

**MEMORANDUM**

April 14, 2016

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

FROM: Marlene Michaelson,  Senior Legislative Analyst

SUBJECT: Maryland-National Capital Park and Planning Commission FY17 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  
                     Shuchi Vera, Chief, Management Services Division  
                     Nancy Steen, Budget Manager, Department of Parks  
                     Christy Turnbull, Chief, Enterprise Division  
                     Antonio DeVaul, Chief, Park Police

Planning        Gwen Wright, Director  
                     Karen Warnick, Chief, Management Services  
                     Glenn Kreger, Chief, Planning Area 2

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  
                     Anju Bennett, Chief, Corporate Policy and Management Operations

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 25, 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 joint PHED/Public Safety Committee meeting, also on April 18.

**All page references are to the M-NCPPC Fiscal Year 2017 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 9. Relevant pages from the County Executive Recommended FY17 Operating Budget are attached on © 10 to 16. M-NCPPC responses to Council Staff questions on the budget are attached at © 17 to 39.

### OVERVIEW OF M-NCPPC BUDGET

The total requested FY17 budget for the agency for **all funds**, including self-supporting funds, debt service, and reserve, but not including the Capital Projects Fund is \$174.0 million, an increase of \$7.1 million, **or 4.2 percent**, as compared to the FY16 budget.<sup>1</sup> 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**. For the upcoming budget year, the Council approved an FY17 SAG for M-NCPPC of \$119.1 million, which is a 2.3 percent increase from the \$116.4 approved FY16 budget. For FY17, the Commission has requested **\$118,672,126 (excluding debt service, grants, reserves, and Other Post-Employment Benefits (OPEB) prefunding)**, which is \$427,874 less than the SAG target amount. The County Executive recommended funding (excluding debt service, grants, reserves, and OPEB) of \$118,147,126, which is still \$525,000 or 0.4 percent less than the request.

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<sup>1</sup> The chart on page 27 of their budget shows a more significant increase in the overall funding for the Commission, but that includes capital funding. Council Staff excluded Capital Projects Funds from the summary in this memorandum to provide a clearer picture of the operating budget.

<b>M-NCPPC SUMMARY OF TAX SUPPORTED FUNDS COUNTED FOR SAG<sup>2</sup></b>			
(Millions)			
		Increase/Decrease Over Approved FY16 Budget	
		Dollars	Percent
Approved FY16 Budget	\$116.40		
M-NCPPC FY17 Request	\$118.67	\$2.27	2.0%
February Spending Affordability Guideline (SAG)	\$119.10	\$2.70	2.3%
Executive Recommendation	\$118.15	\$1.75	1.5%

In answer to Staff questions regarding the reductions necessary to meet the Executive proposed reductions, M-NCPPC has indicated that the total \$525,000 reduction recommended by the Executive can be achieved by reducing the Park Fund Transfer to Debt Service. This reflects a lower estimate of debt service in FY17 based on the expected results of sale of Park Bonds on April 14<sup>th</sup>. No further substantive reduction is required to meet the Executive recommended target, but the Committee should consider whether there are other reductions or additions it wishes to recommend. Staff has identified some issues worthy of Committee discussion, but is not recommending any reductions at this time.

### COMPENSATION

Compensation for all agencies will be considered by the Government Operations and Fiscal Policy (GO) Committee in a meeting on April 21, so this issue is touched upon only briefly in this memorandum. The FY17 budget as submitted by M-NCPPC includes a “compensation marker” with a compensation increase of \$1.56 million; the specific amount and form will be determined after union negotiations are completed. Major personnel costs also include a small decrease (\$62,222) in OPEB Pay as you Go (PAYGO) and a significant decrease in pension costs (\$2,850,662), and increases in OPEB prefunding (\$38,187) and health insurance (\$168,221 - see © 3).

### MAJOR CHANGES IN THE FY17 BUDGET

Significant FY17 changes to the M-NCPPC budget are described in the Chair’s Cover letter (© 1 to 9). Changes in compensation include increases in OPEB prefunding, health insurance, and compensation, and decreases in OPEB PAYGO and pension, for a total change in personnel costs of \$1.15 million or 0.9 percent.

<sup>2</sup> This chart does not include the cost of OPEB prefunding, 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 (© 12) shows a tax-supported appropriation of \$119.97, since it includes OPEB.

Non-compensation cost changes include 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 (-\$700,000) and increases in Debt Service (-\$312,884), a proposed transfer from the Administration Fund to the Development Review Special Revenue Fund (\$500,000), increases in costs related to the National Pollution Discharge Elimination System (NPDES) (\$77,631), the additional operating budget impact (OBI) of new parks (\$984,617), investments in new critical needs (\$3,027,484), and major known operating commitments (\$186,825), for total non-compensation changes as compared to the FY16 budget of \$4.4 million or 3.5 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 FY17 is **\$29,829,202**, representing a \$194,395 or **0.6 percent decrease** from the FY16 budget. **The Executive recommends a reduction of \$132,000 from the Commission’s request.**

<b>ADMINISTRATIVE FUND BUDGET HIGHLIGHTS</b>	
FY16 Approved Budget	\$30,023,597
FY17 Request	\$29,829,202
FY16 Executive Recommendation	\$29,697,202
Difference between FY16 Approved and FY17 Request	-\$194,395

## PLANNING DEPARTMENT

### WORKPROGRAM

On April 5, the Planning Board presented their Semi-Annual Report to the Council, including their recommended schedule for master plans. The Council asked why the Glen Hills Master Plan had not been added to the workprogram and asked for further information regarding the scope and boundaries of the proposed South Silver Spring Small Area Master Plan. Their response appears on © 21 to 22. Staff has attached the master plan schedule submitted with the Semi-Annual Report on © 40. For **Glen Hills**, they have presented three options:

1. Begin work on the Limited Master Plan Amendment for the Glen Hills area this summer, with transmittal to the Council and Executive in December 2017. This would mean that the schedule would overlap with the update to the Countywide Water and Sewer Plan being led by the Department of Environmental Protection (DEP), and Council review would be likely to overlap with the primary election in April 2018. **Under this option, the Department would delay the MD 355 Corridor Study, the South Silver Spring Small Area Plan, and the White Flint II and Rock Spring plans.**
2. Begin work in July 2018, with transmittal to the Council in December 2019. The Plan would be submitted to the Council after DEP’s work on the Countywide Water and Sewer Plan and the elections. No other master plans are identified as needing to be delayed.

3. Do not initiate a Limited Master Plan Amendment. Instead, have Planning Department staff work closely with DEP on the update to the Countywide Water and Sewer Plan to address issues in Glen Hills.

Additional information on the South Silver Spring Plan appears on © 21. They propose to use the same boundaries on the north, south, and east as the existing plan (which includes Montgomery College), but recommend extending the boundary on the west to Colesville Road to include the Blairs development and NOAA along East-West Highway. Some of the issues the Plan would focus on are green space and open space opportunities, resources the College provides to the community, allowing for revitalization and redevelopment, and encouraging new economic activity along the Georgia Avenue and East-West Highway corridors.

### WORKYEARS

M-NCPPC has proposed 146.1 workyears (before lapse and chargebacks) for FY17 (140.85 after lapse), **which is one workyear greater than the amount in the approved FY16 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 © 125 to 126 provide a comparison between the Planning Department’s FY16 and FY17 workyears. Page 127 in the budget provides summary information about the FY17 costs for personnel and other costs on a program basis. The only net increase in staffing is the requested addition of an Economic Research and Analysis Position to fill a currently unfunded full-time career position to “fill a critical need in market and development feasibility analysis.”

<b>Program</b>	<b>FY16 workyears</b>	<b>FY17 workyears</b>
Master Planning (includes Plans, Public Policies Planning Coordination, and Special Projects)	51.11	52.15
Regulatory Planning (includes Regulatory Policy Development/Amendment and Land Use Regulations)	50.72	50.87
Information Resources	11.63	14.20
Management/Administration (includes Governance and Agency Support)	26.39	23.63
<b>TOTAL</b>	<b>139.85</b>	<b>140.85</b>

### NEW INITIATIVES

The Planning Department has asked for several new initiatives described below. The justification for the new initiatives is presented on pages 115-118 of the budget book and in the answer to staff questions that appear on © 17 to 20. The only increase in staffing is for an Economic Research and Analysis Position. All other new initiatives request contractual funding. Most are one-time efforts associated with special studies or master plans and four are for ongoing efforts.

1. Partnership with University of Maryland for assistance with the Bikeways Plan Update - \$125,000. The University would help with the completion of this planning effort focusing on

strategies that might attract those who do not currently ride bikes (e.g., facilities that offer more separation from vehicular traffic).

2. Partnership with University of Maryland for Master Plan Reality Check - \$82,000. The National Center for Smart Growth is helping the Department assess whether the growth called for by master plans has occurred as anticipated, whether the necessary infrastructure has been provided, and if the public amenities go far enough in creating better communities. The FY16 budget included \$150,000 for this effort. In response to a staff question as to why additional funding is needed, they indicated that last year's effort focused on Germantown and that this year they will determine whether the factors that have affected Germantown are unique or apply across the County as a whole (see © 23). **While Staff generally believes there is value to tracking the success of our master plans, Germantown is unique in many ways and Staff believes it is worth having a Committee discussion with the Department regarding the likely benefits of the proposed effort as described.**
3. Study of Employment Trends: Emerging Industries; Future Job Types; Future Workplaces; Design and Planning Implications - \$125,000. This study will focus on the changing building needs for employers the County is trying to retain and attract and what changes in land use, zoning, design, transportation infrastructure, and amenities are necessary to meet their needs. Staff believes this is an important effort.
4. Continuation of new dynamic transportation modeling tool - \$75,000. This funding will allow the Department to investigate new approaches to transportation modeling and implementation.
5. Regional Transportation Model Network Development/Management - \$30,000. This funding will provide technical assistance to support the Department's use of a Council of Government's (COG) roadway and transit network management tool and data base.

The following new initiatives are related to master plans proposed to be underway in FY17. If the Council changes the master plan schedule, it will be important to adjust the new initiatives and professional services accordingly. (Additional transportation analyses related to master plans are discussed under the list of professional services below.)

6. Multi-modal Transportation Analysis for Montgomery Hills/Forest Glen Sector Plan - \$60,000.
7. Consulting Funding for Silver Spring Streetscape - \$75,000.
8. Consulting funding for Design Studies for Veirs Mill Corridor Small Area Plan - \$40,000.
9. Retail and Economic Study for Montgomery Hills/Forest Glen Sector Plan - \$50,000 (one-time).
10. Consulting funding for Retail Study in South Silver Spring - \$50,000.
11. Consulting assistance for Corridor Study for MD355 from Gaithersburg to COMSAT - \$75,000.
12. Placemaking Initiatives - \$50,000.

In addition, the Planning Department has asked for continued funding for the following **on-going** efforts:

13. On-Call Economic Services - \$54,400.

14. Real Estate Development Process Training - \$12,650.
15. Design Excellence Initiative - \$10,000.
16. Bicycle Plan Implementation Activities - \$80,000

Staff believes that the first three are appropriate for the Planning Department to have on an ongoing basis and that Bicycle Plan Implementation is appropriate as they finish completing the Plan and begin implementation; it is premature to determine whether this will be needed over the long term.

### PROFESSIONAL SERVICES

Pages 121-123 of the Budget lists the Professional Services, which are proposed to decrease from \$1,331,400 in FY16 to \$1,302,500 in FY17.

Professional Services	FY16	FY17
Special Projects/Funding for Special Council Requests	\$60,000	\$30,000
Master Plan Reality Check	\$150,000	\$82,000
Evolving Retail Trends Study	\$150,000	
On-Call Economic Services		\$54,400
Study of Employment Trends		\$125,000
Master Plan Consulting Services		
Bethesda Downtown Plan/ Streetscape Guidelines	\$15,000	\$15,000
Montgomery Hills/Forest Glen Retail and Economic Study		\$50,000
Montgomery Hills/Forest Glen Multi-modal Transportation Analysis		\$60,000
Montgomery Hills/Forest Glen Development, feasibility analysis and design studies	\$40,000	
South Silver Spring Small Area Plan Retail Study		\$50,000
Silver Spring Streetscape		\$75,000
Placemaking Initiatives		\$50,000
White Flint II feasibility studies, transportation and economic analyses	\$60,000	
Aspen Hill and other Master Plan (outreach)	\$40,000	
Rock Spring Plan (outreach)	\$10,000	
Viers Mill Road Corridor Design Studies		\$40,000
Corridor Study for MD 355		\$75,000
Transportation		
Traffic Counts and Local Area Modeling for master plans (Montgomery Hills/Forest Glen, Grosvenor, South Silver Spring, Viers Mill Road Corridor, Gaithersburg East, Marc Rail Communities, White Flint II, Rock Spring, Aspen Hill)	\$114,000	\$104,000
Subdivision Staging (Growth Policy) Continued Analysis and Implementation of New Transportation Tools	\$175,000	\$75,000
Subdivision Staging (Growth Policy) Regional Transportation Model Network Development/Management		\$30,000
Bikeways Plan Update – Consulting services	\$75,000	\$125,000

<b>Professional Services</b>	<b>FY16</b>	<b>FY17</b>
Historic Area Work Permits	\$13,000	\$13,000
Technology		
Network Maintenance and Security (WAN/LAN Habernet consulting)	\$65,000	\$66,200
Consulting for Telephone Support	\$30,000	\$33,000
Microsoft email Cloud. Email annual license fee	\$27,000	\$35,000
L3 Helpdesk/Inventory support	\$65,000	\$67,200
Consulting support miscellaneous	\$3,000	\$2,000
Desktop Virtualization	\$60,000	
Mobile device management	\$4,000	
Avaya monitoring system	\$7,000	\$3,000
UPS Maintenance	\$3,000	\$3,100
E911 ongoing support	\$2,400	\$2,500
Mutare ongoing support (voice mail to email conversion)	\$2,000	\$6,000
Black Box licenses for constant upgrades for video conference units	\$4,000	\$4,100
IS/GIS – Professional Services related to Project Docx	\$40,000	\$40,000
Communications <sup>3</sup>		
Website Upgrade	\$75,000	
Master Plan Transcriptions and Noticing	\$30,000	
Translation Services	\$10,000	
<b>TOTAL</b>	<b>\$1,331,400</b>	<b>\$1,302,500</b>

### 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 58-61 of the M-NCPPC Budget. The requested budget for FY17 is \$1,171,932. This is a \$105,577 decrease (8.3 percent) in personnel services from the FY16 budget, due to a reduction in salaries and benefits. Supplies and materials and Other Services and Charges remain unchanged from FY16.

