

PHED Committee #1  
April 16, 2012

**MEMORANDUM**

April 12, 2012

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

FROM:  Marlene Michaelson, Senior Legislative Analyst

SUBJECT: Maryland-National Capital Park and Planning Commission FY13 Operating Budget:  
Department of Parks

*Those expected for this worksession:*

Francoise Carrier, Chair, Montgomery County Planning Board  
Mary Bradford, Director, Department of Parks  
Mike Riley, Deputy Director of Administration, Department of Parks  
Gene Giddens, Deputy Director of Operations, Department of Parks  
MaryEllen Venzke, Chief, Management Services Division/Parks  
Christine Brett, Chief, Enterprise Division/Parks  
Karen Warnick, Budget Manager, Department of Parks  
Patti Barney, M-NCPPC Executive Director  
Darin Conforti, M-NCPPC Corporate Budget Manager

This memorandum provides an overview of the Maryland-National Capital Park and Planning Commission (M-NCPPC) budget, a summary of major changes proposed for FY13, and the budget for the Department of Parks Park Fund and Enterprise Fund. The Planning Department, Special Revenue Funds, Advance Land Acquisition Revolving Fund, the Property Management Fund, and the Internal Service Funds will be addressed at the second Committee worksession on April 18, and Central Administrative Services, as well as any follow-up issues, will be addressed on April 23. Park Police will be considered separately by a joint Public Safety/Planning, Housing, and Economic Development (PHED) Committees meeting on April 16.

**All page references are to the M-NCPPC Fiscal Year 2013 Proposed Annual Budget or, where specifically noted, the M-NCPPC Supplemental Program Budget; Committee Members may wish to bring copies of both documents to the meeting.** Relevant pages from the County Executive Recommended FY13 Operating Budget are attached on © 14 to 20. M-NCPPC responses to Council Staff questions on the budget are attached at © 1 to 13. Since many of these responses were

transmitted shortly before the deadline for this packet they are only addressed in a cursory manor in this memorandum.

### OVERVIEW OF M-NCPPC BUDGET

The total requested FY13 budget for the agency for **all funds**, including self-supporting funds, debt service, and reserve is \$145.3 million, an increase of \$769 thousand, or 5.6 percent, as compared to the FY12 budget (see page 32). 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.

The table below summarizes the **tax-supported** request. In February 2012, the Council approved an FY12 Spending Affordability Guideline (SAG) for M-NCPPC of \$93.6 million or \$3.6 million (4%) above the \$90,000,000 approved FY12 budget. For FY13, the Commission has requested \$102,189,400 (excluding debt service, grants, and reserves), approximately \$8.59 million above the February SAG amount target. The County Executive recommended funding at the Agency requested level. Staff cannot recall the last time the Executive has supported the Agency request.

<b>M-NCPPC SUMMARY OF TAX SUPPORTED FUNDS</b>			
(Millions)			
		Increase/Decrease Over Approved <b>FY12</b> Budget	
		Dollars	Percent
Approved FY12 Budget	\$90.0		
M-NCPPC FY13 Request	\$102.2	\$10.2	11.4%
February Spending Affordability Guideline (SAG)	\$93.6	\$3.6	3.8%
Executive Recommendation	\$102.2	\$10.2	11.4%

### COMPENSATION

Compensation for all agencies will be considered by the Government Operations and Fiscal Policy (GO) Committee in May, but understanding the proposed compensation provides useful background for the PHED Committee's deliberations. The FY13 budget as submitted by M-NCPPC does **not** include cost of living adjustments (COLA) or merit increases, but instead funds a one time salary adjustment similar to what is being proposed for County Government. The proposed budget funds Other Post-Employment Benefits (OPEB), including the fourth year of the eight year prefunding plan. The Commission also proposes to increase employee contributions to the defined benefit pension plan and increase the employee contribution to health insurance premiums. M-NCPPC is currently in negotiations with unions and therefore no changes in compensation or benefits have been finalized.

## MAJOR CHANGES IN THE FY13 BUDGET

There are no major changes proposed by M-NCPPC for the FY13 budget, and the only increases over FY12 are for Other Post-Employment Benefits (OPEB - \$1,078,500), health insurance (\$3,478,500), restoration of furloughed days (\$833,400), net wage and benefit restructuring (\$1,059,400), and major known operating commitments (\$501,810). Health insurance will increase significantly because, for the first time in five years, M-NCPPC will not have excess reserves to pay for rate increases. There is also a \$1,334,300 reduction in pension costs due to favorable market performance and a timing change in recognizing when the employer contribution is made, providing a one time decrease in costs. Overall workyears in the Administration Fund (the Planning Department, Commissioners' Office, and Central Administrative Services (CAS)) decrease by 3% (from 178.85 to 173.40), due to changes proposed for CAS, while workyears in the Department of Parks are proposed to increase by 6.3 workyears (1%) from 619.3 to 625.6, including seasonal and contract employees (see page 38).

## M-NCPPC PARK FUND

### Background and Summary

The Montgomery County Park System includes 415 parks with over 35,000 acres of land. M-NCPPC has requested FY13 funding of \$81,004,800, ~~excluding grants and reserves~~. This represents a \$5.1 or 6.7 percent increase from the FY12 approved budget. **The Executive supports this request.**

<b>PARK FUND BUDGET HIGHLIGHTS (Millions)</b>	
FY12 Approved Budget	\$75.9
FY13 Request	\$81.0
FY13 Executive Recommendation	\$75.9
Difference Between Approved Budget and Request	\$5.1

Although the Department of Parks experienced significant reductions last year, they are to be commended for seeking efficiencies and maintaining a quality park system. They have continued to manage more acres with less staffing and to seek creative ways to maintain the parks and increase Enterprise Fund revenues.

### Changes from FY12 to FY13

The proposed FY13 Department of Parks budget provides a level of service substantially similar to FY12. Most of the increases in the M-NCPPC request are associated with compensation and benefits (including the elimination of the FY12 furlough). Page 166 of the budget lists \$5.8 million in increases and \$660,870 offsetting decreases, leading to a net increase of \$5.1 million or a 6.7 percent increase above the approved FY12 Department of Parks budget.

