorization for compounded drugs*
 - *Redesigned the vision plans to reduce the increase in premiums*
 - *Step Therapy for three classes of Specialty Drugs*

- *Focused on wellness initiatives such as pre-screenings for diabetes prevention, bone density, prostate cancer etc. Waived copays on prescriptions related to the three highest cost medical conditions to improve adherence.*

- *Converted the retiree drug plan for Medicare eligible retirees to a Medicare Plan D plan plus Wrap around to increase subsidies from the federal government.*

- *Retiree medical benefit for new hires is now based on credited service*
- *Employees and retirees now pay greater cost share of health insurance*

4. The budget shows a transfer of \$1.1 million from the Administration Fund to the Park Fund? What was the rationale for the transfer? I do not recall seeing that in the FY15 budget.

This was an action taken by OMB along with a property tax increase in the Administration Fund to balance both funds at the end of the budget process last year. This allowed for sufficient revenue as well as meeting our 3% fund balance reserve policy in each fund.

5. What assumptions were used in creating the markers for compensation and benefits?

As we are still in negotiations with MCGEO, we prefer to respond in person and in confidence as to the budget assumptions for compensation and employee share of benefit costs.



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

April 16, 2015

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

VIA: Mike Riley, Director of Parks
 Mitra Pedoeem, Deputy Director of Parks, Administration
 John Nissel, Deputy Director of Parks, Operations

FROM: Karen Warnick, Chief, Management Services, Planning Department

SUBJECT: Budget Worksession

Below please find the Department of Parks' responses to Council Staff questions in preparation for the budget worksession of April 20:

1. What non-recommended reductions do you propose to meet the County Executive's recommended reductions and what are your priorities for restoration of funding?

The chart below shows the Department of Parks FY15 Proposed Budget in comparison to the County Executive's recommendation, and the overall amount of reductions required in our budget to achieve the County Executive's (CE) recommendation.

Park Fund

FY15 Adopted Budget (less debt service, grants and CIP transfer)	90,169,939
FY16 Parks Same Services Level (Known Commitments)	2,871,078
Improved Service Initiatives	<u>2,311,832</u>
FY16 Park Fund Proposed Budget	95,352,849
FY16 County Executive's Recommended Budget	<u>91,299,484</u>
FY16 Reductions Required to Achieve CE Recommendation	(4,053,001)
County Executive's Recommended Increase over FY15 Budget	1,129,909

In preparing the FY16 proposed budget, the Department of Parks included new initiatives that addressed the top priorities of the department and focused on identified deficiencies in our work program as well as emerging trends. Even with a fully funded FY16 budget, the Department will continue to struggle to adequately meet the documented needs of a growing and diverse population while maintaining our current parks and facilities.

The chart below gives a historical perspective on the Park Fund career positions for the past 7 years. FY11 was a particularly difficult year when the budget was reduced 12% and 60 career positions were eliminated.

From FY12-FY15, Parks added 25 career positions to the complement with 17 of those positions for OBI or new mandates (NPDES, ADA, etc.) and 1 for new initiatives/emerging needs. Only 7 positions were restored of the 60 eliminated.

For FY16, of the 19 career positions requested, 5 address OBI or mandates and 13 are for responding to emerging needs. Only 1 position is a requested restoration. Even with adding 19 new positions, the Parks' complement is still 16 positions below the FY10 level.

History of the Park Fund Positions

	FY10	FY11	FY12	FY13	FY14	FY15	Proposed FY16	Change From FY10
Total Career Positions	729	669	672	673	675	694	713	(16)
OBI and New Mandates			3	1	2	11	5	22
New Initiatives/ Emerging Needs						1	13	14
Restoration						7	1	8
Change from Prior Year		(60)	3	1	2	19	19	44

In order to meet the Executive's recommended budget, the Department of Parks would have to cut programs in urban parks, general park maintenance, natural surface trail maintenance, preventive tree care, environmental green programs, historic interpretation/programming, the Parks' Foundation, community gardens, and more.

The Department of Parks compiled a set of reductions to reach the CE's target and divided the requested restoration into 4 tiers with Tier 1 being the Department's highest priority for restoration.

Tier 1 - Essential Needs		Funding	Positions	Workyears
Top Priority to be Placed on Reconciliation List				
Tier 1-a	Design, Planning, and Management of Urban Parks	129,405	1	1.2
Tier 1-b	Reduce Park Maintenance Backlog and Provide Effective Oversight for Park Operations	187,015	1	6.0
Tier 1-c	Planning, Design, Construction, and Repair of Natural Surface Trail Maintenance	61,612	1	1.0
Tier 1-d	Preventive Tree Maintenance Along Heavily Used Paved Trails and Parkways	100,000		
Tier 1-e	Green Initiatives and Energy Conservation	100,638	1	1.0
Tier 1-f	Historic Interpretation and Programming of Significant Cultural Facilities and Resources	89,877	1	1.0

Tier 1-g	Expanding the Donor, Grants and Sponsorship Opportunities for the Montgomery Parks Foundation through Administrative Support	58,244	1	1.0
Tier 1-h	Identify and Secure Corporate Sponsorship Funds Through the Parks Foundation	82,473	1	1.0
Tier 1-i	Expand Successful Community Gardens Program	76,286	1	1.0
Tier 1-j	Improved Information Technology Services Through Contractual Help Desk Support	180,000		
SUBTOTAL TIER 1 <i>Top Priority to be asked to go on Reconciliation List</i>		1,065,550	8	13.2

Tier 2				
To be Placed on Reconciliation List but with a priority lower than Tier 1		Funding	Positions	Workyears
Tier 2-a	Database Administration for Park Police Law Enforcement Systems	94,638	1	1.0
Tier 2-b	Improved Security Surveillance in Parks Facilities	158,794	1	1.0
Tier 2-c	Expand Deer Management in Densely Populated Down-County	412,742	4	5.0
Tier 2-d	Increase CIP Implementation through Administrative Support	57,744	1	1.0
Tier 2-e	Major Improvements to Communications Through Departmental Website Upgrade and Enhancement	75,000		
Tier 2-f	Graphic Design and Promotional Campaign Advertising	50,000		
Tier 2-g	Implement Desktop Virtualization To Improve Staff Efficiency and Reduce Future Hardware Needs	120,000		
SUBTOTAL TIER 2 <i>Second Priority to be asked to go on Reconciliation List</i>		968,918	7	8.0
SUBTOTAL TIER 1 + Tier 2		2,034,468	15	21.2

Tier 3				
To be Placed on Reconciliation List but with a priority lower than Tiers 1 & 2		Funding	Positions	Workyears
Tier 3-a	General Increase in Other Services & Charges	177,726		
Tier 3-b	Inflationary Increase in Supplies & Materials	97,700		
Tier 3-c	Overtime Increase	44,800		
Tier 3-d	Capital Outlay	100,000		
Tier 3-e	Delayed Opening of Woodlawn Barn (OBI)	163,801	1	4.9
Tier 3-f	Increase Lapse from 7.5% to 8.0%	344,714		3.8
Tier 3-g	Expand Archaeological Programming and Research	99,638	1	1.0
SUBTOTAL <i>Third Priority to be asked to go on Reconciliation List</i>		1,028,379	2	9.7
SUBTOTAL TIER 1 + TIER 2 + TIER 3		3,026,847	17	31.9