### 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 FY17 Montgomery County portion of the proposed CAS budget **before chargebacks** is \$9,020,930, a decrease of \$54,432 or 0.6 percent under the approved FY16 budget (page 100). Each year, CAS recalculates the allocation of costs between the two counties based on cost drivers and labor distribution. For FY17, the allocation of costs between the two counties is 44 percent Montgomery County and 56 percent Prince George's County. While Montgomery County's percentage of the total budget of the Commission (including capital expenses) was approximately 34 percent in FY16, it is closer to 40 percent in the proposed FY17 budget since the

<sup>3</sup> These items have been moved from Professional Services to a miscellaneous service category.

Montgomery County budget has increased from FY16 to FY17, while the Prince George’s County budget has decreased.

The total Montgomery County portion of CAS workyears is proposed to remain constant at 55.94 workyears (see page 103 in the Budget). Prince George’s County workyears will increase by 1.

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

<b>CENTRAL ADMINISTRATIVE SERVICES</b>					
<b>(Excluding Non-Departmental)</b>					
<b>Department</b>	<b>Actual FY15</b>	<b>Budget FY16</b>	<b>Proposed FY17</b>	<b>Change FY16 to FY17</b>	<b>% Change FY16 to FY17</b>
Human Resources & Mgmt.	\$1,937,086	\$2,009,626	\$2,035,682	\$26,056	1.3%
Finance	\$3,069,197	\$3,176,734	\$3,147,778	(\$28,956)	-0.9%
Legal	\$1,469,675	\$1,467,883	\$1,318,555	(\$149,328)	-10.2%
Internal Audit	\$183,368	\$200,933	\$231,366	\$30,433	15.1%
CAS Support Services	\$457,744	\$623,857	\$619,665	(\$4,192)	-0.7%
Merit System Board	\$73,048	\$70,780	\$80,118	\$9,338	13.2%
<b>TOTAL CAS</b>	<b>\$7,190,118</b>	<b>\$7,549,813</b>	<b>\$7,433,164</b>	<b>(\$116,649)</b>	<b>-1.5%</b>

**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 12); therefore, it is not possible to consider any reductions or additions to the **CAS portion** of the M-NCPPC budget after May 12.

## **M-NCPPC PARK FUND**

### **Background and Summary**

The Montgomery County Park System includes 417 parks with over 37,000 acres of land. M-NCPPC has requested FY17 **tax-supported** funding of \$90,670,525 excluding grants, debt service, and reserves. This represents a \$3.2 million or 3.6 percent increase from the FY16 approved budget. The Executive recommends \$90,277,525, a reduction of \$393,000 from the M-NCPPC request.

<b>PARK FUND BUDGET HIGHLIGHTS (Millions)</b>	
FY16 Approved Budget	\$87.5
FY17 Request	\$90.7
FY17 Executive Recommendation	\$90.3
Difference between Approved Budget and Request	\$3.2
Difference between M-NCPPC Request and Executive Recommendation	\$0.4

### **CHANGES FROM FY16 TO FY17**

Page 179 of the budget summarizes the increases proposed for FY17. Since this page includes debt service (unlike the previous chart), it shows a larger difference between the FY17 proposed budget and the FY16 approved budget because debt service will increase. Major changes in the budget include the following:

Compensation Adjustments	\$1,254,637
Retirement	(\$2,048,099)
Unemployment; Group Long Term Disability	(\$43,582)
Risk Management	(\$68,200)
Commission Wide Technology Initiatives/CIO Allocation	(\$17,410)
Chargebacks	\$200,083
Operating Budget Impact (OBI) of New Parks	\$984,617
NPDES Mandate	\$77,631
Known Operating Commitments	\$936,091
New Initiatives	\$1,875,401
Debt Service	\$312,884
Other Post-Employment Benefits	\$19,554
<b>TOTAL INCREASES</b>	<b>\$3,483,607</b>

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

#### **Operating Budget Impact of New Parks**

Operating Budget Impact (OBI) is the costs associated with operating, maintaining, and policing new and expanded parks. In FY17, the Department of Parks is requesting \$984,617 in additional funding for OBI; of this amount, \$259,650 is a one-time expense for FY17 start-up for capital equipment. The personnel increases include 7 full-time career maintenance workyears, and 3.6 WY seasonal staff for a total of 10.6 WYs.

#### **NPDES Mandate**

For FY17, the Department of Parks is requesting an increase of \$77,631 to its funding for National Pollution Discharge Elimination System (NPDES), bringing the total funding to \$2,817,413. The funding includes \$76,231 in personnel for one full-time career (1.0 WY) that is being funded 50/50 between NPDES and the Park fund. It also includes funding to convert one term contract position into one full-time career position for a green management coordinator. Also included is \$1,400 for other services and charges. **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 (\$124,197), contractual requirements for software maintenance agreements (\$97,644), increases associated with legislative mandates (\$272,173), increases in telecommunication costs and utilities (\$191,708), inflationary increases for supplies and materials (\$204,500), and increased debt service on the Internal Service Capital Equipment Fund (\$123,500).

### **New Initiatives Addressing Deficiencies and Emerging Trends**

The FY17 proposed budget includes \$1,875,401 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 new positions:

- 1 full-time career planner dedicated to developing and overseeing activities and programs to increase the use of urban parks
- 1 full-time career to support the Athletic Field Program
- 2 full-time career staff to provide systems administration for security software and databases and security cameras
- 1 term contract position to coordinate workgroups and contracts for the Emerald Ash Borer pest control management program
- 1 full-time career for a Chief Performance Officer to identify and achieve cost savings and implement department efficiencies.
- 1 full-time position to enhance marketing and public relations support for internal clients and partners
- 1 full-time career position for native plant production funded 50/50 between NPDES and the Park Fund
- 2 full-time career positions and 3.6 seasonal workyears for work associated with pesticide management required in connection with County Bill 52-14.

The need for each of these requests is described on © 24 to 29. Staff believes that these new positions have been targeted to address issues and problems that have been a priority for the Council, such as athletic fields and pesticide management. Staff is particularly supportive of their request for a new “Chief Performance Officer” to identify and achieve cost savings and implement department efficiencies. Over the years, the PHED Committee has had numerous discussions regarding the challenges of maximizing efficiency related to maintenance tasks, particularly in a system that historically prided itself on the quality of its parks. While new parks will continue to open, Staff does not believe the County will have the resources to grow the number of Park staff significantly and

therefore it will be critical to identify strategies to manage parks more efficiently and minimize the need for new staff.

### **COSTS BY DIVISION**

After a few years of presenting a program-based budget, the Department reverted back to presenting cost by Division five years ago. Previously, the Department indicated they would reconsider this decision once the new Enterprise Resource Planning (ERP) system was operational and they had a full year of data from the new system. The Committee may want an update on this issue.

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 244-249 of their budget). In total, they are requesting \$3.6 million (3.7 percent) in additional funding and 22.7 additional workyears (3.3 percent).**

**FY16 AND FY17 PARK FUND BUDGET**

	Approved FY16	FY17 Request	Change from FY16 to FY17	% Change from FY16 to FY17
Director of Parks (\$)	\$ 1,337,666	\$ 1,522,820	\$ 185,154	13.8%
workyears	10.20	12.70	2.5	24.5%
Public Affairs and Community Partnerships (\$)	\$ 2,428,748	\$2,657,519	\$ 228,771	9.4%
workyears	20.4	22.9	2.5	12.3%
Management Services (\$)	\$ 1,577,278	\$ 1,721,362	\$ 144,084	9.1%
workyears	11.10	12.90	1.8	16.2%
Information Technology and Innovation (\$)	\$ 2,189,818	\$2,326,224	\$ 136,406	6.2%
workyears	8.1	8.7	0.6	7.4%
Park Planning and Stewardship (\$)	\$ 4,313,004	\$ 4,611,713	\$ 298,709	6.9%
workyears	38.20	42.70	4.5	11.8%
Park Development (\$)	\$ 3,432,987	\$ 3,188,580	\$ (244,407)	-7.1%
workyears	25.40	25.10	-0.3	-1.2%
Park Police (\$)	\$ 14,057,738	\$ 13,973,206	\$ (84,532)	-0.6%
workyears	111.90	111.60	-0.3	-0.3%
Horticulture, Forestry and Environmental Education (\$)	\$ 8,280,827	\$ 8,900,531	\$ 619,704	7.5%
workyears	88.70	91.40	2.7	3.0%
Facilities Management (\$)	\$ 11,533,316	\$ 11,666,187	\$ 132,871	1.2%
workyears	95.90	98.30	2.40	2.5%
Northern Region (\$)	\$ 9,671,007	\$ 10,102,693	\$ 431,686	4.5%
workyears	115.00	119.00	4	3.5%
Southern Region (\$)	\$ 13,077,629	\$ 12,940,893	\$ (136,736)	-1.0%
workyears	156.40	158.70	2.3	1.5%
Support Services (\$)	\$ 10,262,238	\$ 10,951,898	\$689,660	6.7%
workyears	2.60	2.60	0.0	0.0%
Non-Departmental (compensation and OPEB)	\$5,337,546	\$6,106,899	\$769,353	14.4%
Grants	\$400,000	\$400,000	\$0	0.0%
Capital Projects Funds	\$350,000	\$350,000	\$0	0.0%
Debt Service	\$5,059,085	\$5,371,969	\$312,884	6.2%
Budgetary Reserve (at 3%)	\$2,637,000	\$2,732,100	\$95,100	3.6%
<b>Fund Total (\$)</b>	<b>\$95,945,887</b>	<b>\$99,524,594</b>	<b>\$3,578,707</b>	<b>3.7%</b>
<b>Fund Total - workyears</b>	<b>683.90</b>	<b>706.60</b>	<b>22.70</b>	<b>3.3%</b>

## **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 © 29 to 35 are their responses to these questions. In addition, Staff asked for an update on SmartParks, the asset management, inventory, and work order system that allows them to track time on maintenance efforts. SmartParks has been updated with a new web-based system that supports mobile technology and can integrate with financial, human resource, and procurement systems. Additional information on SmartParks is attached on ©37. Rather than discuss these issues now, Staff recommends that the Committee schedule an update on efficiency measures and SmartParks this summer.

## **MAYDALE NATURE CENTER**

The Council has tentatively agreed to fund the reopening of the Maydale Nature Center in the Capital Improvements Program. (Reconciliation of the CIP will result in reductions, but those reductions have not yet been identified.) If the Council funds the reopening of the Center, it will also need to add money to the operating budget for staffing associated with operating the Center. Department of Parks have estimated a cost of approximately \$100,000. The Council would have to add this to the Department of Parks budget, unless the Committee is prepared to recommend an alternative reduction.

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

OFFICE OF THE CHAIR

January 11, 2016

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

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

Dear Mr. Leggett and Ms. Floreen:

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 FY17 Proposed 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.

As the current fiscal year began, the Commission adopted a savings plan as requested by the County. Consequently, the proposed FY17 budget was developed with the County's fiscal challenges in mind. After the proposed budget had been completed and was submitted for Commission approval, we became aware of additional direction provided to the County's internal departments and agencies. Our budget development and submission calendar did not allow for consideration of this information, and, therefore, this document is submitted as proposed.

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

**On-going Service Provision**

The Commission's 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. In this regard, in addition to being the recipient of numerous planning awards, I would like to call particular attention to the recognition received this past fall. We were awarded the National Gold Medal Award for excellence in Parks and Recreation Management. This is the sixth time we have been so recognized by the American Academy for Park and Recreation Administration in partnership with the National Recreation and Park Association.

Cognizant of the limited resources available, we will continue to work with the County to reach an appropriate balance with service delivery demands. The FY17 Proposed Budget focuses on maintaining service levels, responding to federal/state/local mandates, and addressing a limited number of critical needs. The FY17 Proposed Budget includes increases related to necessary planning studies, legislative mandates (which include a phased in increase of the minimum wage), and operating costs of new parks.