Employee Health Benefits	\$2,851,500
Debt Service	\$90,800
Unfunded Obligations (OBI)	\$168,200
Elimination of FY12 pay reductions	\$570,000
Foundation Staff and Supplies	\$170,000
Portable Toilets	\$72,700
Known Operating Commitments/Chargeback Adjustments	\$1,024,840
Net Wage Adjustments and Benefit Cost Restructuring	\$814,600
<b>Subtotal Increases</b>	<b>\$5,762,640</b>
Net Changes in Retirement and OPEB	-\$146,500
Salary Lapse increase	-\$226,470
Utility Efficiencies	-\$287,900
<b>Subtotal Decreases</b>	<b>-\$660,870</b>
<b>NET TOTAL</b>	<b>\$5,101,770</b>

For the past 5 years, the Department of Parks and the Planning Department have presented a program budget to the Council, which provided very useful information. This year, the Planning Department continued to present a program budget, including costs and workyears by program. The Department of Parks replaced its program budget with cost recovery data, which is discussed in more detail below. They have continued to provide program indicators and performance measure but no longer include costs and workyears by program. Staff understands the Department's desire to focus on cost recovery this year, but hopes they will return to providing program cost and workyears in future budgets.

### **Costs by Division**

As noted above, the Department did not allocate costs or workyears by program or subprogram this year, making it impossible to assess resources dedicated to different programs for FY13 as compared to FY12. They did include this information by Division, as shown below. Changes in workyears by Division are minimal. They include the reallocation of lapse among Divisions based on a management decision to allow additional hiring for the Park Police, the addition of seasonal labor to the Horticulture, Forestry, and Environmental Education Division, and the addition of two part-time couriers in the Director's Office (this service was provided by 3 Park Police volunteers in FY11-12). Most of the other non-significant changes in workyears relate to the Department-wide redistribution of lapse.

<b>FY12 AND FY13 PARK FUND BUDGET</b>				
<b>Excluding Grants, Non-Departmental, Debt Service and Reserves</b>				
	Approved FY12	FY13 Request	Change from FY12 to FY13	% Change from FY12 to FY13
Director of Parks (\$)	\$ 866,400	\$ 891,200	\$ 24,800	3%
workyears	5.00	6.00	1	20%
Public Affairs and Community Partnerships (\$)	\$1,866,000	\$ 1,928,900	\$ 62,900	3%
workyears	18	18.2	0.2	1%
Management Services (\$)	\$ 3,243,630	\$ 3,208,000	\$ (35,630)	-1%
workyears	20.60	20.10	-0.5	-2%
Park Planning and Stewardship (\$)	\$ 3,038,900	\$ 2,987,700	\$ (51,200)	-2%
workyears	25.70	24.80	-0.9	-4%
Park Development (\$)	\$ 2,976,600	\$ 2,845,800	\$ (130,800)	-4%
workyears	24.80	23.80	-1	-4%
Park Police (\$)	\$11,344,200	\$12,765,500	\$ 1,421,300	13%
workyears	104.90	109.40	4.5	4%
Horticulture, Forestry and Environmental Education (\$)	\$ 7,170,500	\$ 6,987,600	\$ (182,900)	-3%
workyears	73.20	79.40	6.2	8%
Facilities Management (\$)	\$10,099,500	\$10,075,300	\$ (24,200)	0%
workyears	91.10	89.80	-1.3	-1%
Northern Region (\$)	\$ 7,876,800	\$ 7,803,300	\$ (73,500)	-1%
workyears	101.00	100.00	-1	-1%
Southern Region (\$)	\$11,436,600	\$11,534,800	\$ 98,200	1%
workyears	153.90	151.20	-2.7	-2%
Support Services (\$)	\$9,949,800	\$9,690,400	-\$259,400	-3%
workyears	1.10	2.90	1.8	164%
<b>Total Tax Supported Funds</b> (excluding grants, non-departmental, debt service, and reserves)	\$69,868,930	\$70,718,500	\$849,570	1%
	619.30	625.60	6.3	1%

### Impact of Funding Decreases on Parks

Page 160 of the budget highlights M-NCPPC's concern that the requested level of funding is not sufficient to meet their current needs and discusses an increasing backlog of maintenance (1,255 outstanding work orders for repairs and preventative maintenance last year and over 2,000 outstanding work orders this year). They note that the longer the maintenance is deferred, the longer it will take to reverse the trend back to a level needed to sustain a quality park system. Their comments imply a need to increase funding for the Department of Parks. Staff believes that it is unrealistic to assume that the current fiscal situation is temporary and that prior funding levels will be restored. Instead, the Department must consider alternatives that **do not** require a significant increase in the budget. Options include the following:

- Reduce the number of parks in the system;
- Reduce the number of maintained acres;
- Develop new maintenance standards and reduce expected level of service/ maintenance<sup>1</sup>;
- Reduce programming offered by the Department;
- Increase cost recovery targets and implement fee increases;
- Seek outside sources of funding (e.g., grants and donations) and increase use of volunteers; and
- Identify ways to operate the Department more efficiently to improve output without increasing staff.

Obviously, the last two options least impact County residents that visit parks and should be the highest priority, and increased cost recovery can also help prevent a decrease in service. The PHED Committee has had numerous discussions over the years regarding how the Department of Parks could increase efficiency and Staff asked for an update on their efforts. Their response is attached at © 7 to 9 and focuses on efficiency increases as a result of technology, expanded use of volunteers, and changes in maintenance and operations. There has been substantial progress, but this needs to continue to be a focus of Department efforts. The Office of Legislative Oversight (OLO) conducted a study in 2002 and found that two strategies park systems used to increase efficiency were the use of automated systems to track time spent on different maintenance functions and the use of seasonal employees. Staff asked for updates on both issues, and they are addressed below.

### **SmartParks**

The OLO study of park maintenance found that many of the top parks departments across the country were using automated systems to track the costs associated with different maintenance functions. They were then able to compare the amount of time dedicated to those activities at different parks, and set benchmarks that could be used to determine which teams/employees were taking more or less time with standard tasks as a way to identify potential efficiency improvements or problems. The Council funded the SmartParks system shortly after reviewing the OLO report.

Staff asked the Department of Parks for an update on SmartParks and their response appears on © 1 to 2. Their response discusses how they are using SmartParks:

We are continually working within the system to prioritize work orders to better manage operations; identify and correct anomalies; improve inventory control by expanding the categories and specifics of each item; add details on facility usage and conditions to support the decision making process; and create database connections to other park systems (GIS, ParkPASS, HR, IT, EnergyCap) to be able to report on all aspects of park operations.