Tier 4				
To be Placed on Reconciliation List but with a priority lower than Tiers 1 & 2 & 3		Funding	Positions	Workyears
Tier 4-a	Prepay FY16 Non-Personnel Items with FY15 Savings	449,964		
Tier 4-b	Reduce Gasoline Budget Risking Funding Shortage in FY16	300,000		
Tier 4-c	Increase CIP Chargebacks for Facilities Management and Park Development	74,782		
Tier 4-d	Delay Hiring OBI Positions until January 2016	115,408		
Tier 4-e	Reduce Postage	40,000		
Tier 4-f	Eliminate Employee Performance Recognition Awards	10,000		
SUBTOTAL Third Priority to be asked to go on Reconciliation List		990,154	0	0.0
SUBTOTAL TIER 1 + TIER 2 + TIER 3 + TIER 4		4,053,001	17	31.9

Impact Statements for Tiered Non-recommended Reductions				
Tier 1 - Essential Needs Top Priority to be Placed on Reconciliation List		Funding	Positions	Workyears
Tier 1-a	Design, Planning, and Management of Urban Parks	129,405	1	1.2
<p><i>Impact:</i> As the central business districts and other major urban centers are developing, the need for creation of substantial green and hardscape parks is clear. Amendments to the zoning ordinance approved last Fall by the Council, as well as new planning efforts covering highly urbanized sectors of the county will bring a number of "in-town" parks into existence, either through acquisition, dedication, or funding in lieu of dedication, as part of the development process. The design and management of these facilities requires a level of effort that is quite different from that traditionally required of the Department in operating most local parks—even those located at the periphery of business districts.</p> <p>A critical challenge for the Department of Parks is to maintain the high level of park and recreation service in the County by putting the "right parks" in the "right places." Not surprisingly, the Vision 2030 Strategic Plan for Parks and Recreation (M-NCPPC 2010) confirmed that the highest needs are and will continue to be in areas of highest population density. Most of the County is built out, and growth will occur by redeveloping our urbanizing areas. The Department of Parks is committed to continue to provide a system of parks, trails, and open space where people live, work, and play, and that are accessible by walking and transit.</p> <p>As the County becomes more urban, acquiring park sites in growth areas is increasingly difficult because of competition for land. The Urban Park Guidelines, approved by the Planning Board as part of the 2012 Park, Recreation and Open Space (PROS) Plan recommends that a system of parks and open spaces be provided for every urban master plan or sector plan area through a combination of public and private efforts.</p>				

The Department has requested an Urban Park Planner Coordinator position with expertise in community development, real estate and development that will be dedicated to the planning and implementation of urban parks. This position will coordinate between the Planning and Parks Departments to implement the Urban Park Guidelines' hierarchy of parks, trails and open spaces in every area master plan, as well as coordinate within the Department of Parks to plan, program, police, and maintain urban parks. Acquisition is not the only challenge for successful urban parks. The intensity of use is significantly greater in an urban environment; therefore the operations required to achieve Parks' level of quality will require different tools and expertise, and more frequent maintenance, policing, and programming.

Without this position, the Department will have to spread these responsibilities across multiple staff in various divisions to perform some aspect of urban park planning and operations. However, to remain the agency that delivers the service of parks and trails to our citizens, Parks needs a dedicated staff member who "owns" the role of coordinating all aspects of the urban park planning process and can effectively coordinate with both the Planning Department and park staff involved in park operations, programming, and policing.

Tier 1-b	Reduce Park Maintenance Backlog and Provide Effective Oversight for Park Operations	187,015	1	6.0
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Impact: Due to budget cuts in FY11, the Northern Parks division abolished nine maintenance positions. After analysis and review, the Department recommended the restoration of one of these positions which will allow current staff to meet performance measures and maintenance standards more effectively, and reduce the maintenance service backlog.

Since this position was abolished, staff has had to divide its focus on maintenance tasks as well as the many new programs such as Smart Parks/EAM management; ERP management; new ADA compliance requirements; increased recycling efforts expanding to local parks; environmental mitigation projects; NPDES mandates; new storm water management regulations; new nutrient management regulations, and much more. The remaining staff has continued to have high completion rates for urgent tasks that require quick response, but routine tasks have suffered without the appropriate amount of oversight and coordination efforts.

In addition, much of our seasonal staff was also eliminated in FY11. Employment of seasonal workers is a common and highly cost effective method of delivering park maintenance and programming services during peak usage periods. Over the past four years, some seasonal staff funding has been restored, however, our FY15 seasonal budget was still \$320,000 less than our FY10 seasonal budget.

This initiative includes 5.0 seasonal WYs. Seasonal staff augments maintenance crews allowing career staff to perform functions which require a broader skill set. Seasonal maintenance staff address many seasonal needs and fill many voids in cleaning facilities, tree debris, administrative work, cutting grass, grounds maintenance, and more. Pairing seasonal staff with career staff expands the ability to send more crews to different locations and reduces costs per project/work order. Seasonal staff also enables professional staff to spend more time on their main job functions.

With this reduction in seasonal funding, career staff will be required to perform lower level duties hindering their ability to address maintenance backlogs.

Tier 1-c	Planning, Design, Construction, and Repair of Natural Surface Trail Maintenance	61,612	1	1.0
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Impact: Trails are one of the most popular facilities that the Department of Parks has to offer, and the blossoming trend of natural resource based recreation puts even more pressure on our Department to deliver safe and enjoyable natural surface trails that meet this need while stewarding the environment within which they reside. The Department of Parks currently offers approximately 141 miles of "sanctioned" trails across the park system. A "sanctioned" trail is a trail that has been constructed to sustainable standards, is inspected and maintained on a regular basis, has been blazed and signed in the field, and has maps available on the web.

The Vision 2030 process reveals that trails are one of the top three facilities valued by Montgomery County residents. Trails provide critical access to a variety of park facilities and natural areas Vision 2030 also shows that the Department of Parks provides too few sanctioned natural surface trails in the down-county area – which is the area of greatest trail needs. This position would facilitate the inspection and maintenance of existing natural surface trails and allow for the planning and construction of new facilities in the areas of higher population density

The planning, design, construction, and repair of natural surface trails takes place year round. The work is technical in nature and requires advanced professional training. Work efforts frequently require close coordination with a variety of career staff in other divisions (e.g., Park Managers in Northern Parks and Southern Parks; Heavy Equipment Operators in Facility Management, and Engineers in Park Development) as well as various regulatory agencies at the State and Local level. Oftentimes, this position will be called upon to lead work groups composed of career staff and volunteers. The year-round nature of the work, the professional/technical skills required, and the supervisory responsibilities of the position all contribute to the need for a career staff position rather than one that is seasonal non-career intermittent.

Failure to fill the requested position will put the Department further behind with the routine inspection and maintenance of existing trail facilities and prevents the Department from retrofitting existing non-sanctioned trails to current standards.