(1)

The FY17 proposed tax-supported operating budget is \$129.1 million. This is \$3.3 million more than the FY16 adopted budget, a 2.6 percent change, reflecting the critical needs requests. The total proposed budget, including Enterprise operations, Property Management, Park Debt Service and Special Revenue funds, is \$151.6 million, an increase of \$4.5 million or 3.1 percent from the FY16 adopted budget.

**Summary of FY17 Proposed Operating Budget Expenditures  
 (net reserves, ALARF, Internal Service Funds, and Capital Projects Funds)**

	<b>FY16 Adopted</b>	<b>FY17 Proposed</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Montgomery Funds</b>				
Administration (1)	\$ 30,723,597	\$ 30,479,202	\$ (244,395)	-0.8%
Park (2)	93,308,887	96,792,494	3,483,607	3.7%
ALA Debt	1,786,700	1,871,600	84,900	4.8%
<b>Subtotal Tax Supported</b>	<b>125,819,184</b>	<b>129,143,296</b>	<b>3,324,112</b>	<b>2.6%</b>
Enterprise (3)	9,431,262	10,012,147	580,885	6.2%
Property Management	1,126,800	1,319,000	192,200	17.1%
Special Revenue	5,656,827	5,751,622	94,795	1.7%
Park Debt	5,059,085	5,371,969	312,884	6.2%
<b>Total Montgomery</b>	<b>\$147,093,158</b>	<b>\$151,598,034</b>	<b>\$ 4,504,876</b>	<b>3.1%</b>

(1) Includes transfer to Special Revenue Fund

(2) Includes transfer to Park Debt Service and Capital Projects

(3) Includes transfer to Capital Projects

Fiscal challenges remain, however, at all levels of government, including the Commission. For FY17, assessable base is projected to grow at a rate of about 4.8 percent. The Economic and Revenue Update from the Montgomery County Department of Finance released in December 2015 shows a drop in unemployment from 4.4 percent in September 2014 to 4.0 percent in September 2015, a significant increase in resident employment, an estimated 4.4 percent increase in wage and salary income for 2015, up from 3.6 percent in 2014, and a 10.6 percent increase in existing home sales after declining 4.2 percent in 2014. 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 continue to grow at higher rates than the revenues that support them. Secondly, National Pollutant Discharge Elimination System (NPDES) mandates and Operating Budget Impact (OBI) from previously approved CIP projects impact the base budget. Maintenance needs are more expensive to address the longer they are deferred. With property tax revenue making up more than 94 percent of operating revenues, growth, although modest, means the Commission must manage its resources carefully to sustain a stable financial position.

The following table begins with our FY16 adopted budget total and adds each of the elements that make up the proposed General Fund increase, totaling 2.6 percent.

<b>M-NCPPC</b>		
<b>Summary of FY17 Proposed Budget Major Changes</b>		
<b>Montgomery County General Fund Accounts</b>		
<b>Administration and Park Funds (excludes property management and reserves)</b>		
	<u>Budget Amount</u>	<u>% Change</u>
<b>FY 16 Adopted Budget</b>	<b>\$ 124,032,484</b>	
<b><i>FY17 Major Changes- increase (decrease)</i></b>		
<b><u>Major Personnel Cost Changes</u></b>		
OPEB Paygo	(62,222)	
OPEB Prefunding	38,187	
Health Insurance	168,221	
Pension (ERS)	(2,850,662)	
Employee Compensation Marker	1,556,247	
<b>Subtotal Major Personnel Changes</b>	<b>(1,150,229)</b>	<b>-0.9%</b>
<b><u>Major Non-Personnel Cost Changes</u></b>		
Debt Service	312,884	
Transfer to Development Review	500,000	
Transfer from Admin Fund to Park Fund	(700,000)	
Park- NPDES	77,631	
OBI	984,617	
Investment in Critical Needs	3,027,484	
Operating Major Known Commitments	186,825	
<b>Subtotal FY17 Major NonPersonnel Changes</b>	<b>4,389,441</b>	<b>3.5%</b>
<b>Total Dollar Change for Major Changes</b>	<b>3,239,212</b>	<b>2.6%</b>
<b>TOTAL FY17 Proposed Budget</b>	<b>\$ 127,271,696</b>	<b>2.6%</b>

**OVERVIEW OF BUDGET DEVELOPMENT AND ASSUMPTIONS**

The Commission is putting forth a budget for FY17 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 FY17:

- 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.

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

from FY11 through FY13, implementing retirement incentive plans, and redesigning medical and pension plans while continuing to ask our employees to share more of the cost.

As shown in the following table, personnel expenses actually reflect a decrease of \$1.15 million, due entirely to reduced cost for our pension plan.

The compensation marker represents the largest cost increase, which is more than offset by reduced costs for pension, and for retiree health benefits, otherwise known as Other Post Employment Benefits (OPEB).

The net change for total OPEB costs is \$24,035, a decrease of 0.4 percent. Total OPEB funding is \$6.46 million. OPEB is shown in Non-Departmental accounts in individual funds rather than being allocated to each department.

FY17 Proposed Budget  
 Summary of Changes in Major Personnel Costs  
 Montgomery County Administration Fund and Park Fund

	FY16 Adopted	FY17 Proposed	\$ Change	% Change
<b>OPEB</b>				
OPEB Prefunding	\$ 1,789,414	\$ 1,827,601	\$ 38,187	2.1%
OPEB Paygo	4,698,767	4,636,545	(62,222)	-1.3%
<b>Subtotal OPEB</b>	<b>6,488,181</b>	<b>6,464,146</b>	<b>(24,035)</b>	<b>-0.4%</b>
<b>Pension (ERS)</b>				
Pension (ERS)	11,149,140	8,298,478	(2,850,662)	-25.6%
<b>Health and Benefits(1)</b>				
Employee Health Benefits	13,363,974	13,532,195	168,221	1.3%
<b>Subtotal Personnel Costs</b>	<b>\$ 31,001,295</b>	<b>\$ 28,294,819</b>	<b>\$ (2,706,476)</b>	<b>-8.7%</b>
<b>Employee Compensation</b>				
Marker for Changes to Employee Comp.	-	1,556,247	1,556,247	
<b>Total Major Personnel Costs</b>			<b>\$ (1,150,229)</b>	

(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.

As determined by the actuary, pension costs will decrease by 25.6 percent in FY17, representing a savings of \$2.85 million from the FY16 budget. Health benefit costs are projected to increase by 1.3 percent, resulting in a minor cost increase of \$168,221 from the FY16 Budget.

As for employee compensation, the budget includes a dollar marker of \$1.56 million. This marker includes the funds necessary to implement the 2<sup>nd</sup> year of our agreement with MCGEO (and, by extension, non-represented employees), which calls for a one-half merit increase and a 1.75 percent COLA on September 1<sup>st</sup>. We have a wage reopener with the FOP; the results of which will be presented for approval at the Joint County Council Meeting in May 2016.

### 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 approximately \$3.0 million to address critical maintenance, equipment, and essential service needs. Each department's budget sections provide detailed information on how this increased investment is proposed to be used. The following is a summary of the requests by department.

<b>Fund</b>	<b>Department</b>	<b>Essential Needs Investment Amount</b>
Administration	Planning	\$ 1,130,203
Administration	Commissioners' Office	-
Administration	DHRM	21,880
Administration	Legal	-
Administration	Finance	-
Administration	Internal Audit	-
Park	Parks	1,875,401
<b>Total</b>		<b>\$ 3,027,484</b>

### Summary of FY17 Proposed Budgets for General Fund

The following table provides a comparative summary of the FY17 proposed budget to the FY16 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 FY17 Proposed Budget General Fund Accounts**  
**By Fund by Department (excludes reserves)**

	<b>FY16 Adopted</b>	<b>FY17 Proposed</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Montgomery</b>				
<b>Administration Fund</b>				
Commissioners' Office	\$ 1,277,509	\$ 1,171,932	\$ (105,577)	-8.3%
Planning Department Operating	19,344,792	19,272,712	(72,080)	-0.4%
CAS	7,549,813	7,433,164	(116,650)	-1.5%
Transfer to Development Review	-	500,000	500,000	-
Transfer to Park	700,000	-	(700,000)	-100.0%
Grants	150,000	150,000	-	0.0%
Non-Departmental (1)	1,701,483	1,951,394	249,911	14.7%
<b>Subtotal Admin Fund</b>	<b>30,723,597</b>	<b>30,479,202</b>	<b>(244,396)</b>	<b>-0.8%</b>
<b>Park Fund</b>				
Park Department Operating	82,162,256	84,563,626	2,401,370	2.9%
Transfer to Debt Service	5,059,085	5,371,969	312,884	6.2%
Transfer to Capital Projects	350,000	350,000	-	0.0%
Grants	400,000	400,000	-	0.0%
Non-Departmental (1)	5,337,546	6,106,899	769,353	14.4%
<b>Subtotal Park Operating</b>	<b>93,308,887</b>	<b>96,792,494</b>	<b>3,483,607</b>	<b>3.7%</b>
<b>Montgomery Operating Subtotal</b>	<b>124,032,484</b>	<b>127,271,696</b>	<b>3,239,212</b>	<b>2.6%</b>
Property Management	1,126,800	1,319,000	192,200	17.1%
<b>Montgomery General Fund Total</b>	<b>\$ 125,159,284</b>	<b>\$ 128,590,696</b>	<b>\$ 3,431,412</b>	<b>2.7%</b>

(1) Non-Departmental for FY16 Adopted includes OPEB prefunding and OPEB paygo. For FY17 Non-Departmental includes OPEB prefunding and OPEB paygo, and a budget marker for compensation adjustments.

## **PROGRAM HIGHLIGHTS**

We are committed to a FY17 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 37,000 acres in 417 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 FY17 budget includes increases for:

- Compensation adjustments;
- Unfunded Operating Budget Obligations, including Operating Budget Impacts from Capital Improvement Projects;
- Known operating commitments;
- Debt service on general obligation park bonds, on capital equipment, and on Commission-wide information technology initiatives; and
- National Pollutant Discharge Elimination System (NPDES) mandates.

In addition, the FY17 budget 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:

- Improving public safety, including body cameras for sworn park police officers, as well as the installation and maintenance of facility security cameras;
- Growing our urban parks program and maintaining our ballfields;
- Expanding Pesticide Management, as required by recent legislation;
- Identifying and implementing cost savings measures department-wide; and
- Expanding our Native Plant program.

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 to improve work program efficiencies. We remain committed to forming viable partnerships and strong relationships with our stakeholders and within our communities.

The FY17 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 FY17 work plan that is detailed in the Department's budget section, the following critical needs are proposed:

#### **Improve Economic Analysis Capabilities**

- Economic Research and Analysis Position
- On-Call Economic Services
- Real Estate Development Process Training

#### **Support Master Plan Work Program**

- Multi-modal Transportation Analysis for Montgomery Hills/Forest Glen Sector Plan
- Retail and Economic Study for Montgomery Hills/Forest Glen Sector Plan
- Consulting Funding for Silver Spring Streetscape
- Consulting funding for Retail Study in South Silver Spring
- Consulting funding for Design Studies for Veirs Mill Corridor Small Area Plan
- Consulting assistance for Corridor Study for MD355 from Gaithersburg to COMSAT
- Partnership with University of Maryland for assistance with the Bikeways Plan Update
- Bicycle Plan Implementation Activities

#### **Improve Planning Tools**

- Partnership with University of Maryland for Master Plan Reality Check
- Study of Employment Trends: Emerging Industries; Future Job Types; Future Workplaces; Design and Planning Implications
- Exploration of new transportation modeling tools
- Regional Transportation Model Network Development/Management
- Placemaking Initiatives
- Design Excellence Initiative and Award Ceremony

### **Central Administrative Services (CAS)**

For FY17, CAS Departments' work priorities will center on continuing to meet the needs of the operating departments. Critical needs are proposed as follows:

- Restoration of funding for one frozen position to respond to significant increased demand for background checks and employment reviews within the Recruitment Office.
- Continuing implementation of functionality in Enterprise Resource Planning (ERP) system and upgrading to the latest version.
- Responding to significant need to update agency policies.
- Implementing critical workforce development training.

### **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 assisting with the maintenance of the electronic database of over 1,900 homeowner associations, civic groups, and community association contacts.

In addition to known operating commitments, the FY17 Proposed Budget reflects the staffing restructuring that took place mid-FY16.

### **Capital Budget**

In addition to the operating budget, this transmittal also includes the Capital Budget (the first year of the six year Capital Improvements Program). Highlights of this budget can be found within the Department of Parks detail pages.

### **TAX RATES AND LONG-TERM FISCAL SUSTAINABILITY**

In addition to meeting the immediate FY17 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 FY17 Proposed Budget assumes no change in the real and personal property tax rates for the Administration Fund, the Park Fund and the Advance Land Acquisition Fund from the FY16 Adopted Budget. At this level, the total tax rate is still below what it was in FY06.