They are currently working cooperatively with the Prince George's Department of Parks and Recreation to update the current SmartParks software since they believe the current software is still operational but obsolete.

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<sup>1</sup> Maintenance Standards appear on pages 161 to 163 of the budget and include the optimal frequency standard, recent budgeted levels of maintenance, and the proposed standard for FY13. For virtually every standard, the FY13 proposed is less than the optimal standard, in some cases dramatically so (e.g., the optimal standard for landscape maintenance for Urban Parks is once a week, but the FY13 proposed level of service is 4 times per year).

## Seasonal Employees

In FY11, to meet their targeted budget reductions, the Department of Parks eliminated all contract and seasonal employees. In FY12, they were able to restore 30.8 workyears of seasonal/intermittent staff time and, in FY13, have increased this to 40.6 workyears. (The Department's update on the use of seasonal employees appears on ©4.) This is still below the 58 workyears in FY10 and significantly below the levels of other park systems known for efficient management. OLO found that for those systems not located in warm climates (where there was a more consistent need for year-round services), the percent of the workforce that was seasonal ranged from 15% to 75% of the workforce, significantly greater than the 8% of seasonal employees used by the Department of Parks when the study was conducted. The benefits of seasonal employees for the parks system include the following:

- Enable the Department of Parks to increase the number of employees during peak season and reduce them in the winter when parks are less heavily used.
- Rapid hiring in response to workload needs.
- Scheduling flexibility – they can be employed the days, weeks or months needed and do not typically have a fixed schedule over an extended period of time. This is particularly significant since parks can be most used during non-traditional work hours.
- Significant labor cost savings. The average salary of a seasonal employee equates to **\$20,500** per workyear, while the average salary and benefits of an **entry level** full time parks maintenance worker is **\$41,402**. In addition, seasonal employees can be used during non-traditional hours when other employees would have required overtime.

Staff continues to believe that the Department of Parks should have a target level of seasonal employees of at least 20%. Staff is **NOT** recommending that the Department lay off full time employees and replace them with seasonal workers or use seasonal labor for jobs that should be staffed by full time employees. However, the Department should continue to assess which functions are truly seasonal in nature and staff those functions accordingly.

## Vision 2030 and Cost Recovery

For the past two years, the Department of Parks has worked in cooperation with the Montgomery County Department of Recreation to complete the *Vision 2030 Strategic Plan for Parks and Recreation in Montgomery County, MD*. Vision 2030 made a number of recommendations, and the Department has described its efforts to implement these recommendations on © 5-6. Given the broad range of recommendations, **Staff believes that a follow-up briefing post budget may be appropriate.**

Through the Vision 2030 initiative, Parks staff committed to develop a **resource allocation strategy** based on an in-depth analysis of all services offered by the Department of Parks, and identify which services should be fully or partly tax-supported and which should be able to recover all or a portion of their costs through fees, charges, or donations. For the FY13 budget, the Department replaced the former program budget data with cost recovery data for each program element, focusing on the direct costs of providing the services (the specific identifiable expenses associated with providing a service or operating and maintaining a facility, space, or program). Indirect costs such as police, planning, and administration are not included in the cost recovery data this year, but may be in future years, once the Commission implements the new Enterprise Resource Planning system (ERP).

Department of Parks staff created a cost recovery pyramid for the Park Fund and Enterprise Fund, with specific cost recovery targets shown on pages 81 to 83 of the Supplemental Program Budget Book. The five levels of the pyramid are as follows:

- Tier 1. **Mostly Community Benefits** includes those services, programs, and facilities that mostly benefit the community as a whole. These services may increase property values, provide safety, address social needs, and enhance the quality of life for residents. Community-wide Events and Volunteer Programs are in tier one. There is no minimum cost recovery goal.
- Tier 2. **Considerable Community Benefits** includes services that promote individual physical and mental well-being and may begin to provide skill development. Introductory Classes, Workshops and Clinics, Monitored Facility/Area Usage, and Recreational Camps are in tier two. There is a 15% minimum cost recovery for direct costs.
- Tier 3. **Balanced Community/Individual Benefits** includes services that promote individual physical and mental well-being and provide an intermediate level of skill development. Rentals by non-profit/civic groups or intergovernmental agencies and partners, work study/internships/community service, specialized events/activities/camps are included in tier 3. There is a 70% minimum cost recovery for direct costs.
- Tier 4. **Considerable Individual Benefit** includes specialized services for specific groups, and those may have a competitive focus. Rental - tenants (long term exclusive use of space and facilities) and leased services (services provided through contract to outside groups) are included in tier 4. There is a 100% minimum cost recovery of direct costs.
- Tier 5. **Mostly Individual Benefit** includes services that have a profit center potential, may be in the same market space as the private sector, or may fall outside the core mission of the agency. Private Rentals and Trips, Organized Parties, and Permitted Services are in tier 5. There is a 125% minimum cost recovery of direct costs.

Since the Enterprise Fund operates on a different model, where cost recovery is expected to pay **all operating costs** as well as **capital improvements**, its cost recovery targets are significantly higher, as shown on the diagram on page 84 of the Supplemental Program Budget Book.

The tiers assigned to specific services offered by the Department of Parks are presented in the Supplemental Program Budget Book and are summarized below. For this year, the budget lists a limited number of specific services for each program. There are numerous specific services not yet listed in the budget that Staff expects will be added in future years (e.g., classes offered at Nature Centers or events at facilities other than Woodlawn).