Tier 1-d	Preventive Tree Maintenance Along Heavily Used Paved Trails and Parkways	100,000		
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Impact: In the adopted FY14 budget, the Department of Parks received \$200,000 for a county-wide program to inspect and provide much needed preventive maintenance on trees along our major parkways and associated trails. This preventive maintenance program helps ensure the long-term health and protection of our trees while providing a safe environment for our parkway and trail users by removing hazard trees and limbs that may fall onto our parkways and bike trails. Additionally, this program provides tree and branch trimming to provide minimum clearances for site distances and safe use of our facilities.

For the FY16 budget, the Department requested an expansion of this program by adding \$100,000 for hazardous tree and limb removal along heavily used paved trails, specifically the Capital Crescent Trail, Matthew Henson, Sligo Creek, Rock Creek Hiker Biker Trail, Long Branch, Magruder Branch, Northwest Branch, Cabin John Trails, and paved trails at Cabin John, Wheaton, and Black Hill Regional Parks.

Trees growing along our Trails and Parkways are subject to conditions that lead to their decline, including:

- Insect and disease problems
- Air pollution
- Drought
- Root and soil compaction due to mower and maintenance vehicles which leads to poor tree growth and vitality
- Flooding
- Mechanical damage injury due to mowing equipment and vehicle use near trees
- Soil contamination from de-icing salt

The decline and eventual death of these trees leads to many hazard trees and limbs hanging over our trails and parkways. At current staffing levels, staff cannot perform many of the preventive maintenance and care responsibilities for our trees. By outsourcing the tree maintenance including hazard tree and limb removal along our parkways and trails will enable staff to focus on preventive maintenance and care responsibilities for our trees in other areas.

The program benefits of this contract will be to: 1) conduct inspections of parkway and trail trees for health and safety, 2) ensure long-term health and protection for parkway trees, 3) provide a safe environment for park patrons, and 4) reduce the Commission's exposure to liability.

Without this contractual funding, tree conditions may decline to an unsafe level leading to potentially hazardous situations on our trails and parkways.

Tier 1-e	Green Initiatives and Energy Conservation	100,638	1	1.0
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Impact: The Commission adopted Practice 6-40 (M-NCPPC Sustainability Standards) in 1976. The practice was amended in November, 2012 which updated and replaced all other internal sustainability procedures. The Department of Parks has committed to implementing its Sustainability Plan which includes 1) Adopting green building management strategies which meet nationally accepted sustainability certifications for energy conservation and use of renewable resources; 2) Procuring goods and services aimed at high efficiency products and other sustainability practices; 3) Implementing green practices in community planning, landscape design, and other site planning; 4) Fostering on-going awareness amount employees and patrons on sustainability objectives and programs, and 5) Adhering to updated County and State sustainability mandates.

Sustainable practices promotes environmental (air, land, water, and conservation), social (employment, health, learning, and welfare), and economic (growth and energy) benefits. It can often be difficult to find a balance between humans and nature, especially as we continue to expand our communities. Taking action to preserve green space and work towards more sustainable living are just some of the benefits of sustainable development.

The Department of Parks FY16 proposed budget included a request to fund a Sustainability Coordinator with specialized skills and advanced professional training to manage and implement all sustainability initiatives for the Department. Without this position, the Department will be hindered in bringing the many benefits of sustainable "green" development into Parks facilities and operations.

Tier 1-f	Historic Interpretation and Programming of Significant Cultural Facilities and Resources	89,877	1	1.0
<p><i>Impact:</i> The History in the Parks Program is gaining in programming and influence, despite insufficient staff required to make it fully functional. There is one Museum Manager in the Cultural Resources Program who oversees educational programming at Josiah Henson Park, Oakley Cabin, the Underground Railroad Experience Trail, Kingsley Schoolhouse, Agricultural History Farm Park, and Blockhouse Point.</p> <p>Program offerings vary from regular seasonal tours April through October (such as at Underground Railroad and Oakley) to very intermittent or barely any programming due to lack of staffing (such as at Agricultural History Farm Park and Blockhouse Point).</p> <p>The program is making strides with Montgomery County Schools and in partnerships with organizations such as Button Farm, Sandy Spring Museum, Sandy Spring Slave Museum, and Heritage Montgomery. All programs are given by docents, low-paid "instructors," or by Friends because Parks has no one at the sites we own. An additional career staff is needed to offer enriched history-based programming at the best historic sites.</p>				
Tier 1-g	Expanding the Donor, Grants and Sponsorship Opportunities for the Montgomery Parks Foundation through Administrative Support	58,244	1	1.0
<p><i>Impact:</i> The Montgomery Parks Foundation continues to expand opportunities for Montgomery County residents, businesses and organizations to support their parks through donations, grants, sponsorships and memberships. Many of these programs, such as the tribute programs in parks (benches, trees, bricks boulders) are very labor intensive and require significant administrative efforts to track donations, place order, coordinate personalized plaques, and work with the park managers on the installation. This term contract administrative position for the Foundation will support the tribute programs, the Friends of Montgomery Parks, the Corporate Sponsorship Program and other administrative needs of the growing Foundation. Without this position, the Foundation's professional staff would be required to continue to perform clerical functions, which takes them away from focusing on expanding donor, grants, and sponsorship opportunities.</p>				
Tier 1-h	Identify and Secure Corporate Sponsorship Funds Through the Parks Foundation	82,473	1	1.0
<p><i>Impact:</i> The Department has made a significant commitment to ensure the successful maturity of the Montgomery Parks Foundation. A revised Memorandum of Understanding between M-NCPPC and the Montgomery Parks Foundation guides the Foundation's efforts to create and implement fundraising strategies intended to generate alternative revenue to support Montgomery Parks.</p> <p>A noteworthy milestone in the creation and implementation of fundraising strategies occurred when the Planning Board approved both the Corporate Sponsorship Policy in January 2013 and the Implementation Plan in June 2014. The Implementation Plan specifically identified a new position, a Corporate Sponsorship Manager, to be a core member of the Foundation staff responsible for the identification, cultivation and solicitation of new corporate opportunities and relationships</p>				

The Corporate Sponsorship Manager proposed in the FY16 budget will be expected to identify and secure significant funds through the Foundation on behalf of Montgomery Parks. The Corporate Sponsorship Manager will fill a revenue generating position to continue to build capacity during these early years of the Foundation's revitalization and ensure the potential for the Foundation to become sustainable and independent.

Failure to fund this term contract position will impede the Foundation's ability to implement the Corporate Sponsorship program and to generate new funding opportunities.

Tier 1-i	Expand Successful Community Gardens Program	76,286	1	1.0
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Impact: In its six years of operation, the highly popular community garden work program has grown significantly and includes oversight of 11 gardens year-round with 489 individual garden plots, monitoring 11 listservs, coordinating garden plot registration each spring, recruiting and training volunteer garden coordinators, coordinating new garden installations and updating the website. Currently, the program has 82 people on the waiting list.

This operation is currently managed by a seasonal staff member. However, this staffing level is not sufficient to handle the annual work load and or meet the public demands for future garden additions or expansions.