The FY17 Proposed Budget maintains a total tax rate for property tax supported funds of 7.42 cents real property and 18.55 cents personal property. The breakdown by fund is as follows:

- Administration Fund: 1.80 cents real and 4.50 cents personal;
- Park Fund: 5.52 cents real and 13.80 cents personal; and
- Advanced Land Acquisition Fund: 0.10 cents real and 0.25 cents personal.

At these tax rates, the Commission will have sufficient property tax revenues to meet the FY17 proposed expenditures and reserve requirements for the Administration and Park Funds.

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	ACTUAL FY15	ADOPTED FY16	PROPOSED FY17
<b>Administration Fund</b>												
Real	2.2	2.0	1.9	1.9	1.8	1.5	1.7	1.8	1.8	1.7	1.8	1.8
Personal	5.5	5.0	4.7	4.7	4.5	3.8	4.3	4.5	4.5	4.25	4.5	4.5
<b>Park Fund</b>												
Real	6.1	5.7	5.8	5.3	5.0	4.5	4.8	5.4	5.3	5.6	5.52	5.52
Personal	15.3	14.3	14.5	13.2	12.5	11.2	12.0	13.5	13.25	14.0	13.8	13.8
<b>Advance Land Acquisition Fund</b>												
Real	0.1	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	0.25	0.25	0.25	0.25
<b>Total Tax Rates (Cents)</b>												
Real	8.4	7.8	7.8	7.3	6.9	6.1	6.6	7.3	7.2	7.4	7.42	7.42
Personal	21.1	19.6	19.5	18.2	17.3	15.3	16.6	18.3	18.0	18.5	18.55	18.55

**CONCLUSION**

The Proposed 2017 Budget is respectfully submitted for your consideration. In this document, we are proposing a budget that not only moves us forward incrementally, but allows us to address several critical needs and previously scaled back parks maintenance. We continue to explore potential collaborative efforts across departments and counties in our effort to provide efficient, effective quality service, while maintaining our fiscal responsibility and commitment to the community we serve.

We continue to strive to find new ways to save taxpayer dollars while providing quality service and achieving progress in our many areas of focus. We look forward to working with you and your staffs on this budget. Working together, we will do everything in our power to ensure that taxpayer dollars are invested wisely in our collective future.

Respectfully Submitted,



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](http://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 2016, the Council approved FY17 Spending Affordability Guidelines (SAG) of \$119,100,000 for the tax-supported funds of the M-NCPPC, which is a 2.3 percent increase from the \$116,400,000 approved FY16 budget. For FY17, the Commission has requested

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\$118,672,126 excluding debt service and retiree health insurance prefunding, \$427,874 below the total SAG amount of \$119,100,000.

The total requested budgets for the Enterprise Fund, Property Management Fund, Special Revenue Funds, ALA Debt Service Fund, and Grant Fund, are \$16,332,769, a 2.3 percent increase from the \$15,964,889 total FY16 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 37,000 acres in 417 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 sports pavilion. 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**

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The County Executive recommends a FY17 tax supported appropriation for M-NCPPC of \$119,974,727, 2.2 percent above the FY16 approved budget for tax supported funds, exclusive of debt service.

#### **Park Fund**

The County Executive recommends funding of \$90,277,525, excluding debt service. This proposed funding represents a \$2,777,723 or 3.2 percent increase from the FY16 approved budget and a reduction of \$393,000 from the Commission's request. Park Fund debt service increased by \$312,884 from \$5,059,085 in FY16 to \$5,371,969 in FY17.

#### **Administration Fund**

The County Executive recommends funding of \$29,697,202. This represents a \$326,395 or 0.6 percent decrease from the FY16 approved budget and a reduction of \$132,000 from the Commission's request.

#### **ALA Debt Service Fund**

The County Executive concurs with the M-NCPPC request for funding of \$161,885. This represents a \$4,275 or 2.6 percent decrease from the FY16 approved budget.

#### **Enterprise Fund**

The County Executive concurs with the M-NCPPC request for funding of \$8,712,147. This represents an \$80,885 or 0.9 percent increase from the FY16 approved budget of \$8,631,262.

#### **Property Management Fund**

The County Executive concurs with the M-NCPPC request for funding of \$1,319,000. This represents a \$192,200 or 17.1 percent increase from the FY16 approved budget of \$1,126,800.

#### **Special Revenue Fund**

The County Executive concurs with the M-NCPPC request for funding of \$5,751,622. This represents a \$94,795 or 1.7 percent increase from the FY16 approved budget. The Executive recommends a transfer of \$843,200 from the General Fund to cover costs associated with the maintenance of Montgomery County Public Schools Ballfields. Additionally there will be a transfer of \$500,000 from the Administration Fund to the Special Revenue Fund.

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

## **Linkage to County Result Areas**

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ **Affordable Housing in an Inclusive Community**
- ❖ **Children Prepared to Live and Learn**
- ❖ **An Effective and Efficient Transportation Network**
- ❖ **Healthy and Sustainable Neighborhoods**
- ❖ **A Responsive, Accountable County Government**
- ❖ **Safe Streets and Secure Neighborhoods**
- ❖ **Strong and Vibrant Economy**
- ❖ **Vital Living for All of Our Residents**

## **Program Contacts**

Contact John Kroll of the Maryland-National Capital Park and Planning Commission at 301.454.1731 or Dennis Hetman of the Office of Management and Budget at 240.777.2769 for more information regarding this agency's operating budget.

## Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
<b>ADMINISTRATION FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Administration Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	26,872,803	29,873,597	29,683,597	29,697,202	-0.6 %
<b>Administration Fund Expenditures</b>	<b>26,872,803</b>	<b>29,873,597</b>	<b>29,683,597</b>	<b>29,697,202</b>	<b>-0.6 %</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	179.35	181.74	182.24	182.74	0.6 %
<b>REVENUES</b>					
Intergovernmental	416,660	400,400	400,400	409,900	2.4 %
Investment Income	66,195	35,000	35,000	60,000	71.4 %
Miscellaneous	6,644	0	0	0	—
Property Tax	25,414,947	27,795,118	27,791,137	27,505,550	-1.0 %
User Fees	318,873	144,000	144,000	145,000	0.7 %
<b>Administration Fund Revenues</b>	<b>26,223,319</b>	<b>28,374,518</b>	<b>28,370,537</b>	<b>28,120,450</b>	<b>-0.9 %</b>
<b>PARK FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Park Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	84,228,834	87,499,802	87,426,204	90,277,525	3.2 %
Debt Service Other	4,789,723	5,059,085	4,259,085	5,371,969	6.2 %
<b>Park Fund Expenditures</b>	<b>89,018,557</b>	<b>92,558,887</b>	<b>91,685,289</b>	<b>95,649,494</b>	<b>3.3 %</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	657.10	684.00	684.00	706.60	3.3 %
<b>REVENUES</b>					
Facility User Fees	2,453,157	2,424,443	2,424,443	2,594,043	7.0 %
Intergovernmental	2,453,147	2,739,782	2,739,782	2,817,413	2.8 %
Investment Income	(4,639)	5,000	5,000	5,000	—
Investment Income: CIP	27,383	0	10,000	25,000	—
Miscellaneous	236,625	126,300	126,300	107,700	-14.7 %
Property Tax	83,626,126	85,238,361	85,226,154	88,664,950	4.0 %
<b>Park Fund Revenues</b>	<b>88,791,799</b>	<b>90,533,886</b>	<b>90,531,679</b>	<b>94,214,106</b>	<b>4.1 %</b>
<b>ALA DEBT SERVICE FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>ALA Debt Service Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Debt Service Other	281,460	166,160	166,160	161,885	-2.6 %
<b>ALA Debt Service Fund Expenditures</b>	<b>281,460</b>	<b>166,160</b>	<b>166,160</b>	<b>161,885</b>	<b>-2.6 %</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
Property Tax	1,738,887	1,783,340	1,780,571	1,865,573	4.6 %
<b>ALA Debt Service Fund Revenues</b>	<b>1,738,887</b>	<b>1,783,340</b>	<b>1,780,571</b>	<b>1,865,573</b>	<b>4.6 %</b>

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
<b>GRANT FUND MNCPPC</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Grant Fund MNCPPC Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	23,170	550,000	550,000	550,000	—
<b>Grant Fund MNCPPC Expenditures</b>	<b>23,170</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
Administration Fund Grants	0	150,000	150,000	150,000	—
Park Fund Grants	23,170	400,000	400,000	400,000	—
<b>Grant Fund MNCPPC Revenues</b>	<b>23,170</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>—</b>

### ENTERPRISE FUND

<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Enterprise Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	8,159,154	8,631,262	8,842,678	8,712,147	0.9 %
<b>Enterprise Fund Expenditures</b>	<b>8,159,154</b>	<b>8,631,262</b>	<b>8,842,678</b>	<b>8,712,147</b>	<b>0.9 %</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	110.30	110.00	110.00	119.30	8.5 %
<b>REVENUES</b>					
Fees and Charges	6,039,974	6,257,493	6,413,853	6,639,258	6.1 %
Merchandise Sales	567,467	584,300	586,300	621,300	6.3 %
Non-Operating Revenues/Interest	59,900	20,000	0	50,000	150.0 %
Rentals	3,260,550	3,454,248	3,398,983	3,370,624	-2.4 %
<b>Enterprise Fund Revenues</b>	<b>9,927,891</b>	<b>10,316,041</b>	<b>10,399,136</b>	<b>10,681,182</b>	<b>3.5 %</b>

### PROP MGMT MNCPPC

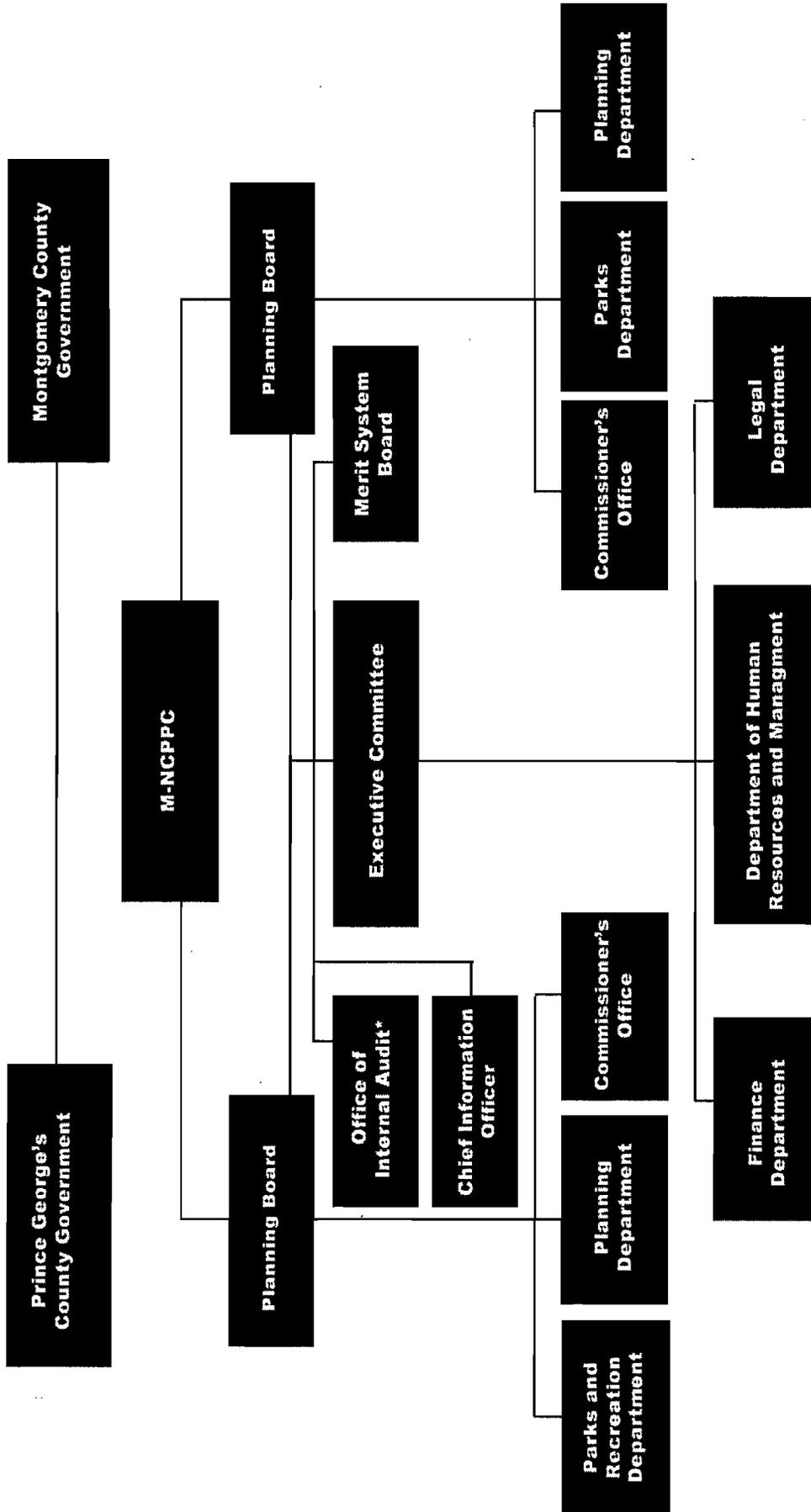
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Prop Mgmt MNCPPC Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	1,063,217	1,126,800	1,126,800	1,319,000	17.1 %
<b>Prop Mgmt MNCPPC Expenditures</b>	<b>1,063,217</b>	<b>1,126,800</b>	<b>1,126,800</b>	<b>1,319,000</b>	<b>17.1 %</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	7.00	7.00	7.00	7.00	—
<b>REVENUES</b>					
Investment Income	4,720	3,000	3,000	4,000	33.3 %
Miscellaneous	3,000	0	0	0	—
Rental Income	1,045,042	1,123,800	1,123,800	1,315,000	17.0 %
<b>Prop Mgmt MNCPPC Revenues</b>	<b>1,052,762</b>	<b>1,126,800</b>	<b>1,126,800</b>	<b>1,319,000</b>	<b>17.1 %</b>