<b>Program</b>	<b>Type of Service</b>	<b>Pyramid Level</b>
Athletic Fields	Regional/Recreational Park Field	2
Outdoor Courts	Outdoor Sports Court	1
Indoor Tennis	Spot Time	5
	Beginner Class	2
	Advanced Class	4
Seasonal Regional Amenities	Hourly Boat Rentals	5
	Train/Carousel Ride	4
Ice Skating	Public Ice Skating Session	2
	Beginner Class	2
	Classes, Workshops, Clinics-Competitive	4
Community Open Space	Open Space, Unprogrammed	1
Permitted Picnic Facilities	Local Park Shelter Rentals	5
Playgrounds	Playgrounds	1
Dog Exercise Areas	Dog Exercise Areas	1
Park Activity Buildings	Park Activity Building Rentals	5
Event Centers	Wedding - Woodlawn	5
Paved Surfaces	Parkways, Parking Lots, and Other Paved Surfaces	1
Trails - Paved	Paved Trails, Bridges, and Parkways	1
Arboriculture	Tree Care	1
Horticulture	Plant Production Services	1
Natural Resources Management	Deer Management Program	2
Cultural Resources	Underground Railroad Tour	2
	Specialized Camps, Archeology	3
Streams	Stream Monitoring	1
Natural Surface Trails	Sanctioned Trails for Hikers, Equestrians, and Cyclists	1
Nature Centers	Birthday Parties	5
Public Gardens	Children's Day	1
	Garden of Lights	3
Park Planning	Park Planning	1
Partnerships	Partnerships	3
Property Management	Park Rental Houses	5
	Group Homes	3
Third Party Support	Marathon in the Parks	3
	Walks – Avon, Komen, Civic Groups	3
Management and Administration	Management and Administration Services	1
Capital Investment	Capital Investment Services	1

Staff believes this cost recovery strategy will enable the Department to think far more strategically about the services it provides and targets for cost recovery. In theory, the Department should not offer services that fall into tier 4 or 5 unless it can fully recover direct costs.

The Committee may want to consider whether it supports this general direction and the assignment of tiers made thus far. While most of the services designated as tier 1 or 5 either clearly benefit the broad community or specific individuals, the designation of services as tier 2, 3, or 4 is more subjective, and

the Committee may reach different conclusions. For example, Staff asked whether the Archeology Camp, which appears to offer considerable individual benefit, is appropriately designated for tier 3 or should really be tier 4. The Department's response appears on © 13. Recreational camps are generally classified as Tier 2, which is associated with only 15% minimum cost recovery. The Committee may want to consider how the Department of Recreation's cost recovery goals for those camps not designed for special populations (such as low income families) compare to those for camp programs operated by the Department of Parks.

Staff notes that the discussion of cost recovery does not address certain issues considered by the Committee in the past that Staff believes are still relevant—in particular, how to differentiate between different user groups (e.g., to charge non-residents more than residents or to better differentiate fees based on age or income).

Staff asked the Department to indicate what changes in fees were made to implement the recommendations of Vision 2030. Their response is attached at © 6. It appears that they have eliminated at least one service (van tours at Black Hill Visitor Center) based on Vision 2030 guidance since it served a limited number of constituents and could not achieve the cost recovery target. They also noted that they review fees annually, but it is unclear whether any fees are proposed to change in FY13 as a result of Vision 2030.

### **Park and Recreation Coordination**

As the Committee is well aware, the Council has considered over the past several years whether to merge the M-NCPPC Department of Parks with the County Government Department of Recreation. While the Council did not support an overall merger, there have been numerous efforts to improve coordination between the two Departments. Staff asked for an update on these efforts and the Department of Parks response is attached at © 3 to 4. Staff believes that periodic updates on their efforts would be helpful, but that it should be done with both Departments, rather than during budget when the Committee separately reviews the budgets of each Department. Staff recommends that the Committee schedule a post budget discussion on these efforts, this year reporting on how the two Departments are coordinating implementation of Vision 2030, among other issues.

### **Park Activity Buildings**

The Park Activity Building program is described on page 102 of the Supplemental Program Budget Book. Staff asked for an update on this program, and their response is attached on © 2-3. Beginning in FY10, eleven underutilized park activity buildings were closed in an effort to reduce operational losses. Four of these buildings have already been “repurposed as single-tenant lease properties and have active tenants, and a Request for Proposals (RFP) will be issued in April 2012 to identify tenants for the remaining buildings. The majority of interest in these buildings is from day care operators.” (See © 2.) For the remaining 18 buildings, the Department has generated a 20% increase in revenue earned in FY12 as compared to the same period in FY11, due to increased marketing. Cost recovery is projected to be 95% in FY12, and it appears that the combination of closing some buildings and more aggressively marketing others has been successful. **The Department should be commended for turning around a program previously described as the least essential and one of the least utilized of their programs.**

### Parks Foundation

As noted in the Semi-Annual Report, M-NCPPC has reestablished the Parks Foundation. The FY13 budget includes \$170,000 in operating costs and 1.8 workyears for the Parks Foundation. Funding for the Foundation in FY11 and FY12 was funded via lapse. A business plan for the Foundation shows a step-down timeline with the goal of having the Foundation become self-sufficient in 5 years. On © 7, they indicate that by April 2012 the Foundation has already raised more than \$170,000 (\$300,000 in bond bill grants, and they are currently pursuing an additional \$150,000 in government or public or private foundation grants). Staff is optimistic about their efforts, but cautions that bond bills sometimes increase, rather than offset, the need for County funding, particularly if a match or new operating funds are required.

### Woodstock Equestrian Center

The budget includes \$33,000 for operational costs associated with operating the Woodstock Equestrian Center. Since the Council’s initial approval of the Capital Improvements Program (CIP) project for this center was based on the assertion that operating costs would be covered by sources other than M-NCPPC, Staff believes it is worth highlighting the expenditure. On © 11, they indicate that, since adequate private funds were not forthcoming, they plan to open Woodstock Equestrian Center at a reduced cost and on a reduced self-serve basis until such funding can be secured. The annual OBI is \$33,000 (0.6 WY), which reflects the cost of park police, seasonal maintenance (e.g., mowing, maintenance of riding rink and trash removal), and annual inspection of well and water lines. **The Committee may want to ask about the prospects for finding a future private operator.**

### THE ENTERPRISE FUND

The Enterprise Fund accounts for various park facilities and services that are entirely or predominantly supported by user fees. (See pages 205 - 219 for a discussion of the Enterprise Fund.) Recreational activities include ice rinks, indoor tennis, event centers, boating, and camping programs. Operating profits are reinvested in new or existing enterprise facilities through the Capital Improvements Program. **The FY13 budget projects overall Fund revenue over expenditures of \$252,570, making it the third year in a row the fund is operating without a transfer from the General Fund.** The Enterprise Fund staff should be commended for a remarkable turnaround in net revenues, which occurred at the same time that the economy could have meant significantly reduced revenues. The proposed expenditures for the Enterprise Fund for FY13 are as follows:

<b>FY12 and FY13 ENTERPRISE FUND EXPENDITURES</b>			
<b>FY12 Budget</b>	<b>FY13 Request</b>	<b>Change from FY12 to FY13</b>	<b>% Change from FY12 to FY13</b>
\$9,522,300	\$9,753,730	\$231,430	2.4%
118.8 WY	119.4	0.6	0.5%

### Revenues and Losses by Activity

The following chart indicates whether each of the Enterprise Fund activities has generated or is expected to generate a positive return in years FY10 through FY13. Ice Rink Funding from FY05 to FY10 included a subsidy from the General Fund (\$10,000 in FY10, but significantly greater amounts before then), which has not been needed since that time. As the summary chart indicates, both indoor tennis and the park facilities are projected to generate significant profits for the Enterprise Fund in FY13, more than offsetting the losses created by the golf courses, ice rinks, and event centers. Golf Courses are negative for this year since the Commission needed to make a final debt service payment for Little Bennett Golf Course, but the final installment of fixed rent from the Montgomery County Revenue Authority (MCRA) occurred in FY12. (Beginning in FY13, MCRA will make a percentage rent payment when net revenues generated by the golf courses exceed the lease-stated threshold of \$5.1 million for the three courses. No rent payment is expected in FY13.) Since debt service for the Wheaton Ice Rink ended in FY12, there is a significant decrease in costs for the ice rinks. Debt service for Cabin John ends in FY14, and ice rink net revenue should turn positive once the debt service ends.

<b>ENTERPRISE FUND REVENUE OVER/(UNDER) EXPENDITURES</b>					
	<b>Actual FY10</b>	<b>Actual FY11</b>	<b>Budgeted FY12</b>	<b>Estimate FY12</b>	<b>Proposed FY13</b>
<b>GOLF COURSES</b>	\$41,033	(\$47,432)	(\$10,400)	(\$4,700)	(\$404,100)
<b>ICE RINKS (including FY10 subsidy)</b>	(\$449,970)	\$60,569	(\$366,300)	(\$407,800)	(\$77,300)
<b>INDOOR TENNIS</b>	\$390,626	\$401,308	\$334,800	\$259,800	\$308,300
<b>EVENT CENTERS</b>	(\$173,700)	(\$58,792)	(\$179,400)	(\$162,443)	(\$115,130)
<b>PARK FACILITIES</b>	\$703,243	\$726,513	473,100	\$426,634	\$540,800
<b>TOTAL</b>	\$511,232	\$1,082,166	\$251,800	\$111,491	\$252,570

The impact of debt service on three major projects (the Little Bennett Golf Course and the two ice rinks) created a significant drain on the Enterprise Fund for many years. To avoid having to fund multiple projects simultaneously in the future, M-NCPPC should develop a long range facility plan to better time the funding of new facilities or major improvements.



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

April 13, 2012

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

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

FROM: Karen Warnick, Budget Manager *K Warnick*

SUBJECT: Budget Worksession

Below please find the Department of Parks' responses to Council Staff questions in preparation for the budget worksession of April 16:

**1. Provide updates on the following issues:**

**a. Use of Smart Parks**

SmartParks is the Department's work order, inventory and asset tracking system. For park operations, 36,633 work orders were generated in FY11, and 27,541 have been generated thus far in FY12. The majority (67%) of work orders annually are for planned activities including preventive maintenance (HVAC, plumbing, electric); inspections (playgrounds, pedestrian bridges, etc.); and routine park operations (mowing, ball field maintenance, trash pickup, litter, custodial). The other 33% are reports of damage or needed repairs by park staff and management, park police, and citizens.

We are continually working within the system to prioritize work orders to better manage operations; identify and correct anomalies; improve inventory control by expanding the categories and specifics of each item; add details on facility usage and conditions to support the decision making process; and create database connections to other park systems (GIS, ParkPASS, HR, IT, EnergyCap) to be able to report on all aspects of park operations.

Each park maintenance worker's times, as well as additional material, are recorded to a work request, allowing the department to track labor time and costs to tasks and projects. As such, we have ready access and are able to quickly report on labor time and costs related to:

- Water Quality Protection Fund tasks
- Declared emergencies including storm damage cleanup (Hurricanes Irene and Lee in FY12)
- Budget performance indicators and cost recovery – calculate the costs to maintain various park amenities including park activity buildings, dog parks, hard surface trails, etc.

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An inventory of all park assets (playgrounds, courts, ball fields, etc.) is maintained in the SmartParks database and used as the source for:

- **IMTF** – Infrastructure Maintenance Task Force biennial report to Council on park facilities
- **Parks Directory web search** (<http://www.montgomeryparks.org/search/parks-search.php>) -- allows the public to find park features in their neighborhood or across the county
- **PROS Plan** - provided updated numbers of amenities including tennis and basketball courts, athletic fields, and playgrounds
- **NPDES permit** – collect and maintain an inventory of storm water management ponds and storm drain outfalls
- **ADA** – assist in collecting data on and maintaining all park features that are part of the ADA audit. SmartParks will coordinate the tracking of all work done toward compliance through work orders and updated inventory.

#### **New SmartParks System**

Montgomery Parks has been working cooperatively with Prince George's Park and Recreation to upgrade the current SmartParks software. Current software (Facility Focus by Assetworks) is still operational but obsolete.

Currently only the operations divisions are using the SmartParks system. When the new SmartParks system is active, it will be used by all the divisions within the department.

The goal of the new system is to be the main repository of information for the Department and to be able to report on all aspects related to the cost of a park, from acquisition to maintenance.

#### **b. Fleet Management**

*Fueling Station Upgrades* – The Martin Luther King Park Maintenance Yard fueling station upgrade was completed in FY12. This is the third site that has been upgraded from underground fuel storage to above ground fuel storage and the sixth site to receive a complete upgrade to the Fuel-Master Computerized fuel management system. The Department of Parks is the only agency in the county with a Fuel-Master system. This helps prevent fraud and waste, and allows for better tracking of costs. Plans are to upgrade the Wheaton Maintenance Yard fueling system, including converting to an above ground fuel storage and adding the Fuel-Master fuel dispensing system, in July and to have the site completed and ready for use by late August.

Currently our fueling sites use 100% B5 bio-diesel and gasoline. In FY11, the Department used approximately 110,000 gallons of bio-diesel and 250,000 gallons of gasoline.