A full time career position will be able to fully handle the current work program, increase the number of community gardens in the parks, and expand existing community gardens to increase the number of plots offered. In addition, this position will coordinate all ADA compliance mandates for the community gardens. A recent review of ADA standards and guidelines indicated that 4 of the 11 existing community gardens must be renovated to be accessible and that all new community gardens, or additions to existing gardens, are considered new construction and must include at least 5% accessible plots.

In early 2015, Parks will be opening a new garden in Germantown with accessible gardening areas. As part of the anticipated renovations at the Sligo Mill Overlook Park, we will be adding accessible gardening opportunities.

The current revenue (\$23,400) and most of the expenditures, including the seasonal salary, for the community gardens are included in a special revenue fund. To remain in the special revenue fund, the program must be self-sufficient. Since this program has proven to be more costly than can be covered by revenues, it is not self-sufficient and must be moved from the special revenue fund to the Park Fund. The FY16 proposed budget includes the funding for a career position and the removal of the seasonal salary. These Park Fund expenses will be offset by the revenue deposited in the Park Fund.

If this position is not funded through the reconciliation process, the revenue in the FY16 proposed Park Fund would need to be lowered by \$23,400 and the special revenue fund would need to be amended.

Tier 1-j	Improved Information Technology Services Through Contractual Help Desk Support	180,000		
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Impact: In today's world, just about everything is more convenient and accessible due to advances in technology across almost all sectors. In the Department of Parks, the demand for expanded technology services has increased over the past few years. Many Park staff out in the field now use mobile devices - smart

phones and tablets - to document needed repairs, vandalism, or other issues in the parks and to enter work orders on-site which increases the efficiency of the park operation staff.

The Technology Team has been unable to keep up with the growing technology demands. This contract would provide on-site technology contractors to provide desktop services to Park staff in the southern part of the county. This will allow technology staff to focus on the research and implementation of new technologies to better support the growing and emerging needs of the Department.

SUBTOTAL – Tier 1 Top Priority to be asked to go on Reconciliation List	1,065,550	8	13.2
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Tier 2 To be Placed on Reconciliation List but with a priority lower than Tier 1		Funding	Positions	Workyears
Tier 2-a	Database Administration for Park Police Law Enforcement Systems	94,638	1	1.0

Impact: The Park Police Division has a number of databases and disparate systems effecting law enforcement and security, and has requested a system administrator to manage these systems which includes the following:

Law Enforcement Systems

Police CAD/RMS (Mapping/Auto Vehicle Locator (AVL)/GIS, Mobile Data, State/CJIS/NCIC Interfaces, Caller ID/TTY/TDD Interface); Maryland State Police Delta+ (Electronic Ticket System, Automated Crash Reporting System); In-Car and Body-Worn Law Enforcement Video Systems; Public Safety Radio System; Audio Logging System for Radio and Phone Recording; License Plate Reader System (LPR); Domain Administration; E-mail Administration; File Server Administration; Assist with Vehicle Up-fitting; Assist with Desktop Support; Assist with Mobile Phone Support.

Enterprise Security & Life Safety

Access Control; Central Station Monitoring; Intrusion Detection (Burglar Alarms, Smart Sensors, Video Analytics); Fire-Alarms; Emergency Call Stations; Security Video Systems; Security Operations Center.

This position will serve as the administrator of all of the aforementioned systems and will be expected to manage, coordinate, and direct programs and staff which will include section supervisors and technicians. Without a dedicated position with the expertise in systems administration, these responsibilities will continue to be spread across multiple staff without the needed expertise to ensure these databases are secure.

Tier 2-b	Improved Security Surveillance in Parks Facilities	158,794	1	1.0
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Impact: Surveillance cameras are becoming ubiquitous in society today. The presence of active surveillance systems serves as a deterrent to criminal activity, promotes safer parks for our users, and is a valuable tool for monitoring unattended facilities.

As technology has grown, demand for these systems has increased and has outpaced the Department's current technical staffing to install and maintain camera surveillance systems as needed. This critical service is unfunded and the technology is underutilized in our current circumstances. A dedicated position would properly address standardization of implementation, equipment distribution, liability and privacy concerns.

Tier 2-c	Expand Deer Management in Densely Populated Down-County	412,742	4	5.1
<p><i>Impact:</i> The County's deer management program has been in place for over 18 years. Despite a very successful record, deer populations continue to expand into areas not currently under management. This is particularly true in more developed portions of the county. This initiative will greatly expand the capacity of the program to address these specific areas.</p> <p>This initiative was developed in response to requests from the County Council to expand deer management efforts in the County. It will provide the natural resource and Park Police staffing and equipment required to create one additional sharpshooting team, expand the sharpshooting operations by three to four days per year, cover butcher processing costs for the additional deer harvested and develop and implement a proposed pilot archery program for parkland where other management options are not practicable.</p> <p>This past spring, the Montgomery County Council requested that the Department of Parks continue to expand on-going direct reduction deer management efforts (i.e., managed hunting and sharp-shooting) on M-NCPPC parkland. In addition, the Council recently reduced the safety zone associated with archery hunting from 150 yards to 100 yards (adjacent to occupied structures) in order to provide additional deer hunting opportunities on private land. This later action will likely increase calls for Park Police service associated with tracking and recovery of deer that are shot on private property (with archery equipment) that then move onto adjacent parkland before expiring.</p> <p>This expansion will provide deer population management into 8 additional parcels of parkland (1500 acres) and additional harvest of deer on existing parkland within the Park Police-based Sharpshooting Program.</p> <p>This request includes funding of \$55,000 in one-time funding capital outlay for a truck, trailer and utility vehicle.</p>				
Tier 2-d	Increase CIP Implementation through Administrative Support	57,744	1	1.0
<p><i>Impact:</i> For the past few years, the Park Development Division had hired a term contract administrative support employee using savings from vacancies in the division to boost the CIP implementation rate. This contract employee provides administrative functions such as photocopying, scanning documents, handling the logistics for public meetings, etc. It was inefficient for highly professional staff, such as architects and engineers, to perform clerical functions. When freed from clerical duties, the professional staff could focus on completing the CIP projects assigned to them in a more expeditious manner. The Department requests a full time career administrative position for FY16.</p>				
Tier 2-e	Major Improvements to Communications Through Departmental Website Upgrade and Enhancement	75,000		
<p><i>Impact:</i> MC Planning and MC Parks proposed a website redesign for FY16 which will involve a new content management system, migration of content, training, and support. This upgrade will allow for greater information transparency, website management efficiency and more current technology for visitors, staff and users of the Planning Board, Planning and Parks sites.</p> <p>Through a recent focus group facilitated as part of the Commission's rebranding initiative, the feedback for both the MC Planning and MC Parks websites was unfavorable. Upgrades to the website were consistently mentioned when asked which recommendations they would make to improve the organization. By delaying the upgrade, the MC Planning, MC Parks, and Planning Board's websites will continue to be cumbersome to use and citizens will have a harder time accessing new web-based tools.</p>				

This item is shared with the Planning Department (1/2 Planning and 1/2 Parks) and is Planning's top priority for restoration. If the funding is restored in Planning but not in Parks, then Planning will go forward with this project at a slower pace.