### SPECIAL REVENUE FUNDS

<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
Employee Benefits	0	0	0	0	—
<b>Special Revenue Funds Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>
Operating Expenses	4,613,869	5,656,827	5,215,068	5,751,622	1.7 %
<b>Special Revenue Funds Expenditures</b>	<b>4,613,869</b>	<b>5,656,827</b>	<b>5,215,068</b>	<b>5,751,622</b>	<b>1.7 %</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	24.85	24.85	24.85	29.55	18.9 %
<b>REVENUES</b>					
Intergovernmental	71,857	55,000	136,500	145,000	163.6 %
Investment Income	18,682	6,300	4,900	15,000	138.1 %
Miscellaneous	422,647	0	0	0	—
Service Charges	3,396,443	2,705,498	2,596,087	2,597,945	-4.0 %
<b>Special Revenue Funds Revenues</b>	<b>3,909,629</b>	<b>2,766,798</b>	<b>2,737,487</b>	<b>2,757,945</b>	<b>-0.3 %</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>130,032,230</b>	<b>138,563,533</b>	<b>137,269,592</b>	<b>141,841,350</b>	<b>2.4 %</b>
<b>Total Full-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>978.60</b>	<b>1,007.59</b>	<b>1,008.09</b>	<b>1,045.19</b>	<b>3.7 %</b>
<b>Total Revenues</b>	<b>131,667,457</b>	<b>135,451,383</b>	<b>135,496,210</b>	<b>139,508,256</b>	<b>3.0 %</b>

# Maryland-National Capital Park and Planning Commission



\*The Office of Internal Audit reports to Chair and Vice Chair of the Commission and the Audit Committee.



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

April 12, 2016

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

VIA: Gwen Wright, Planning Director  
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 work session on April 18:

**1. What reductions do you propose to meet the Executive – recommended reductions?**

The County Executive recommended a reduction of \$525,000 between the Administration and Park Funds. We propose to meet this recommendation by reducing the Park Fund Transfer to Debt Service by the total amount. This reflects a lower estimate of debt service in FY17 based on the expected results of our Park bond sale on April 14<sup>th</sup>.

**2. What are your priorities for restoration of funding?**

There will be no need to restore this amount of funding if the results of the bond sale are as expected.

**3. Provide greater detail if available for new initiatives.**

To advance its work program and focus on ways to both reimagine and reinvigorate our master planning activities, the Planning Department is requesting new, one-time funding for several major projects (#1 through #12), as well as ongoing funding for 5 projects (#13 through #17) including funding for one currently unfunded position. These new requests address significant planning issues and concerns that face Montgomery County.

1. Partnership with University of Maryland for assistance with the Bikeways Plan Update - \$125,000 (one-time): In FY16, the Functional Planning and Policy Division began updating the County-wide Bikeways Master Plan. This effort will continue in FY17, with a need for additional consulting services in FY17 to complete the project. The work on the Plan is based on new bicycle planning guidance that has been developed by the Planning Department 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 would likely ride in certain conditions, with facilities that offered more separation from vehicular traffic. Significant work and community outreach has been completed on the Bikeways Master Plan during FY16, but more work is needed in FY17 to complete the project.

2. Partnership with University of Maryland for Master Plan Reality Check - \$82,000 (one-time): Through a contract with the University's National Center for Smart Growth, the Planning Department began work on the proposed Master Plan Reality Check. The Reality Check is an analysis of the success of various Master Plans. This analysis 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. This funding for the National Center for Smart Growth is critical to the successful completion of the Reality Check.
3. Study of Employment Trends: Emerging Industries; Future Job Types; Future Workplaces; Design and Planning Implications - \$125,000 (one-time): Recent research undertaken by the Planning Department indicates that many existing and planned commercial buildings and centers in Montgomery County and elsewhere do not meet changing user needs. This mismatch threatens the county's ability to compete for enterprises, jobs and revenues in key sectors of the region's economy. The requested funding is for an in-depth assessment of tools and strategies that the Planning Department can use to respond to this economic challenge. Focusing on industries that economic developers have targeted for retention and expansion, the study will look at workforce demographics, cluster economics, technology changes, workplace design trends and other dynamics that are reshaping business location preferences. The analysis will then identify zoning, master plan, urban design, transportation, infrastructure, amenities and other land use policy options that may help channel development into more competitive patterns.
4. Continuation of new dynamic transportation modeling tool - \$75,000 (one-time): During FY16, the Functional Planning & Policy (FPP) division will begin the implementation of a new dynamic modeling tool for use by FPP in support of master plan analysis and subdivision staging. Travel forecasting models incorporating dynamic traffic assignment are evolving from the research realm to actual application in some states and metropolitan areas and are thought to offer potential for more detailed evaluation of small area networks. This requested funding will provide assistance to investigate the best new approach to transportation modeling and its implementation.
5. Multi-modal Transportation Analysis for Montgomery Hills/Forest Glen Sector Plan - \$60,000 (one-time): This requested funding is needed to provide consulting services to do analysis that goes beyond the typical transportation modeling to focus on pedestrian, bicycle and vehicular safety and accessibility in coordination with the local area transportation modeling for Georgia Avenue and surrounding street network.
6. Consulting Funding for Silver Spring Streetscape - \$75,000 (one-time): This requested funding is needed to update the 1992 streetscape guidelines for Silver Spring to account for new technology and changes to tree species and street furniture. This study will include conducting the background work to do the inventory, analysis and precedent work to compare the 1992 guidelines to what is actually on the ground.
7. Consulting funding for Design Studies for Veirs Mill Corridor Small Area Plan - \$40,000 (one-time): This requested funding will provide consulting services for design studies that explore how to integrate enhanced transit facilities and infill development to create a pedestrian friendly boulevard with discrete activity centers.

8. Retail and Economic Study for Montgomery Hills/Forest Glen Sector Plan - \$50,000 (one-time): This requested funding will provide consultant services to do a detailed study of the Montgomery Hills/Forest Glen business district area to find ways to initiate more retail activities and to support existing businesses.
9. Consulting funding for Retail Study in South Silver Spring - \$50,000 (one-time): This requested funding will provide needed consultant services to do a detailed study of the South Silver Spring area to find ways to initiate more retail activities and to support existing businesses.
10. Consulting assistance for Corridor Study for MD355 from Gaithersburg to COMSAT - \$75,000 (one-time): This requested funding will provide needed consultant services to re-evaluate previous land use recommendations along the BRT corridor along MD 355 north to COMSAT in response to the ongoing BRT studies and in light of changes in the office market identified in the recent Office Market Assessment Report released by the Planning Department.
11. Placemaking Initiatives - \$50,000 (one-time): The requested funding will provide consultants services to build on the successful Placemaking Program that was conducted for Silver Spring, by conducting Placemaking charrettes and planning in Montgomery Hills, Bethesda and other areas.
12. Regional Transportation Model Network Development/Management - \$30,000 (one-time): The Council of Governments (COG) staff will provide the Planning Department with a copy of their GIS-based network management tool and database (called "COG Tools") in FY16. This tool will allow us to develop and manage the roadway and transit networks used by the regional model in a much more efficient and consistent manner. This requested funding will provide for needed technical assistance from the software developer to support our continued use of this tool, particularly when a new version/update of the ESRI GIS software comes on-line or as we try to implement specialized applications of COG Tools.
13. Economic Research and Analysis Position (Planner Coordinator) - \$136,153 (on-going): Recently, there has been an increased emphasis on ensuring economic "due diligence" across all Master Plans, ad-hoc feasibility studies, and an increasing number of regulatory negotiations. The Department expects this workload to increase in the future as infill redevelopment and a greater reliance on private contributions to fund public amenities become more central to Master Plans. The Planning Department is requesting funding for one currently unfunded full-time career position to fill a critical need in market and development feasibility analyses.
14. On-Call Economic Services - \$54,400 (on-going): In addition to the requested full-time career position, the Department is requesting funding for on-call consulting services that can provide a deeper level of real estate and economic expertise to address requests for individual economic studies. On-call services can also supplement existing staff efforts, when there are insufficient man-hours to internally analyze and complete a request. This funding will provide flexibility and specialized expertise.
15. Real Estate Development Process Training - \$12,650 (on-going): The Department realizes the benefits of staff developing knowledge in real estate and development economics, as land use regulations have an impact on development feasibility and the ability to provide public

amenities. This requested funding is for training that would provide a fundamental overview of the development process and the key considerations involved in development decisions.

- 16. **Bicycle Plan Implementation Activities - \$80,000 (on-going):** Anticipating approval of the Bicycle Master Plan, the Planning Department is requesting funding to assist with the implementation of the plan without interruption. This assistance will include contractual services detailed analyses to do concept plans, reviews of a facility plan, and to help work through difficult development issues. In addition, funding is included to look at best practices in other places through conferences and/or study tours to witness the bicycle infrastructure and the general approach to urban design and streets taken by other communities.
- 17. **Design Excellence Initiative - \$10,000 (on-going):** Recognizing and promoting design excellence throughout the county through an annual awards program in partnership with American Institute of Architects (AIA).

**4. 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 FY16 budget. In particular, please explain the need for a 17.3% increase in Planning Department Support Services (page 163).**

The \$315,597 or 17.3% increase in Planning Department’s non-personnel operating budget in Support Services is due to:

<b>Support Services - New Requests or Increases to Current Requests</b>	
\$12,650	Real estate development process training
\$16,000	Postage for the expansion of Community Outreach initiatives as well as an increase in the number of master plans being worked on in FY17
\$145,530	Internal service funds for Commission-wide IT initiatives
\$26,417	Inflationary increases and contractual commitments
\$15,000	Employee development, supervisory training, and CEU opportunities.
<b>Support Services - Transfer Current Funding from Another Division</b>	
\$100,000	Transfer for Microsoft Software Assurance from Information Technology and Innovation Division to Support Services

The non-personnel budget in the other division’s increase or decrease or are redistributed based on the work program. The cumulative increase for new on-going funding for the other division’s is \$72,900 or 2.8% and is comprised of \$54,400 for on-call economic research services, \$10,000 for the department’s Design Excellence initiative, and \$8,500 for inflationary increases.

**5. Provide an update on the status of Development Review Special Revenue Fund and whether new data available since the original submission of the budget still justifies the transfer you have proposed for FY17.**

To date in FY16 we have collected fees of \$2.3M which meets our budgeted revenue amount. Our budgeted expenses are \$3.1M which leaves a shortfall of \$800K beyond our budgeted revenue. There is no guarantee on how much we will collect in the remaining 3 months. In August and September of this fiscal year, we only collected \$27,525 and \$9,235, respectively, while other months were significantly higher. One month was unusually high with the submission of a combination of plans.

Cautiously, we may collect \$300-400K over the next 3 months. This will still leave us with a shortfall of \$500-400K that will draw down on our fund balance. At this point, Planning is not willing to say we do not need the \$500K subsidy for FY17. If development slows in FY17 and we do not meet our budgeted revenue goals, we will use fund balance to meet our expenses. While we might make it through FY17 without the \$500K subsidy, we may need a subsidy of an equal or greater amount in FY18 if the fund balance should be depleted in FY17.

**6. Provide the additional information regarding the work program requested at the Semi-Annual Report meeting.**

**Additional information requested on the South Silver Spring Plan.**

South Silver Spring is on the southwest edge of the Central Business District (CBD) generally following the CSX Railroad tracks to the north and the District of Columbia boundary which includes Eastern Avenue to the south. In the 2000 CBD Plan, South Silver Spring included Montgomery College and Jesup Blair Park to the east, and properties along Kennett Street and Blair Mill Road to the west. South Silver Spring should include the same boundaries to the north, south and east, but should be extended to Colesville Road as a more defined district line and one that includes the Blairs development and NOAA along East-West Highway.

This particular area of Silver Spring has seen the most significant amount of residential development in the CBD and is lacking in green space and open space opportunities. Montgomery College has also expanded since 2000 providing a great resource to the County and enabling students, faculty and visitors the opportunities for a continually revitalizing downtown.

The objective of the South Silver Spring small area plan would be to expand on the resources that Montgomery College offers to the area, allow for continued revitalization and redevelopment, provide for more appropriate green spaces for the increasing residential population and encourage new economic activity along the Georgia Avenue and East-West Highway corridors.