The Department's fleet was driven over 3.5 million miles last year with only 36 accidents. This is an accident rate of 1.029 accidents per one-hundred thousand miles driven, which is about one-half of the industry average for commercial drivers of 2.2 accidents per one-hundred thousand miles.

Since FY10, the on-road vehicle count has been reduced 6% and the equipment count has been reduced 2%. The Department has 19 mechanics operating from 9 auto garages located at our major park maintenance facilities.

#### **c. Park Activity Buildings**

Beginning in FY10, eleven underutilized park activity buildings were closed in an effort to reduce operational losses. Four of these buildings have already been repurposed as single-tenant lease properties and have active tenants, and a Request for Proposals (RFP) will be issued in April 2012 to identify tenants for the remaining buildings. The majority of interest in these buildings is

from day care operators. The 18 park activity buildings still available for permitted rental through the Park Permit Office have generated just over \$400,000 in revenue thus far in FY12, an increase of 20% over the same time period in FY11. This increase is attributed to the distribution of flyers through elementary and middle schools surrounding each of the permitted buildings to increase awareness, the creation of individual webpages for each building on ParkPermits.org to facilitate online booking, and search engine optimization to ensure our buildings are at the top of relevant Google or Yahoo search results. Of the buildings left in the rental inventory, the cost recovery was 91% in FY11 and is projected to be 95% in FY12.

**d. Community Gardens**

The Parks Community Garden Program currently manages 10 garden sites serving over 600 families. Plots are sold out at all community garden locations with the exception of the Briggs Chaney Garden, which has 18 plots available. The eleventh garden site at Veirs Mill Road and Gaynor Street will be open for gardening in April 2012. A new community garden coordinator was hired in January 2012. The work program priorities this year are to focus on improving and upgrading existing garden amenities and to refine the guidelines and processes.

**2. Provide an update on any new efforts to improve coordination with the Department of Recreation since the last PHED discussion on this issue.**

The Department of Parks has been working cooperatively with the Department of Recreation (MCRD) in the areas of marketing, programming, operations and maintenance, policing, and planning.

Marketing

We now have a combined County Cable program, Parks Rec n Roll, rather than two separate shows. Our joint combined "Activity Guide" (published 4 times a year) just won the Maryland State (MRPA) award for "Best Program Guide" for its Spring edition. When MCRD did not have a table reserved at a recent summer camp exposition, we made space at our table and shared information jointly with the public. We are making access to programs of both departments seamless. The Department of Parks has been collaborating with MCRD on their marketing due to their budget cuts. They are modeling their new marketing effort on our joint successes.

Programming

The Department of Parks continues to work closely with MCRD through the Joint Alliance on Parks and Recreation, which meets quarterly to vet any new programming concepts.

We are coordinating the timing of major events to minimize overlap and maximize attendance. For example, Parks has agreed to switch the date of our popular Harvest Festival from the first weekend in October (it has been on this weekend for over 15 years) to the last weekend of September to avoid a conflict with MCRD's Oktoberfest event.

The Parks Department built the new Miracle League Field in partnership with outside groups at South Germantown Recreational Park in the summer of 2011, and then turned the operation over to MCRD to manage the contract for the field play.

When MCRD's afterschool skate park program needed equipment, we lent them helmets, elbow pads, and knee pads. When MCRD's LEAP program came to Wheaton Ice Arena, we discounted their admission.

Operations and Maintenance

Within the last month, Parks was able to assist MCRD with performing fingerprinting for incoming summer seasonal employees. MCRD will not have the required live scan equipment in time for the busy season. Our department agreed to use our equipment and one of our certified employees to do

the fingerprinting, in lieu of MCRD hiring a private company. MCRD will be able to avoid unbudgeted costs and will provide faster results from Criminal Justice and FBI for potential employees.

The Department of Parks continues to maintain the Wheaton Community Center, which is operated by MCRD, at an average cost of \$15,000 to \$20,000 per year.

#### Planning

The Department of Parks staff has included MCRD input into recreational needs analysis and service delivery strategies contained in the Staff Draft of the 2012 PROS Plan. This plan is guided by Vision 2030, which resulted from a great deal of collaboration between the two agencies.

When the Department was preparing the RFP for the Park Activity Buildings, we sent the draft to MCRD for their consideration and input before putting it out to the public.

#### Policing

The Park Police patrol MCRD pools and community centers. Through the Park Police Free Lock outreach program implemented at Martin Luther King pool this year, thefts from lockers were eliminated at this location. MCRD will be offering Park Police's Rape Aggression Defense (RAD) training to the public using our instructors.

### **3. Provide an update on the use of seasonal employees in FY12 and what is being proposed for FY13.**

**Last year you provided the following information on the average cost of seasonal versus full time employees. Please update as necessary.**

- **The average seasonal salary is \$9.85/hour (including FICA) or \$20,500 per year.**
- **The average MCGEO employee \$21.35/hour (including FICA) or \$44,600 per year. Adding in average medical benefits = \$53,400.**

The numbers you quote above for MCGEO for FY12 are incorrect. The actual budgeted average MCGEO salary for FY12 was \$23.50/hour (including FICA) or \$49,055/year. Adding in average medical benefits = \$57,855.

The budgeted average seasonal salary for FY13 remained the same as FY12 - \$9.85/hour (including FICA) or \$20,500 per year, although some seasonal staff with specialized knowledge are paid a higher salary.

The budgeted average salary for all MCGEO employees for FY13 is \$23.59/hour (including FICA) or \$49,065/year. Adding in average medical benefits = \$61,265.

The budgeted average salary for career employees in the Park Maintenance Worker I and II classification for FY13 is \$19.91/hour (including FICA) or \$41,402/year. Adding in average medical benefits = \$53,602. The duties of these classifications most closely align with the types of duties that the seasonal employees perform.

During FY12, seasonal staff provided valuable assistance to our career employees and served as an essential part of staffing for the Department. In almost all cases, they worked alongside career staff to supplement work projects, but were never used to supplant existing full time employees. Rarely did a seasonal employee work independently. When the work program required and temporary labor was needed, they were brought in, on a seasonal basis, and utilized to the maximum extent possible to fulfill the Department's work program and help keep parks operating seven days a week.

For FY13, seasonal staff will be used in the same fashion as outlined above.