Tier 2-f	Graphic Design to Support Community Outreach	50,000		
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Impact: The production of high quality publications and collateral material is critical to the successful promotion of the myriad of classes, programs, events and facilities offered to the public. Professionally designed pieces have the ability to raise awareness and influence participation rates, and are needed to support the Department's marketing efforts. Contracted services will provide collateral materials and development of templates for the hundreds of pieces requested each year. Materials include brochures, flyers, posters, banners, photography, maps, presentation materials and newsletter layouts.

Promotional campaign funding for Park Fund activities was severely reduced in FY11 and has only marginally been increased since then. At the same time, funding from the Enterprise Fund for promotional campaigns for Enterprise activities has grown and has proven to be successful. This initiative seeks to enhance the promotional campaigns for the Park Fund activities and is needed to support the purchase of ad placements for seasonal campaigns promoting registration/participation in the Department's classes, programs and events. Ad buys will include Google ads, broadcast and social media ads, print collateral pieces and bus wraps. Distinct seasonal promotions allow for a consolidated effort to drive public interest in the wide array of programmatic opportunities available across the Department rather than attempting to develop and fund campaigns for facility specific activities.

By packaging the appeal as a consolidated effort, the Department raises broad interest and awareness while efficiently using limited marketing funds. An example would be the campaign for summer camps where, by developing materials that appealed to the customer base of parents seeking high quality opportunities from a trusted camp provider, the Department of Parks increased interest in all camps offered, regardless of the sponsoring division by creating a broad campaign.

Tier 2-g	Implement Desktop Virtualization To Improve Staff Efficiency and Reduce Future Hardware Needs	120,000		
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Impact: Technology is advancing rapidly. Increasing numbers of staff are moving away from desktop computers to using smart phones, laptops and tablets to work from anywhere, on any device, at any time to improve efficiently. Advances in software and communications systems allow staff to perform more intricate analysis and provide better customer support both internally and externally. Desktop virtualization is emerging as the technology solution.

In this current fiscal year, we are assessing which desktop virtualization technology is best for both MC parks and MC Planning. In FY16, we expect to begin desktop virtualization by replacing aging PCs with inexpensive thin clients, or zero clients, as they are called. A thin client, essentially, is a remote console that provides a user interface to the virtual desktop. The entire computing takes place in the virtual environment in our data center, where virtual desktops reside, and provides these benefits:

- a consistent end user experience, regardless of device,
- a secure and reliable backup and data recovery capability, and
- reduced support and hardware costs compared to maintaining individual desktops.

We are excited to strategically implement desktop virtualization over the next several years to move towards new technology and eliminating the need for desktop PCs. Recently, the Montgomery County Government spent \$500,000 on desktop virtualization.

The delay of desktop virtualization will slow development of staff efficiencies and delay the move away from desktop PCs.

This item is shared with the Department of Parks (1/3 Planning and 2/3 Parks).

SUBTOTAL – Tier 2 Second Priority to be asked to go on Reconciliation List	968,918	7	8.0
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Tier 3 To be Placed on Reconciliation List but with a priority lower than Tiers 1 & 2		Funding	Positions	Workyears
Tier 3-a	General Increase in Other Services & Charges	177,726		

Impact: During the FY10 and FY11 budget process, the funding for other services and charges (OS&C) was dramatically reduced. Since 2011, the consumer price index (CPI) has increased a total of 8.2%, or an average of 2.1% each year. During this time frame, the Parks budget for OS&C has only increased 1.0% in FY15 due to inflation. All other increases were due to known commitments such as contractual obligations, OBI, or mandated services.

By not keeping up with inflation, the Department's buying power for new contractual services has effectively shrunk. One area where this is prevalent is professional development. In FY11, the Department budgeted \$200 per employee for training. Since that time, the cost of training has increased without a commensurate increase in the budget. The benefits of professional development are well documented for its positive effect on employee morale, increasing competency, motivating the workforce, etc.

Another contractual area that will be targeted for an increase is custodial services which were cut in FY11. Contracting out custodial services frees up maintenance staff to address maintenance standards more effectively, and reduce the maintenance service backlog.

The Department of Parks is requesting to increase the other services and charges budget by \$177,726 or 1.5% over the FY15 Adopted Budget. This Tier 3 line item would eliminate the requested inflationary increase.

Tier 3-b	Inflationary Increase for Supplies and Materials	97,700		
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Impact: In the same vein as the increase for OS&C noted in item Tier 3-a, the Department of Parks requested an increase in our supplies and materials budget by \$97,700 or 1.5% over the FY15 Adopted Budget to keep up with inflation and, yet, acknowledge that efficiencies in services may not require the full 2% increase. This Tier 3 line item would eliminate the requested inflationary increase.

Tier 3-c	Overtime	44,800		
<p><i>Impact:</i> The Department has requested a 2% increase in its overtime budget to catch up and be commensurate with the cost of living adjustment employees received in FY15. The majority of the Department's overtime is contractually mandated by the FOP and MCGEO union contracts. Without this increase, Parks' overtime budget has effectively shrunk. Parks may be contractually required to overspend our overtime budget. Parks would either fund the overtime by reducing seasonal salaries or would return to the Council to request a supplemental appropriation.</p>				
Tier 3-d	Reduce Capital Outlay (Equipment)	100,000		
<p><i>Impact:</i> Funding for capital outlay was eliminated in FY10, FY11, FY12, and FY13. In FY14, only \$500,000 was restored in capital outlay spending. Each year, some one-time capital outlay funding is approved for OBI or mandates such as NPDES, but this does not address the equipment deficiencies facing the Parks.</p> <p>With limited purchasing ability since FY09, the Department has used the equipment available to them or done without. Some of the equipment is old, outdated, not the correct type or size for the task, and not efficient. The continued use of older equipment increases repair costs, increases downtime which results in lost productivity, decreases reliability and may compromise operator and public safety. Also, as equipment ages, models change, parts become difficult or impossible to find. Newer equipment is often greener and more efficient.</p> <p>Reducing the funding to purchase of equipment will require staff to use equipment that may be old, outdated, not the correct type or size for the task, and not efficient. This may result in increased downtime, lost productivity, decreased reliability, and may compromise operator and public safety.</p>				
Tier 3-e	Delay Opening of Woodlawn Barn (OBI)	163,801	1	4.9
<p><i>Impact:</i> When completed, the Woodlawn Barn project will rehabilitate the existing historic stone bank barn and adjacent carriage house for public use as a visitor center. The buildings are located at Woodlawn Cultural Special Park, a designated County historic site in Sandy Spring. Visitor Center exhibits will focus on themes of the Underground Railroad, the Quaker Experience in Montgomery County, and the barn as a feature of the County's agricultural landscape.</p> <p>The main attraction of the Visitor Center will be multi-media exhibit environments throughout the barn. Images, sounds, and stories are expected to be projected across interior walls and spaces to create a unique experience for visitors while also enhancing the structural, spatial, and historic integrity of the barn's upper levels. The adjacent Carriage House will have visitor orientation information and restrooms, and will be the starting location for the Underground Railroad Experience Trail, an existing park feature.</p> <p>This CIP project is planned to be completed in the middle of FY16. The OBI funding for this project includes 1 full-time career staff and seasonal staff to program and interpret the barn, carriage house, and surrounding historic underground railroad.</p> <p>Generally a park cannot be "closed" once the construction is completed. However, the Visitor Center is an exception to that rule. This line item proposes not opening the Visitor Center to the public until funding can be made available in FY17 or beyond.</p>				

Tier 3-f	Increase Lapse by 0.5% from 7.5% to 8.0%	344,714		3.8
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Impact: The Department of Parks FY15 approved career complement is 693. The FY15 budgeted lapse is 7.5% which equates to 50.4 workyears.