**Additional information requested on Glen Hills**

During the recent discussion of the Glen Hills area in Potomac, the County Council passed Resolution 18-423, which initiates a Limited Master Plan Amendment to the Potomac Plan to resolve issues related to Glen Hills. The resolution says in part:

“The Limited Master Plan Amendment should consider planning approaches and tools that are designed to address the impact of development on the watershed while reconciling the septic and sewer issues in the area.”

This leads to the premise that a Limited Master Plan Amendment will require environmental analysis to determine development's impact on Glen Hills watersheds, development of appropriate tools to mitigate those impacts and evaluation of wastewater disposal options and the relationship of those options to current and future sewer service policies.

This Limited Master Plan Amendment will be a significant work effort and will require extensive community outreach as well as the environmental analysis, evaluation of mitigation tools, and other tasks noted above. This project will also require extensive coordination with DEP on water and sewer issues and coordination on the Watershed Improvement Plan. WSSC participation will also be required during the pre-planning phases.

Based on this understanding, staff has three options for the Council to consider. For all options, M-NCPPC staff will need to assume that the DEP sewer analysis for Glen Hills is both complete

and methodologically sound, and should be used in the development of future land use studies. The DEP study presented to the County Council precipitated significant questions about its approach and findings from segments of the Glen Hills community. It should be noted that there is substantial disagreement in the community on the findings and methods of the DEP report.

**Option A.**

Amend the FY17 proposed work program to include a Limited Master Plan amendment for the Glen Hill Study Area. A Limited Master Plan Amendment requires the same procedures and public hearing requirements no matter the size of the geographic area under review. In addition, as noted above, the Planning Department believes that this will be a significant work effort. The approximate time for completing this work effort will be 24 months. Here is the schedule if this is to be included in the FY17 work program:

FY 17 Initiation and Scope of Work. Work begins on July 1, 2016

Anticipate Planning Board Draft in—December 2017

Transmittal to Council and Executive in December 2017

Council approval in July 2018

Note: Primary election is in April 2018 and the general election is November 2018. Also, this schedule overlaps with the update to the Countywide Water and Sewer Plan being led by DEP.

If Option A is selected, other projects on the FY17 Work Program will need to be delayed. These would include: the Corridor Study for MD 355; South Silver Spring Small Area Plan; and additional 4 to 6 month delays for White Flint II and Rock Spring.

**Option B.**

Initiate the limited master plan amendment in the FY18 work program.

Begin work on July 1, 2018.

Planning Board Draft – December 2019

Transmit to Council and Executive – December 2019

Council approval in July 2020

Note: This allows the amendment to follow the Water and Sewer Plan update and does not conflict with the 2018 election. In the interim, Council resolution 18-423 allows residents with failing septic systems who meet the criteria outlined in the resolution to apply for an expedited category change to connect to the public sewer system. Thus, moving the work program to FY 18 does not prohibit qualifying residents from requesting a public sewer at this time.

**Option C.**

Do not initiate a Limited Master Plan Amendment for the Potomac Plan. Instead, have Planning Department staff work closely with DEP on the update to the Countywide Water and Sewer Plan to address issues in Glen Hills.

The Planning Department would assist DEP in conducting additional analysis and research on failing septic policies and the land use implications for new areas served by water and sewer. Residents are still allowed to request sewer service, as outlined in the County Council passed Resolution 18-423, and septic systems meeting the criteria outlined in the resolution can apply for an expedited category change to connect to the public sewer system. This will allow DEP time – in conjunction with Planning Department staff – to develop a clear policy for failing septic systems and a process for requesting service. In addition, Planning Department staff will conduct an analysis of land use implications, if any, as part of the Countywide Water and Sewer Plan.

**7. Provide additional information on the additional contractual costs associated with the Master Plan reality check. (\$82,000 in addition to the \$150,000 approved last year)**

The Master Plan Reality Check is being done in conjunction with the University of Maryland Center for Smart Growth. Since undertaking the zoning code rewrite several years ago, we have worked collaboratively with the Center in a number of ways. The Center has provided staff for specific projects such as the Rewrite and the Bicycle Master Plan, and has done additional research as requested. We also partner with the Center to put on the bi-annual Makeover Montgomery Conference.

The money being requested will enable us to complete the Reality Check, using a staff member from the Center who will work here while also taking advantage of the Center's expertise in this area. During the first year of the study, we focused on the Germantown plan, looking at the non-residential land vacancy rate as well as the built FAR, the local & area wide traffic level of service, and the housing mix and land vacancy rate for residentially zoned land. We also looked at what community facilities have been built, including schools and their capacity rates, as well as new local parks and recreation. We have also examined the success of our efforts to build a community identity, through development of the town center and completing the greenbelt.

Throughout our work this year, we have tried to determine what factors have had a positive impact on the area and to determine whether there are any generalizations that we can make that might be applicable to other master plans. For the most part, there is agreement that the weak economy and the changing market for office uses have had a negative effect on the plan's goal to create an employment center in Germantown. To determine if the factors that have affected Germantown are unique or apply across the county as a whole, we are requesting addition funding that will enable us to study several other plans to look for commonalities that will help us improve our Master Plan approach going forward.



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

April 11, 2016

TO: Marlene Michaelson, Senior Legislative Analyst

VIA: Michael F. Riley, Director of Parks  
John Nissel, Deputy Director of Parks, Operations  
Mitra Pedoeem, Acting Deputy Director of Parks, Administration  
Shuchi Vera, Chief, Management Services Division

FROM: Nancy Steen, Budget Manager, Management Services Division

SUBJECT: PHED Budget Worksession

Below please find the Department of Parks' responses to Council Staff questions in preparation for the budget worksession of April 18:

**1. What reductions do you propose to meet the Executive – recommended reductions?**

The County Executive recommended a reduction of \$525,000 between the Administration and Park Funds. The current bond rates are lower than when we prepared our budget, so we propose to meet this recommendation by reducing the Park Fund Transfer to Debt Service by the total amount. This reflects a lower estimate of debt service in FY17 based on the expected results of our Park bond sale on April 14. In addition, we are restructuring the financing of some of our existing bonds which is also contributing to a portion of that savings.

**2. What are your priorities for restoration of funding?**

There will be no need to restore this amount of funding if the results of the bond sale are as expected.

**3. 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.**

With the projected savings in Debt Service expense, our new initiatives can be fully funded based on the County Executive's current budget recommendation. Here is the summary of our new initiative totals followed by detailed descriptions:

Summary - New Initiatives	
Item & Description	Funding
Public Safety	\$ 855,241
Departmental Efficiencies/Priorities	\$ 626,985
Water Quality Fund	\$ 59,070
Legislation - Pesticides Management	\$ 334,105
<b>Total</b>	<b>\$ 1,875,401</b>

➤ **Public Safety - CAD/RMS/Security Systems Manager - \$100,658 including 1 Full Time Career Position**

Police Departments across the country increasingly rely on technology to be effective. The Park Police Division has a number of databases and disparate systems affecting law enforcement and security, and is requesting a system administrator to manage these systems. This position will serve as the administrator of all of these systems and will be expected to manage, coordinate, and direct programs and staff which will include section supervisors and technicians. These systems include:

- 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.

➤ **Public Safety - Body Cameras for all Sworn Park Police Officers - \$140,000**

The Park Police is requesting funding to implement "body-worn cameras" (BWC) for all sworn staff. Officers using BWC recorders have a clearly documented, firsthand, objective account of what was said during an incident in question. The utilization of BWC video and audio recordings at trial can provide the court with the actual statements of officers, suspects, and others that might not otherwise be admissible in court based upon hearsay concerns, or might not get sufficient consideration if there are conflicting memories of the statements. Recordings made at crime and incident scenes are a tangible benefit of BWCs and can provide investigators, prosecutors, and juries with far more detailed, accurate, and compelling evidence. In addition, police agencies have found the BWC useful for officers in the favorable resolution of both administrative and criminal complaints and as a defense resource in cases of civil liability.

These cameras have been proven to dramatically reduce the number of use-of-force incidents by police and assaults against police. It has also been observed that, through the introduction of BWCs, the number of citizen complaints against police have been reduced, and the few remaining complaints that are received are more easily, quickly, and accurately investigated. Body-worn cameras provide greater accountability for officer behavior and performance. It has been noted that body-worn cameras cannot replace in-car cameras, but must supplement their vantage point in order to provide total coverage of more angles in more events.

➤ **Public Safety - Install and Maintain Facility Security Cameras - \$133,602 including 1 Full Time Career Position**

The presence of active surveillance systems serves as a deterrent to criminal activity and is a valuable tool for monitoring facilities. In the event of an incident, cameras provide Park Police with the ability to view a scene remotely prior to exposing officers or bystanders to unnecessary risk. The ability to install and maintain camera surveillance systems is paramount to providing security for our employees, the public, and our park assets. 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 underfunded and the technology is underutilized in our current circumstances. Although we currently have surveillance systems installed in our core locations, there are still many additional park locations that lack a surveillance system due to funding limitations. A dedicated position would properly address standardization of implementation, equipment distribution, liability and privacy concerns.

➤ **Public Safety - Emerald Ash Borer (EAB) Program Management - \$480,981 including 1 Term Contract Position**

The recent onset of EAB, an invasive tree pest, in Montgomery County leaves the Department with a demanding work program needed to manage thousands of hazard trees on Parkland. As the owner of most of the stream valleys in Montgomery County, the parks are the home of thousands of ash trees that will be impacted by this pest in the next five years. This position will coordinate the county-wide and internal staff workgroups for EAB, oversee contract tree companies conducting high risk tree work on parkland, manage the treatment program, coordinate replanting in landscape areas of parks with Pope Farm Nursery, seek grant money, update the departmental website and respond to citizen inquiries. Many trails will have to be closed during tree work for EAB, and this will require a person to be available to work closely with public affairs staff. Also, this position will handle citizen and park staff calls for inspection of hazard ash trees. This is an added amount of work that our current staff complement cannot manage. Included in the above total is \$400,000 for tree removal and treatment to slow the death of thousands of trees. The priority will be to manage trees along thirty-four miles of paved trails with the focus then shifting to trees near amenities and along property lines where trees back to homeowner property and along parkways. This funding will lower risk of injury to homeowners, citizens, and staff and will decrease the likelihood of damage to park property, adjacent property and vehicular traffic. The Department's strategy is to slow the impact of the EAB and death of the trees so that staff resources and funding can be phased in over five years instead of having to appropriate millions of dollars up front in one or two years.

- **Departmental Efficiencies/Priorities - Native Plant Production Specialist - \$24,787 including 1 Full Time Career Position (split at 50% - balance of funding is proposed under the Water Quality Fund) and elimination of 1 Seasonal Workyear**

The native plant program continues to grow in scope, and over 50% of the plants being grown are used in conjunction with the NPDES and other waste water improvement projects and gardens within the department. Producing native plants in-house is more cost effective than buying from vendors, and using plants that originate from local germplasm provides a plant that will survive better in our local climate. This program supports stream restoration, storm drain outfalls, slope erosion stabilization, drainage issues and impervious removals, and bio-retention areas. Converting a seasonal workyear to a career position will provide needed support and expertise for this critical program. Funding also includes \$10,000 for supplies needed as part of this program.

- **Departmental Efficiencies/Priorities - Chief Performance Officer - \$100,658 including 1 Full Time Career Position**

The Chief Performance Officer is needed to identify and achieve cost savings and implement departmental efficiencies. Taking a department-wide view of performance, this position will develop measures to gauge performance of various units, working with stakeholders to improve them and reporting on performance to senior management. This position will also assimilate industry benchmarks and best practices. In addition, this position will help prioritize department-wide performance initiatives, help ensure that the department is meeting cost recovery targets and maintenance standards, assist the budget team in developing performance metrics and act as a strategic thinker to drive change and process improvement. This position will identify savings and efficiencies that more than cover its costs over time.

- **Departmental Efficiencies/Priorities - Program Coordinator for Activating Urban Parks - \$120,658 including 1 Full Time Career Position**

Active parks are a fundamental component of community building. This program coordinator will develop and oversee activities and programs that will increase the daily use of urban parks year round; work with community groups to build support for programs and events; developing an annual schedule of events; work with park staff to coordinate the addition of amenities to increase use of parks; and coordinate staffing of programs and events with park staff and volunteers. This position will also work closely with park development and planning staff to provide input on design of urban parks optimizing their daily and regular use. Funding also includes \$20,000 for supplies needed for implementation of the events and programs.

- **Departmental Efficiencies/Priorities - Athletic Fields Manager - \$90,441 including 1 Full Time Career Position**

The department maintains nearly 300 ballfields on parkland as well as 172 ballfields for Montgomery County Public Schools. Maintaining high quality ballfields continues to be a challenge for the department. This full time career position will support the Athletic Field Program Manager in the day-to-day management of field maintenance, construction and

renovation efforts. This position will work to ensure that maintenance standards are met and field conditions are monitored on a routine basis and report to senior management on alternative maintenance methods to optimize use. This individual will liaise with user groups, including leagues, adopt-a-field participants, Community Use of Public Facilities (CUPF) and permitting services to coordinate field availability due to renovation, construction efforts and weather-related events. This position will also work in tandem with the operational staff to ensure that all park constituents' needs are met.