#### 4. What changes has the Department implemented based on Vision 2030?

Vision 2030 is helping the Department to prioritize our planning and design projects, to focus on cost recovery throughout our programs, and to implement a variety of operational recommendations. The Vision 2030 Strategic Plan is broad in scope, and focuses on priorities. It addresses all aspects of operating the Parks and Recreation system, such as programming, facility renovation and construction, maintenance, operations, policing, management and marketing. The Vision 2030 Strategic Plan also helps us understand where generally underserved areas of the County are located.

##### Planning and Design Projects

Our planning process is significantly enhanced by the many recommendations and products in the Vision 2030 Strategic Plan.

- The PROS Plan summarizes guiding policies. It also includes a park inventory and it estimates needs for neighborhood, community and countywide facilities, natural, historic/cultural and agricultural preservation and implementation. Together, the PROS Plan and Vision 2030 Strategic Plan set clear priorities for acquisition, renovation, and development of our Park System, as well as guide our recommendations in Area and Park Master Plans and the Capital Improvements Program.
- The Staff Draft of the 2012 PROS Plan contains service delivery strategies for 27 park and recreation facilities based on the ranking from the Vision 2030 survey and level of service findings.
- The Park and Trail Planning Work Program is prioritized according to Vision 2030 recommendations.
- The Park system-wide natural resources management plan is being drafted according to Vision 2030 recommendations.
- The Department has initiated individual management plans for environmentally sensitive areas in parks under a 6 year work program
- The Department implemented the internal ranking tool for cultural resources identified in Vision 2030, the Cultural Resource Asset Inventory Database.
- Staff has begun developing an interpretive master plan for the Parks using Vision 2030 recommendations.
- Vision 2030 recommendations are applied to CIP design and development projects. We have used the feedback from the Park & Recreation User Survey and the numerous stakeholder public meetings and summits conducted as part of Vision 2030 in shaping the CIP. In particular, the theme of "protect what you already have" that came out of Vision 2030 was a priority in the preparation of the CIP.

##### Cost Recovery and Operational Changes

The Vision 2030 process included developing a Cost Recovery Pyramid, using cost-based or activity-based principles to determine the cost of providing a service and an appropriate recovery target based on where the service fell on one of the five levels of the pyramid. The five levels range from "Mostly Community Benefit" (mostly tax-supported) to "Mostly Individual Benefit" (little to no tax support).

This past year, a target range and minimum cost recovery goal was adopted for each category of service. We began to calculate cost recovery data for many services. We have begun to review fees, rentals and leases to assure compliance with cost recovery goals in relation to the cost to provide the service and the category of service level on the pyramid. The Enterprise Fund staff have been monitoring the cost recovery data for their facilities and programs and have tweaked them to be as cost efficient as possible. In the Park Fund, there have been a number of changes in Nature Center programming and staffing using the cost recovery process (see one example in the answer to question #5).

This year, the program budget was revamped to provide better benchmarks for programs and services by incorporating the cost recovery data. We are using this data to determine if our services align with our values, vision and mission.

The Wheaton Outdoor Ice Rink has been repurposed based on unmet needs identified in the Vision 2030 plan as well as an opportunity to increase rental income. It will reopen soon as the Wheaton Sports Pavilion with the installation of a synthetic surface.

The first permanent cricket field in Montgomery County recently opened in South Germantown Recreational Park. The need for cricket fields was identified in both the PROS plan and Vision 2030.

The RFP for the Park Activity Buildings (noted above in answer 1c) was prepared with Vision 2030 cost recovery goals in mind. Through this RFP, we hope to repurpose underutilized buildings and to increase rental income.

The Department is using a more entrepreneurial focus in negotiating leases and partnerships based on targets and definitions from Vision 2030. We expect the Property Management Fund to continue to renegotiate lease agreements as appropriate to meet cost recovery goals set by the Vision 2030 plan.

**5. What fees, if any, have changed as a result of Vision 2030?**

The Department's fees are reviewed annually in accordance with our Departmental Fee Policy. For Enterprise Fund fees, the policy states, in part, that user fees should be competitive with comparable public and private facilities and services in the area and reflect user demand and patterns of use. Fees are set to competitive market prices. For the Park Fund and Property Management Fund, the fee policy is less stringent. For the past few years, the Department has been moving fees closer to competitive market prices. In addition, the Department stopped honoring routine requests for fee waivers in order to be fair to all users.

Cost recovery exercises have been done for many fee based services. Some services more readily lend themselves to calculating cost recovery information. We focused our efforts this year on these services, and are analyzing data to determine if fees can be raised or if services should be modified or eliminated. One example is the discontinuation of van tours at Black Hill Visitor Center. The tours provided mostly an individual benefit and were on level 5 of the pyramid, which has a target cost recovery of 125%. The actual costs recovered for this program were dramatically lower. To reach the cost recovery goal of 125%, the fee would have to be well above what the market would bear. In addition, tours and trips are offered by other public and private entities. Therefore, these van tours have been discontinued.

We will continue to refine our data collection processes throughout the upcoming year to capture cost recovery information on a greater number of services. We will continue to analyze how we can best use this information to our advantage while providing outstanding services to our residents.

**6. The Horticulture Division has an increase in workyears. Is this based on OBI or a decision to expand one of the programs?**

The increase in FY13 workyears for the Horticulture, Forestry and Environmental Education (HFEE) division is primarily for 9.0 wys in seasonal staff that were not included in the FY12 budget, plus 0.5 wys for an OBI part time position for the tree program. The 9.0 seasonal wys are primarily used for assistance at the Pope Farm and with the tree crew.

**7. Provide information regarding the amount of revenues generated by the Parks Foundation in FY11 and FY12 and assumptions regarding amount and likely sources of revenue in FY13 and future years. On what basis did you determine it would take 5 years to become self-sustaining?**

According to an independent financial review, the Foundation held \$99,689 in net assets at the end of the 2011 calendar year (the Foundation operates on a calendar fiscal year). Revenue was generated primarily through major gifts, tribute benches, Friends of Montgomery Parks dues, and smaller, individual donations. Factoring in the in-kind support provided by Montgomery Parks for staff salaries and other overhead costs, the Foundation has achieved a return of 87% on our investment in calendar year 2011, and as of April 5 has already surpassed a return of 100% for calendar year 2012.

The Foundation has already secured \$300,000 in bond bill grants this year and is currently pursuing an additional \$150,000 in government or public and private foundation grants to support the Department's programs and activities. At its April meeting, the Foundation Board identified major gifts, naming opportunities, expanding the Friends base, and grants as its top priorities for the coming year.