For FY16, the Department has requested 19 new positions bringing the career complement to 713. Continuing the 7.5% lapse rate equates to 52.5 workyears.

Increasing the lapse rate to 8.0%, equates to holding an additional 4.0 workyears vacant bringing the total lapse to 56.5 workyears for FY16.

For the past several years, the Department of Parks has deliberately kept approximately 25 positions frozen in order to meet the imposed lapse. In FY16, the Department has made a concerted effort to fill all positions, including the frozen positions, to increase productivity. In the end of March in FY15, the Department's vacancy rate was 2.45%. If this item is not funded through the reconciliation list, the Department will again be forced to hold positions vacant.

This reduction of lost productivity would have a broad brushed, cross cutting impact across all work programs including Park Police, park maintenance, administration, horticultural, etc. Services to the public may be impacted.

Tier 3-g	Expand Archaeological Programs and Research	99,638	1	1.0
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Impact: Montgomery Parks is responsible for approximately 400 archaeological sites on parkland and 172 distinct collections. Each collection can contain as many as 40,000 individual artifacts. The Josiah Henson Park, for example, has yielded 18,000 artifacts. This excavation, the most important one in the county, is on the verge of discovering domestic outbuildings associated with enslaved people and possibly Henson, which is the core of public education at the site. In addition, archaeology summer camps are run six weeks out of every year. There are close to 90 volunteers who must be managed as they participate in every aspect of the program.

The Department of Parks is the local repository for archaeological research for the entire county. Current archaeological projects underway include Josiah Henson Park, Woodlawn Barn Visitors Center, Mid-County Highway (M-83), Poole's (Seneca) Store Restoration, Brainard Warner Park (Circle Manor), the WSSC Consent Decree projects, and the Purple Line.

The Department of Parks had 2 archaeologists until FY11 when one position was abolished due to the severe budget reductions. This initiative restores one archaeologist position which is critical to meeting and expanding the archaeological programs and research in the county.

SUBTOTAL – Tier 3 Third Priority to be asked to go on Reconciliation List		1,028,379	2	9.7
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Tier 4 To be Placed on Reconciliation List but with a priority lower than Tiers 1, 2 & 3		Funding	Positions	Workyears
Tier 4-a	Prepay FY 16 Non-Personnel Items with FY 15 Savings	449,964		
<p><i>Impact:</i> The Department has identified several FY16 one-time budget items that can be paid for with FY15 year-end savings. These items include one-time OBI capital outlay, supplies and materials, and other services and charges; one-time FY16 contract for a dam inspection; and the pre-payment of the FY16 capital equipment internal service fund payment.</p>				
Tier 4-b	Reduce Gasoline Budget Risking Funding Shortage in FY16	300,000		
<p><i>Impact:</i> Gasoline prices are subject to volatility as unpredictable geopolitical issues arise, and refinery outages/problems, and weather impacts gasoline production. Over the past year or so, OPEC has shifted to a strategy of cutting oil prices in order to regain market share. It is unknown how long this trend will remain.</p> <p>The Department has made a concerted effort to purchase hybrid and electric vehicles in part to reduce gasoline usage.</p> <p>By reducing the gasoline budget by \$300,000, the Department risks not having enough funding in FY16 to cover our fuel needs if prices increase.</p>				
Tier 4-c	Increase CIP Chargebacks in Facilities Management and Park Development	74,782		
<p><i>Impact:</i> The impact of increasing the CIP chargebacks for Facilities Management means that additional staff time will be spent providing services to CIP in lieu of hiring outside contractors. This would shift the work program of the trade's unit and dedicate more man hours to the CIP. Increasing the amount of work that Facilities Management charges to the CIP would reduce the number of employees available to perform trades work on Park facilities and may increase the deferred non-capital major maintenance backlog.</p> <p>The impact of increasing the CIP chargebacks for Park Development staff is that less funding will be available for unforeseen construction costs.</p>				
Tier 4-d	Delay Hiring of OBI Positions until January 2016	115,408		
<p><i>Impact:</i> Operating Budget Impacts (OBI) are the costs associated with the operating, maintaining and policing of new and expanded parks. By delaying the hiring of these new positions until January, the Department will have to stretch the current staff to cover the maintenance and operation of these new parks until the positions are filled in January.</p>				
Tier 4-e	Reduce Postage	40,000		
<p><i>Impact:</i> With the increase in communications through email and other electronic means, the Department of Parks postage needs have decreased. By reducing the postage budget by \$40,000, the Department risks not having enough funding in FY16 to cover our postage needs.</p>				

Tier 4-f	Eliminate Employee Performance Recognition Awards	10,000		
<p><i>Impact:</i> Support Services includes funding for Employee Performance Recognition cash awards for outstanding work accomplishments. The Employee Recognition Program is one of the few tools available to encourage and reward outstanding accomplishments for services provided in the parks. Employees are frequently faced with emergency situations related to weather or patrons in the parks. Eliminating funding to reward dedicated service will have a negative impact on employee morale and management's ability for positive reinforcement.</p> <p>This would eliminate the Employee Performance Recognition program in its entirety.</p>				
SUBTOTAL – Tier 4 Fourth Priority to be asked to go on Reconciliation List		990,154	0	0.0
Total of Tiers 1, 2, 3 & 4		4,053,001	17	30.9

2. Provide greater detail if available for new initiatives focusing on those that can be funded within the Executive-recommended funding level (if any) and higher priorities if available.

There are no new initiatives included within the CE recommended funding level. All the new initiatives are described in greater detail and in priority order in the in the non-recommended reductions included in question #1.

3. Describe any changes in Department programs or policies over the last year related to Vision 2030, including efforts to achieve the cost recovery goals.

Vision 2030 includes five broad themes: 1) Programs and Experiences, 2) Planning and Development, 3) Operations, Maintenance, and Safety, 4) Management, and 5) Marketing and Outreach. Each of these themes has multiple goals with multiple objectives per goal, and each objective has multiple action items targeted to achieve the objective and goal. The Department of Parks staff has worked diligently to complete many of these action items this past year.

In addition, both Enterprise Fund and Park Fund revenue program continue to use the cost recovery analysis tool to calculate cost recovery for select fee based activities twice a year to analyze our program costs and bring our programs into alignment with the cost recovery pyramid. This information is presented to senior management and helps the Department to know whether or not a program is achieving its cost recovery goals, and, if not, has generated discussion on whether the subsidy was acceptable, as in the case of youth leagues renting ballfields, or if we needed to increase the cost recovery by restructuring the program, raising fees, reducing expenses, increasing the use of volunteers, or eliminating the program.