➤ **Departmental Efficiencies/Priorities - Senior Marketing Specialist and Marketing funding - \$290,441 including 1 Full Time Career Position**

Our Department needs to grow the marketing and outreach programs to meet the needs of our public and our partners. Investing in marketing and promotional activities will increase revenues and visitation of the County's parks and facilities and is a key element in responding to the needs of the public and the Department's partners. The addition of the full-time career position will provide the Department with a marketing and public relations generalist who will be responsible for supporting approximately six internal clients and the Public-Private Partnerships program. Without the addition of this position, the Department will continue to struggle to support promotion of the County's parks and programs to the public. The increased funding level for ongoing marketing costs will allow staff to purchase consolidated annual media buys to reach our customers and that give Parks the most value. This will also enable Parks to then expand public outreach with additional media buys. Additional funding will also help staff to prioritize and better support the increased need within the community for multilingual marketing and outreach efforts. Finally, this additional funding will allow for improved targeted marketing.

➤ **Water Quality Fund - Native Plant Production Specialist - \$36,787 including 1 Full Time Career Position (split at 50% - balance of funding is proposed under the Water Quality Fund)**

See description above for this position under Departmental Efficiencies/Priorities.

➤ **Water Quality Fund - Green Management Coordinator- \$22,283 including 1 Full Time Career Position and (1.0) Term Position**

A two-year term contract green management coordinator began March 2014 as part of the NPDES team to further reduce pesticide use in Montgomery Parks by providing training in safe pesticide use and integrated pest management strategies leading to implementation of green management practices. A full-time career Green Management Coordinator is needed to oversee compliance with Maryland Department of Agriculture pesticide and fertilizer regulations; to centralize plant health management protocols; to standardize record-keeping and tracking of inventories as well as fertilizer and pesticide application data in the SmartParks database; and to provide required on-going staff training and support for plant pest problems. With the on-going changes in pesticide legislation, a career position is needed to meet departmental needs. This request is to add a career position and eliminate the term position currently providing support.

➤ **Pesticides Management - \$334,105 including 2 Full Time Career Positions and 3.6 Seasonal Workyears**

County Bill 52-14 requires all playgrounds to be pesticide-free. Of the 282 playgrounds maintained by parks, 125 playgrounds have wood carpet surfacing that requires pesticides for maintenance purposes. Currently, the department spends about \$15,000 per year to apply pesticides at playgrounds. In order to maintain these playgrounds without use of pesticides, the department requires an additional \$316,165 per year. Approximately \$78,365 of this total covers the cost of additional wood carpet material to help subside weed growth and about \$218,400 will be needed for labor for two career workyears and 2.8 seasonal workyears. These park maintenance workers will augment playground crews in the Northern and Southern Parks Divisions to assist with woodchip maintenance year round to diminish weed growth and to repair and replace wood borders around playgrounds. Bill 52-14 also requires the department to pilot five (four local ballfields and one regional ballfield) as pesticide-free ballfields. The incremental cost for this pilot is \$19,400. The current bill also requires the department to provide notice of its pesticide applications on its website at least 48 hours prior to application. This effort will require seasonal staff support equating to \$17,940 and 0.8 seasonal workyears.

**4. 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 programs continue to use the cost recovery analysis tool to calculate cost recovery for select fee based activities at least 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 determine whether a program is achieving its cost recovery goals, and, if not, generates discussion on whether the subsidy is acceptable or if we need 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 partial list of the many programs or policies that Parks staff has completed or implemented over the past year that correlate to the Vision 2030 themes.

➤ **Theme: Programs and Experiences**

- Opened a brand new visitor center in the stone barn and historic carriage house at Woodlawn Manor Cultural Park. We will be charging reasonable fees for our public, guided programs at the Visitor Center, as well as for field trips at the manor house and its outbuildings, and guided hikes on the Underground Railroad Experience Trail. These and other special programs will provide cost recovery in the cultural resources program.

- Supported the State's Environmental Literacy Initiative by waiving fees for school programs for Montgomery public, independent and home school groups (Grades K through 12). This provides more opportunity for all schools to have access to environmental literacy programs regardless of their financial situation.
- Created and formalized an ADA Access Team consisting of the Physical Access Team, Program Access office, and Facilities Management staff to coordinate, initiate, review, and guide programs and policies for accessibility throughout the Parks Department.

➤ **Theme: Planning and Development**

- Completed construction and opened Germantown Town Center Park which will provide new opportunities for recreation and leisure in a highly commercial and high density residential area.
- Began construction of Laytonia Recreational Park which will provide additional, high-level rectangle and diamond game experiences for the mid-county area.
- Implemented an on-line, electronic submittal process for Park Construction Permits to simplify the approval process for work to be done on property owned or managed by the M-NCPPC or dedicated to the M-NCPPC.
- Reviewed and issued over 40 Park Construction Permits for projects proposed by other agencies and outside entities on parkland.
- Acquired 17 properties as identified by master plans or beneficial opportunities, adding 534 acres to the Montgomery Park System.
- Prepared and submitted the Parks FY17-22 Capital Improvements Program based on criteria and priorities identified in Vision 2030.
- Prepared and distributed an Americans with Disabilities Act (ADA) Compliance Manual to guide design, construction and operations staff with their work.
- Completed an overall accessibility prioritization ranking of parks and amenities. Ensured geographic parity in distribution of proposed ADA improvement projects throughout the park system.
- Removed an estimated 200 barriers to accessibility within the park system.
- Used PROS Service Delivery Strategies, based on population density in each of seven subareas, are guiding park and trail planning priorities. For example, we are conducting site selection studies for popular and needed dog parks and skate parks. The first urban dog park will open soon in Silver Spring at Ellsworth Urban Park. The Countywide Park Trails Plan Amendment, now in work sessions at the Planning Board, focuses on delivering trails based on where the level of service is lowest.
- Completed Phase I and Phase II of the Brookside Gardens Master Plan improvements which included transforming and redesigning the entrance and adding spaces and other design features in and around the entrance and parking area.

➤ **Theme: Operations, Maintenance, and Safety**

- Completed life safety and ADA improvements and obtained Use and Occupancy Permit for historic barn at Agricultural History Farm Park as first step towards implementing year round programming at this facility.

- Began construction of new maintenance yard at Rock Creek Regional Park which will allow for improved staff safety, as well as secure storage and protection of equipment, supplies, and materials needed to perform park maintenance.
- Participate collaboratively as a Department to improve service delivery for athletic fields, trails, and urban park activation.
- Achieved three-star certification for Evans Parkway Neighborhood Park in the Sustainable Sites Initiative (SITES) national pilot program, becoming the first park in Maryland to be certified.
- Worked with the County to create and promote a joint summer of safety campaign to encourage safety on trails, in parks and when encountering wildlife.
- In addition to the structured feedback program, the Parks Information and Customer Service office frequently receives in-the-moment feedback from park visitors and neighbors that improves the safety of parkland. Feedback commonly received includes reports of off-leash animals, suspicious persons or encampments, dead or leaning trees, and maintenance needs on playgrounds or park areas that affect the safety of the parks system. Recent improvements in technology and staffing have resulted in faster and more reliable service to park visitors.
- Collaborating with Montgomery County Public Schools on building the new Multi-Agency Service Park (MASP) to include relocating the existing M-NCPPC Shady Grove Maintenance Facility. Currently, the projected move-in date is in March 2017.

➤ **Theme: Management**

- Collaboration between the Northern Parks Division and the Enterprise Division improved management and increased revenues at the boat shops at Rock Creek Regional Park and Black Hill Regional Park and the campground at Little Bennett Regional Park.
- As formal lease and MOU agreements come up for renewal, the Department is striving to charge fair market and common area maintenance fees (CAM) to cover actual costs to the Department as documented through SmartParks for administrative and maintenance costs for those structures and amenities.
- Continued to identify charges for extra costs associated with third party events and programs and to ensure that the event organizers cover those extra costs including park maintenance and park police time outside of their normal and routine role.
- Streamlined compliance reporting of "adopt-a-field" agreements.
- Continued to expand features and usage of SmartParks by adding dashboards for analysis of data, by populating ADA deficiencies for planning and status reporting, by adding tracking schedules for routine inspections and other preventative maintenance activities, and by adding tracking of pesticide usage. In addition, the SmartParks team is continuing to expand the system's functionality by planning for additional integrations with other systems.

➤ **Theme: Marketing and Outreach**

- Expanded marketing support to partner organizations.
- Renewed partnership legal agreements and added provisions that promise increased revenue and cost savings.
- Took steps to address long-term capital improvement needs of partnerships.
- Created and executed campaigns for seasonal festivals and events, summer camps, and program registration. With targeted marketing expenditures, we have increased web traffic to campaign web pages, increased social media engagement and increased attendance at events.
- Created an outreach program to support park planning and development projects and maintenance projects. The new outreach coordinator and public information staff created a central database listing all plans and projects across the Department, and developed a draft of operating standards for outreach. Planners will be trained on how to use these new standards to create consistency between communities involved in the planning efforts.
- The Parks Information and Customer Service Office is actively growing the existing “How Are We Doing?” survey program from a single opt-in survey to a multi-faceted program that includes statistically-valid elements, broader distribution and benchmarking. The expanded “User Experience” program will improve our understanding of community interests, needs and satisfaction of our current park offerings.
- Implemented a new Customer Relationship Management (CRM) system to track customer inquiries and requests, improving relationships with customers and providing better data analytics.

**5. Provide an update on efforts to improve the efficiency of maintenance operations during FY16.**

The Department of Parks is committed to adopting technology, processes and procedures to increase service efficiencies. Examples of efficiency improvements include:

➤ **Training:**

- Specialized employee training continues to be a highly effective tool in streamlining operations and eliminating repetitive tasks.
- Providing equipment specific training remains a priority.
- Minimized employee travel time and improved customization of class content by providing smaller classes at each maintenance yard for pesticide training.
- Certified Professional Fertilizer Applicator Recertification classes are required by the Maryland Department of Agriculture (MDA). The Department of Parks invited MDA staff to park training facilities to recertify 17 of our maintenance staff. Having the training at park sites reduced travel time and facilitated class content designed to meet our specialized applications, especially with athletic field management.

➤ **Technology in the Field:**

- Continued to increase the use of scanning and storage of files on shared directories as a means to reduce paper usage and improve accessibility to data for staff.
- Completed the department-wide upgrade to Office 2016 improving our ability to collaborate and communicate. This upgrade enhances our Microsoft application offerings and greatly improves staff's ability to share data among across many device types and platforms.
- Improved teleconferencing technology by creating seamless and user-friendly access to Skype to decrease travel time and carbon footprint.
- Continued to increase usage of iPads in the field to more efficiently determine park property ownership to monitor and police encroachments; conducted evaluations of park infrastructure such as athletic fields, trails, and parking lots for maintenance practice effectiveness and lifecycle replacement; and identified environmentally-sensitive areas prior to planning projects.
- Provided leaders and managers with laptops, significantly increasing communications in real time, improving response times and reducing the need to return back to the facility to access network files and emails. SmartParks has been installed on all Manager and Leader cell phones for accessing and completing work orders remotely. This was previously done by administrative staff using paper logs.
- The Pope Farm tree inventory was loaded into SmartParks for better tracking and efficiency in tagging plant orders in the nursery.
- Cell phones have been purchased and assigned to all staff that work primarily by themselves, usually on equipment in remote areas. This allows for quick and direct contact with staff in the field to communicate work program changes and to get the status updates. Previously, supervisors would have to drive across the region to locate each staff person. This is also a safety improvement.
- Mapping of newly planted trees at park sites is being done to track plant health, source where the plant was purchased, and to identify maintenance (watering) schedules resulting in more efficient use of staff time.
- Staff was able to inventory 99 percent of parks using the GIS Collector app on smartphones and iPads to map ash trees and the incidence of Emerald Ash Borer damage. By mapping these areas, staff is better able to provide tree removal contractors with details on tree locations and to have an understanding of budgetary implications with a more accurate count of the number of trees that need to be removed.
- The Department continues to use GIS collector app to conduct a tree inventory of all trees in developed areas of parks to get a better handle on tree species related issues on a county-wide level and be better prepared for pest and disease problems as they arise.
- Staff is also using the GIS collector app to collect information on ballfield conditions for both park and school fields.

➤ **Maintenance Operations:**

- Continuing to use contractors for certain seasonal/infrequent tasks and services that require specialized equipment, employee training, and equipment servicing. This includes some specialized ballfield renovation tasks and some large scale non-native invasive plant removal projects.
- 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. Staff has moved exclusively to recycled concrete as the first choice of base material on all projects.
- The Department continues to monitor and exchange high use vehicles with low use vehicles to maximize use of fleet.
- A specialized recycling truck was purchased to efficiently handle the increased number of recycle cans in some of our most heavily used local and regional parks.
- The Southern Parks headquarters was relocated from Cabin John to Meadowbrook. This has reduced staff travel time to Parkside, MRO and other facilities that are frequented by administrative staff in the Southern Parks division.
- Pope Farm staff is testing several pre-emergent herbicides in different nursery areas to see which one is best at reducing the number of weeds during the growing season. Pre-emergent herbicides are applied early in the growing season and act as a barrier to weed growth thereby reducing the number of pesticide applications needed during the busy summer months where weed growth is at its peak. By using these pre-emergent products, weeds around newly planted trees in parks should be less of a problem for the maintenance staff in the Northern and Southern area parks thereby reducing weed eating, herbicide application and hand pulling in the mulched areas of each tree.
- Contracted out tree maintenance along parkways and trails relieves our crews from this time consuming preventative maintenance work and enables our crews to concentrate on the more pressing hazard tree removal work requests in parks. This has enabled us to reduce our backlog from over 1000 work requests to under 500.
- Pope Farm staff retrofitted a mower for herbicide applications that reduces the potential for product drift, lowers amount of pesticide and is safer for the applicator. Staff has also started using a battery operated backpack pruner, making high volume pruning more efficient while reducing worker fatigue.
- Woody and compostable debris from storm clean-ups is taken to Pope Farm for conversion to mulch and compost. This green waste recycling operation produces wood chips that are used by the nature centers in landscape demonstration gardens, community gardens and significant trees. The Department also utilizes the compost and wood chips produced in tree preservation work for park development and renovation projects.

➤ **Sharing Resources:**

- Continued utilization of departmental resources, (personnel, trucks, salt) during weather emergencies. These divisions include Northern Parks Southern Parks, Facilities Management, Horticultural, Forestry and Environmental Education, Enterprise, and Park Police. Prior practices would be to utilize resources within each division exclusively. Efficiencies are gained by utilizing what may not be needed in one area versus over-utilizing resources in a single area.
- Continued to look for opportunities to share resources, both personnel and material, across management areas and among divisions as well. This results in cross training opportunities and increased staff awareness of broader operations; continued to share field maintenance equipment between management areas (Quake aerators) to improve field playability and drainage for increased usable hours (fewer refunds) and player safety as well as providing snow removal support and stormwater facility maintenance support.
- Southern Parks has co-located Playground Safety Inspectors and staff at one location to increase communication and coordination of work projects.

**6. Provide the vacancies by quarter for the last 3 years.**

**Department of Parks Quarterly Vacancy Report - FY14, FY15, and FY16**

Authorized Positions		675		Authorized Positions		694		Authorized Positions		706	
Quarters		Vacancies	Vacancy Rate	Quarters		Vacancies	Vacancy Rate	Quarters		Vacancies **	Vacancy Rate
FY 2014	1st Q   Sept. 2013	57	8.44%	FY 2015	1st Q   Sept. 2014	81	11.67%	FY 2016	1st Q   Sept. 2015	78	11.05%
	Recruitable Vacancies	23	3.41%		Recruitable Vacancies	53	7.64%		Recruitable Vacancies	49	6.94%
	Frozen Vacancies*	25			Frozen Vacancies*	25			Frozen Vacancies*	28	
	Contract Working Against Vacancy	9			Contract Working Against Vacancy	3			Contract Working Against Vacancy	1	
	Budgeted Lapse		7.50%		Budgeted Lapse		7.50%		Budgeted Lapse		7.50%
	2nd Q   Dec. 2013	54	8.00%		2nd Q   Dec. 2014	62	8.93%		2nd Q   Dec. 2015	86	12.18%
	Recruitable Vacancies	20	2.96%		Recruitable Vacancies	33	4.76%		Recruitable Vacancies	57	8.07%
	Frozen Vacancies*	25			Frozen Vacancies*	25			Frozen Vacancies*	28	
	Contract Working Against Vacancy	9			Contract Working Against Vacancy	4			Contract Working Against Vacancy	1	
	Budgeted Lapse		7.50%		Budgeted Lapse		7.50%		Budgeted Lapse		7.50%
	3rd Q   Mar. 2014	53	7.85%		3rd Q   Mar. 2015	71	10.23%		3rd Q   Mar. 2016	71	10.06%
	Recruitable Vacancies	19	2.81%		Recruitable Vacancies	40	5.76%		Recruitable Vacancies	67	9.49%
	Frozen Vacancies*	25			Frozen Vacancies*	27			Frozen Vacancies*	28	
	Contract Working Against Vacancy	9			Contract Working Against Vacancy	4			Contract Working Against Vacancy	4	
	Budgeted Lapse		7.50%		Budgeted Lapse		7.50%		Budgeted Lapse		7.50%
	4th Q   Jun. 2014	57	8.44%		4th Q   Jun. 2015	65	9.37%		4th Q   Jun. 2016	0	0.00%
Recruitable Vacancies	26	3.85%	Recruitable Vacancies	34	4.90%	Recruitable Vacancies		0.00%			
Frozen Vacancies*	25		Frozen Vacancies*	27		Frozen Vacancies*	28				
Contract Working Against Vacancy	6		Contract Working Against Vacancy	4		Contract Working Against Vacancy					
Budgeted Lapse		7.50%	Budgeted Lapse		7.50%	Budgeted Lapse		7.50%			

\*Frozen vacancy totals include 1/2 of annual WY lapse to better reflect actual attrition rate.

\*\* In FY16, hiring was deferred for some of the vacant positions in order to meet the 1% savings plan.

**7. 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 FY16 budget.**

Overall, the Supplies and Materials (S&M) increased by \$590,318 or 9.5% over the FY16 budget while Other Services and Charges (OS&C) increased by \$1,342,963 or 10.7%. In addition, Capital



Outlay increased by \$259,650 or 57.1%. Note that the FY16 approved budget actually had a 1% overall decrease in non-personnel costs from the FY15 level due to the reductions made in the final approved budget, so many of the FY17 adjustments include further necessary incremental increases.

The majority of these cost increases for the FY17 proposed budget are associated with new initiatives including: 1) Body cameras for all sworn officers; 2) Security cameras purchase and installation; 3) Tree contract services required due to damages from the Emerald Ash Borer (EAB); 4) Native Plant Program; 5) Activating Urban Parks; and 6) Pesticide Legislation. In addition, \$460,000 of the non-personnel increases are associated with OBI, with the capital outlay portion of \$259,650 as a one-time expense for FY17. Other major known commitment increases in S&M and OS&C are included in known operating commitments including contractual obligations, program access funding, telecommunications increases, and an inflationary increase for supplies.

- 8. The budget increases the number of career positions/ workyears by 18.5 and the number of seasonal/ intermittent workyears by 6.6. The budget justification for these new workyears is very limited so please provide a description of why they are needed.**

The proposed budget request includes a total of eighteen new positions (19 career positions offset by a reduction of one term position) for the new initiatives. Detail on these positions is included in the response to question three. Collectively, there are a total of seven positions associated with OBI for Northwest Branch RP, the Multi-Agency Service Park, Woodlawn Barn Visitors Center, and Laytonia RP. In addition, the proposed budget includes the conversion of one position from part-time to full-time as well as the addition of one position which was transferred from the Enterprise Fund.

The increase in seasonal workyears includes 2.6 workyears for new initiatives (3.6 workyears are associated with the Pesticide Legislation which is offset by the reduction of 1.0 seasonal workyear for the Native Plant Production program). A total of 3.6 workyears were added as part of the OBI cost, and 0.4 workyears were added to support Program Access needs for our classes and events.

- 9. Please explain the increases in the cost of contractual services associated with graphic design and web development services, the consolidated registration support, and rental fees for portable toilets.**

Staff is undergoing a redesign of the Department's website to improve navigation and make it easier for the public to find the information that it needs as well as make the information easier to view and read on mobile devices. The additional marketing funding included in the proposed budget will enable us to continue to improve and enhance our website's accessibility. Funding will also be applied toward graphic design and publication services for materials to market our events and to increase event photography and videography support.

The contractual increase for the consolidated registration support is for the ActiveMONTGOMERY system. This new system is designed to provide a streamlined and user-friendly registration system for facility and athletic field permitting as well as for class and program registrations. This increase is for costs related to the continued integration and

administration of the system including compensation increases associated with the services of an accountant and a system administrator as well as transaction fees assessed for each registration.

The rental fees for the portable toilets are based on the costs from the current competitively bid contract. The previous contract for portable toilets had very favorable pricing, and prices increased in this current contract. In addition, the main factor impacting the cost increase relates to the higher cost of ADA compliant portable toilets. Based on legislative mandates, the Department has had to replace many of the standard portable toilets in our parks with the ADA compliant ones which have a higher rental cost.

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

SmartParks is the Department of Parks primary asset management, inventory, and work order system. It allows managers to track and report labor time spent by staff in routine preventive maintenance, service requests, and major maintenance projects. Information from SmartParks is used to support budget preparations, impacts of new park development, track performance measures, and to help calculate the operation costs of amenities within the parks system.

The new SmartParks system (Infor EAM) is a web-based, hosted solution, supports mobile technology, can integrate with financial, Human Resource, procurement system, and has easy reporting tools and dashboard displays of information.

Over the past year, the SmartParks team has developed several dashboards for easy and user-friendly access to high-level information by supervisors and senior management. The team launched training for mobile use, making it convenient for field staff to enter and access data remotely, and began building the integrations with EnergyCAP and FASTER databases that will allow staff access to energy/utility data by facility and provide analysis of vehicle assignments and usage by staff person and facility. The team is also populating the system with ADA deficiency data so that appropriate work orders can be generated to correct those deficiencies and provide reports on which facilities and amenities are ADA compliant. Many inspection schedules have been built into the system to inform staff when bridge inspections, court inspections and parking lot inspections are needed. Staff is also just beginning to collect pesticide usage in SmartParks. The SmartParks team has developed plans to capture additional useful data and integrations so the system becomes the single source of departmental information for managing park operations.

**11. Provide an update on the implementation of Active.**

The collective opportunity for the Recreation Department, Department of Parks and CUPF (Community Use of Public Fields) to continue to work collaboratively has been extremely successful. Several of the facilities within the organizations transitioned to ActiveMONTGOMERY on August 17 while others have transitioned throughout the year and others will do so this upcoming spring season. By the end of FY16, all organizations will be fully transitioned into the new registration and reservation system allowing customers to access a single system for registration of recreation and park programs. As with any software implementation, there have been some challenges. However, the Governance team continues to meet monthly to discuss concerns and work together to resolve issues. The software product

continues to evolve and Active has been slow but supportive in helping to make modifications and enhancements that better support our business practices and environment.

**12. What percentage of costs associated with Active are charged to the Enterprise Fund? What percentage to the Park Fund?**

The charges are split 50/50 between the Park Fund and the Enterprise Fund for the Accountant (\$42,010) and System Administrator positions (\$45,231) while the ACTIVE Net transaction fees are charged directly to the applicable facility consistent with the receipt of the revenue. Transaction fee costs are trending higher than originally projected.

**13. Provide more detail on the significant changes in revenues and costs for the Park Facilities in the Enterprise Fund? What is the \$1.15 million transfer out for?**

Brookside Gardens revenue is proposed to increase due to the full re-opening of the facility after extensive renovation projects that limited the programs, weddings, and special events offered. Their expenses have increased as well since they will be fully operating. Fees are also being increased to cover minimum wage costs and ActiveMONTGOMERY transaction fees.

The \$1.15M transfer out is for several planned CIP projects. The total includes \$300,000 for a new boathouse at Black Hill Boats; \$250,000 for improvements and upgrades at Little Bennett Campground to include a nature themed playground and water feature; and \$600,000 towards enclosing Wheaton Sports Pavilion. The project for Wheaton Sports Pavilion is still under review to determine whether to move forward with enclosing the facility or to reduce the scope to only include improvements to the roof and painting of interior beams. If the scope is revised, then funding may be reallocated for the Black Hills boathouse if needed and for ADA improvements.

**14. What is the transfer out for related to Event Centers and why the increase over FY16?**

The \$150,000 transfer out is to continue the phased construction on a new entrance and reconfiguration of both main parking lots at Rockwood Manor. At this time, the project's total cost is still pending and is dependent on the Planning Board's approval of design options.

**15. The description of Enterprise Fund changes on page 273 indicates 1 transfer in and 1 transfer out which should net out – but the chart on page 272 shows an increase in positions. Please clarify.**

There was an additional transfer of one position and the associated workyear from the Event Centers to Enterprise Administration. That position will help meet the maintenance needs of multiple Enterprise facilities. The comment was inadvertently omitted from the Major Changes section.

**16. What are the operating costs associated with a reopened Maydale Nature Center?**

The Department's FY2017 operating budget request does not include operating funds for Maydale Nature Center. However, as a result of the community's continuing interest in the use of the Maydale Conservation Park, a working group was formed to consider plans for restoring a nature center at the park. The recommendations from this working group was presented to the Planning Board on April 7 during which public testimony was also heard. Three alternates were

presented, all having an approximate operating budget impact of \$100,000 per year which primarily includes staffing with modest costs for upkeep of the facility and utilities. The Department would include this cost in its FY18 operating budget request. Staff has not estimated revenues at this time as specific programming has yet to be determined, but any anticipated revenues will be modest as the nature center will have a small footprint with one staff person. There is also possibility that some of the programming will be managed by citizens. The link to the full Planning Board report can be found here:  
[http://www.montgomeryplanningboard.org/agenda/2016/documents/MCPB-DepartmentofParksNatureCenters\\_000.pdf](http://www.montgomeryplanningboard.org/agenda/2016/documents/MCPB-DepartmentofParksNatureCenters_000.pdf)