Below is a list of some of the programs or policies that Parks staff has completed or implemented over the past year that correlate to one of the five Vision 2030 themes.

- 1) Commenced construction of the Woodlawn Barn Visitors Center, to be opened as a public venue in FY 16 on Quakers, Palmers and Woodlawn and the Enslaved and Free Black Communities in Sandy Spring.
- 2) Added more land to Josiah Henson Park by working with willing sellers on adjacent properties.
- 3) Discovered a probable domestic outbuilding in the rear yard of Henson through ongoing archaeological dig.
- 4) Continue to work on establishing CIP priorities and capital cost estimates for critical historic buildings in conjunction with staff of elected officials.
- 5) Published analytical report on artifacts and construction date of Oakley Cabin after decades of excavation.
- 6) Completed Phase 1 of Brainard Warner project, including demolition of nursing home and return of greenscape.
- 7) Began Jesup Blair stabilization work including replacing roof.
- 8) As our formal lease and MOU agreements come up for renewal, we are striving to charge realistic fees to cover actual costs to the Department as documented through SmartParks or ask our partners to undertake particular maintenance tasks on their own to relieve our staff of those obligations such as mowing and snow removal for example.
- 9) Continue to identify and charge for extra costs associated with third party events and programs and ensures the event organizers cover those extra costs including park maintenance and park police time outside of their normal and routine role.
- 10) Expanded internship opportunities:
 - a. Meadowside Nature Center was selected to be host site for an intern through the Chesapeake Conservation Corp Intern Program. This is a full time, year-long stipend position funded and run by the Chesapeake Bay Trust.
 - b. Black Hill Nature Programs mentored a teacher last summer through their newly developed Teacher-Naturalist-Teacher intern program.
- 11) Greatly expanded public programs offerings on weekends
- 12) Increased the number of special events offered which included Raptor Festival, Paw Paw Festival, Solstice Campfire Event, Homeschool Extravaganza, Otus Rockin' New Year, Family Science Night, Bug Bonanza, Waterfowl Festival.
- 13) Meadowside Nature Center and Black Hill Nature Programs acquired Maryland Association for Environmental & Outdoor Education (MAEOE) Green Center status.
- 14) Brookside Gardens certified as a Maryland Green Center.
- 15) Completed the Long Range Interpretive Plan for the nature centers and Brookside Gardens.
- 16) Implemented coordinating school field trips with MCPS Smith Center.
- 17) Solicited corporate volunteers for group projects.
- 18) Hired an ADA coordinator to assist with serving customers that attend programs.

4. Provide an update on efforts to improve the efficiency of maintenance operations during FY15.

The Department of Parks is committed to adopting technology, processes and procedures to increase service efficiencies.

Training

- Specialized employee training has been a highly effective tool in streamlining operations and eliminating repetitive tasks.
- Providing equipment specific training is a priority.
- Trained and equipped Northern Region Admin Staff with fingerprinting equipment to more efficiently process seasonal hiring at critical times of the year.

Technology in the Field

- Continued increased the use of scanning as a means to reduce paper use and staff time carrying information from one location to another especially in the area of processing HR paperwork related to evaluations and hiring.
- Continued increase in use of technology to decrease travel time and carbon footprint such as GoTo meetings, and teleconferencing.
- Plan to purchase and use iPads in the field to more efficiently determine park property ownership to deal with encroachments and identify environmentally sensitive areas prior to planning projects.
- Began investigation in installation of solar farms on park property to reduce utility costs.
- Replaced radios at Brookside Gardens which have led to increases in operational efficiencies and emergency response times

Smart Phone Technology

- Continued efficiencies in communication were realized by assigning smart phones to all managers and leaders. Significantly increased communication, reduced trips by supervisors to check on work and projects, and allowed staff to spend more time in the field. Managers were able to conduct operational business remotely and in real time rather than returning to the office to do so.

Maintenance Operations

- Built costs of materials and supplies into SmartParks work request data enabled staff to better forecast budget needs for work performed.
- Ensured that woody and compostable debris from storm clean ups was taken to Pope Farm for conversion to mulch and compost for reuse in the field which saved future material costs and landfill space. In some cases, Parks was able to expand the use of roll-off dumpsters to collect the material and reduce the numbers of trips necessary.
- Facilities Management staff have been recycling concrete removed from job sites to use as base materials on other jobs reducing material costs, use of space in landfills, and reducing the need for new quarried stone materials which are a finite resource.
- Used contractors for some seasonal/infrequent tasks and services that require specialized equipment, employee training, and equipment servicing to make more effective use of staff resources conducting routine maintenance practices and responding to non-routine service calls. This includes some specialized ball field renovation tasks and some large scale non-native invasive plant removal projects.

- Increased the number of leaders and managers in the Management on Bikes program to create an opportunity for the Park Managers to leave the trucks behind and ride a bike to assess trails, ball fields, playgrounds and parkways. This year, we will also calculate reduced carbon emissions. This program has provided many opportunities for face-to-face interaction with park users, and helps promote health and fitness among our management team.
- Increased the number of recycle cans in some of our most heavily used local and regional parks. This is continuing to work towards the county's goal of 70%. This is also in response to community request. The more we recycle the less waste being disposed in our landfills.
- Increased our utilization of departmental resources, (personnel, trucks, salt) during weather emergencies. These divisions include the Northern Parks maintenance, Facilities Management, Horticultural, Forestry and Environmental Education division, Enterprise, and Park Police. Prior practices would be to utilize resources within each division primarily. Efficiencies are gained by utilizing what may not be needed in one area versus over using resources in a single area.
- Replaced 17 year old HVAC system at Brookside gardens Visitor Center.
- Grew 12,000 native plants at Pope Farm for storm water management program and park restoration areas.
- Purchased wood splitter to split logs from parks tree removals to provide Nature Centers with fire wood for their programs.
- Exchange high use vehicles with low use vehicles to maximize use of fleet.
- Grew majority of plants at Pope Farm for Brookside Gardens Parking Lot Project.

Sharing Resources

- Continued to look for opportunities to share resources, both personnel and material, across management areas and among divisions as well. This resulted in cross training opportunities and increased staff awareness of broader operations. Specifically continue to share field maintenance equipment amongst management areas (Quake aerators) to improve field playability and drainage for increased usable hours (less refunds) and player safety as well as providing snow removal support and stormwater facility maintenance support.

5. Provide the vacancies by quarter for the last 3 years.

Department of Parks Quarterly Vacancy Report - FY13, FY14, and FY15

Authorized Positions		673		Authorized Positions		675		Authorized Positions		694				
Quarters		Vacancies	Vacancy Rate	Quarters		Vacancies	Vacancy Rate	Quarters		Vacancies	Vacancy Rate			
FY 2013	1st Q	Sept.2011	72	10.70%	FY 2014	1st Q	Sept.2013	57	8.44%	FY 2015	1st Q	Sept.2014	81	11.67%
	Recruitable Vacancies		38	5.65%		Recruitable Vacancies		23	3.41%		Recruitable Vacancies		53	7.64%
	Frozen Vacancies*		25			Frozen Vacancies*		25			Frozen Vacancies*		25	
	Contract Working Against Vacancy		9			Contract Working Against Vacancy		9			Contract Working Against Vacancy		3	
	Budgeted Lapse			7.50%		Budgeted Lapse			7.50%		Budgeted Lapse			7.50%
	2nd Q	Dec.2012	63	9.36%		2nd Q	Dec.2013	54	8.00%		2nd Q	Dec.2014	62	8.93%
	Recruitable Vacancies		30	4.46%		Recruitable Vacancies		20	2.96%		Recruitable Vacancies		33	4.76%
	Frozen Vacancies*		25			Frozen Vacancies*		25			Frozen Vacancies*		25	
	Contract Working Against Vacancy		8			Contract Working Against Vacancy		9			Contract Working Against Vacancy		4	
	Budgeted Lapse			7.50%		Budgeted Lapse			7.50%		Budgeted Lapse			7.50%
	3rd Q	Mar.2013	62	9.21%		3rd Q	Mar.2014	53	7.85%		3rd Q	Mar.2015	17	2.45%
	Recruitable Vacancies		32	4.75%		Recruitable Vacancies		19	2.81%		Recruitable Vacancies		13	1.87%
Frozen Vacancies*		25		Frozen Vacancies*		25		Frozen Vacancies*		0				
Contract Working Against Vacancy		5		Contract Working Against Vacancy		9		Contract Working Against Vacancy		4				
Budgeted Lapse			7.50%	Budgeted Lapse			7.50%	Budgeted Lapse			7.50%			
4th Q	Jun.2013	56	8.32%	4th Q	Jun.2014	57	8.44%	4th Q	Jun.2015	0	0.00%			
Recruitable Vacancies		23	3.42%	Recruitable Vacancies		26	3.85%	Recruitable Vacancies			0.00%			
Frozen Vacancies*		25		Frozen Vacancies*		25		Frozen Vacancies*						
Contract Working Against Vacancy		8		Contract Working Against Vacancy		6		Contract Working Against Vacancy						
Budgeted Lapse			7.50%	Budgeted Lapse			7.50%	Budgeted Lapse			7.50%			

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

6. Provide the rationale for any increases in supplies and materials, other services and charges, capital outlay, or other services and charges in excess of 10% relative to the FY15 budget.

Overall the Supplies & Materials (S&M) increased \$229,347 or 4% over the FY15 budget and Other Services & Charges (OS&C) increased \$1,319,196 or 11% over the FY15 budget.

The majority of increases in S&M and OS&C in FY16 are in the new initiatives including: 1) Design, Planning and Management of Urban Parks; 2) Planning, Design, Construction, and Repair of Natural Surface Trail Maintenance; 3) Preventive Tree Maintenance Along Heavily Used Paved Trails and Parkways; 4) Green Initiatives and Energy Conservation; 5) Historic Interpretation and Programming of Significant Cultural Facilities and Resources; 6) Improved Information Technology Services Through Contractual Help Desk Support; 7) Improved Security Surveillance in Park Facilities; 8) Expand Deer Management in Densely Populated Down-County; 9) Major Improvements to Communications Through Departmental Website Upgrade and Enhancement; 10) Graphic Design and Promotional Campaign Advertising; 11) Implement Desktop Virtualization To Improve Staff Efficiency and Reduce Future Hardware Needs; 12) Expand Archaeological Programming and Research; and 13) a General Increase in Other Services & Charges of 1.5%.

Other major known commitment increases in S&M and OS&C are included in 1) OBI; 2) NPDES mandate; 3) known operating commitments including contractual obligations, information technology upgrades, rodent control; and 4) an across the board 1.5% increase in supplies and materials.

The overall budget for capital outlay decreased by \$151,036 from one-time equipment budgeted in FY15. There are new funding requests for one-time capital outlay in FY16 for OBI and the deer management initiative.

Other FY16 Questions

7. Why will the cost of ballfield maintenance decrease in FY16 as compared to FY15?

The cost of ballfield maintenance on the Montgomery County Public School sites is accounted for in a special revenue fund. The cost is decreasing in FY16 due to lower contractual costs.

8. Can you provide a bit more detail about the increase in permit fees referred to in the first bullet on page 206? Is there anything here that may be relevant to CUPF and something they can adopt?

In June, 2013, MC Parks received Planning Board approval to increase fees effective January 2014 for park facilities including athletic fields, picnic shelters, park activity building, and more. Many of these fees had not been increased in since FY11 or earlier. A significant amount of public outreach was conducted prior to the Planning Board meeting including contacting MC Recreation Department and the Community Use of Public Facilities. The projected revenue increase from these higher fees was \$234,000, which is approximately 11% higher than the revenue generated from fees in FY13. The full memo to the Planning Board requesting approval for the increased fees including the rationale for the fee increases can be found here:

http://www.montgomeryplanningboard.org/agenda/2013/documents/20130606MontgomeryParksFiscalYear20142015FeeSchedule_000.pdf

9. Does the Department of Parks have a goal of the ultimate number of community gardens you expect to operate? How do you determine where and how much to increase the program?

Several years ago, the Department of Parks staff developed site selection criteria that are used to determine the location of new community gardens. The Department follows the 2012 Park Recreation and Open Space (PROS) plan to determine the ultimate goal for the number of community gardens.

According to the PROS, Montgomery County currently has 11 community garden sites with 480 plots. This includes gardens on school property. Vision 2030 recommends strategically adding these facilities. Community gardens ranked 12th in importance for addition, expansion, or improvement in the Vision 2030 survey.

Calculation of Need for Community Gardens from the 2012 PROS

Assumptions:

- Average size: 50 plots (smaller in urban parks)
- Season length: 270 days
- Average day length: 10 hours
- Number of turnovers per day: 1
- Capacity per session: 100 (50 plots, average 2 persons per plot)
- Daily carrying capacity: 100 people per day
- Participation rate: 1.9% (based on National Gardening Association 2009 Study - 1 million currently community garden, and 5 million want to for a total of 6 million or 1.9% of 2010 US Population)
- Frequency: 36x/year (1x/week for 9 months)

Total Need: 18 additional community gardens or 900 plots

Service Delivery Strategy

- Priority platform for service delivery: Prioritize community use parks and public schools, followed by recreational parks
- Geographic Distribution: current inventory and future gardens to be delivered in proportion to percent of County population in each subarea of the County

10. Provide more information on the reduction in operating expenses (as compared to the FY15 approved budget) for the event centers in the Enterprise Fund?

The FY16 budget for Goods for Resale is \$11,000 lower than the FY15 budget due to a decrease in the amount of rental furniture such as tents, tables and chairs, being offered to customers by outside vendors. The FY15 budget for Supplies and Materials was \$7,060 higher than the FY16 request due to a one-time purchase of chairs, tables and furniture that is not needed in FY16. The FY16 budget for Other Services and Charges is 35,100 lower than the FY15 budget due to the reduction in out sourcing services at Rockwood and Seneca such as canceling the cleaning service at Seneca and reducing the cleaning service at Rockwood. We also reduced the linen service at Rockwood.