**8. Describe any effort to increase efficiency other than reducing energy costs.**

Using Technology to Increase Efficiency and Reduce Costs

- The Park Police is close to full implementation of its Maryland E-Citation equipment program, which significantly increases an officer's efficiency in traffic enforcement and collision investigation. With this grant funded equipment, officers greatly reduce the amount of time each traffic enforcement action takes to complete, thus reducing citizen complaints and traffic congestion due to traffic stops and increasing the officer's patrol availability. Additionally, this equipment allows for expedited exchange of collision information, which gets drivers back on their way more quickly, reduces traffic congestion from the collision and will allow future collision location data tracking that is not captured under the current Maryland Automated Accident Reporting System (MAARS). This system links to a shared law enforcement database, allowing officers and investigators to research previous traffic enforcement data for investigative leads and intelligence gathering. When complete, all Park Police marked and unmarked patrol vehicles should be equipped with the E-Citation systems.
- We have increased use of tele-conferencing to include video, web, and telephone conferencing to reduce travel time for meetings and training. We currently have 13 sites with video conferencing capabilities. Three of these sites are tested and actively used. The remaining 10 sites will come on line in the near future.  
The Park Development Division has an initiative called ePDD that focuses on technology and process restructuring to streamline work and lower costs, such as electronic signatures and review.
- The Public Affairs and Community Partnerships division recently made communicating with parks easier by adding an online Customer Service Center. Park users may ask a question, report a problem, or express concerns quickly and easily from their computer or smart phone. Once a comment or question is submitted, an acknowledgement is emailed to the citizen and the inquiry is automatically sent to staff in the Public Affairs and Community Partnerships office, as well as the Facilities Management division, for resolution and tracking. This improved communications tool streamlines the customer service process for both citizens and park staff.
- We are working toward creating a paperless environment:
  - IFBs and RFPs are now issued digitally on e-Maryland Marketplace and M-NCPPC websites
  - Using electronic documents in meetings on laptops and projected on screen to lessen photocopying and paper use
  - Improving scanning capabilities and availabilities (shared drives) for filing and document sharing

- Creating a digital signatures policy so that documents and applications can be reviewed by multiple signatories or reviewers simultaneously and track the status of approvals.
- Soon, we hope to receive bids and proposals online.
- Streamlining project design and construction processes and web-based project management
- Using *ProjectDox* software to provide a web-based project management tool
- Modifying the review process to incorporate electronic review and transmittal to review staff
- Restructuring shared network drives and creating policies for uniform filing

#### Expanding the Use of Volunteers

- The Weed Warrior program is expanding volunteer opportunities to include: monitoring and cleaning up reforestation sites; and constructing, monitoring and maintaining deer enclosures to protect rare plant species. This new effort will be initiated in FY13 and we expect to log at least 300 to 600 hours of work that would have previously required staff time.
- The Weed Warrior Program is increasing use of Volunteer Supervisors and Workdays to greatly increase the number of group projects that can be carried out each year. Last year a pool of 20 specially trained volunteer supervisors led projects that included 799 volunteers and which logged a total of over 1,800 volunteer hours. We are also working to focus this work in our most important natural areas.
- The deer program expanded the use of volunteers to include Volunteer Crew Leaders who receive additional training in CPR, and a Driver Safety Course to allow them to operate Commission Vehicles. These specially trained volunteers are doing work that was previously done by paid seasonal employees, freeing this time to be used for additional work. Approximately 200 hours were logged in this new category last year.
- Our archaeology and historic site interpretation programs utilize several strategies to increase their efficiency and provide the public with an enriched learning experience in our Parks' historic sites, through volunteer-contributed support for ongoing program activities. Our archaeology group has 80 adult volunteers that contribute over 8,000 hours per year. Our historic sites have 24 adult volunteers working in them, who contribute almost 900 hours per year toward public interpretive programming.

#### Maintenance and Operations

Park staff has worked diligently to find new and creative ways to perform work more efficiently. Some examples are:

- Decrease the number of waterings for newly planted trees by using moisture testers to check for moisture content of soil.
- Compost 1.2 million pounds of landscape debris to reduce transfer station fees and provide compost for use in parks and community garden at no cost.
- Reorganize tree crews to work in sections of the county as one large crew instead of small crews working on separate work orders. This has increased the number of service requests being completed.
- Create a new tree steward program that recruits volunteers to inspect parks for hazardous trees.
- Install a bio filter in Brookside Gardens conservatory stream, eliminating the use and purchase of harmful chemicals.
- Replace soap dispensers in the public restrooms at Brookside Gardens with non-automated dispensers to eliminate the purchase of batteries.
- Purchase LED lights for the Holiday Light Show, resulting in energy savings, a longer lifespan for replacements and less labor, because they last longer on the light forms.
- Extensive use of social media to convey information instead of relying on traditional print media/flyers.
- Initiate a program to share vehicles/equipment across organizational lines, reducing the amount of equipment purchased.

- Evaluate administrative staff needs and combined functions of budget, human resources, and procurement in the co-located Facility Management and Horticulture, Forestry and Environmental Education Divisions. This has reduced administrative staff by 1.5 wys.
- Increase use of conference calls and Go To Meeting webinars to reduce travel time for meetings.
- Purchase a goose dog for Brookside Gardens and for use in two other parks. This has resulted in a significant cost savings compared to contracting services for this need.
- Expand the pot in ground system at Pope Farm for growing containerized trees. Trees stay in place year round with drip irrigation, significantly reducing labor.
- Replace 12 cubic yard trash compactors with 8 cubic yard trucks for better fuel efficiency and smaller impact from weight in the parks. We equipped one trash truck with a lift mechanism to reduce the strain on the workers and to avoiding back and shoulder injuries. We want to expand this program as funding permits.
- Split the Meadowbrook Area into two smaller areas, thereby reducing redundant travel to parks, and saving fuel and work hours.
- Redistribute staff where needed to achieve maintenance goals and objectives (snow removal, steep slope mowing, tree planting, weekend activities and events) to accomplish the work program with reduced resources.
- Continue to evaluate areas to reduce mowing wherever possible to revert back to a natural state. The possibilities are becoming less available but we continue to search for opportunities.
- Bring three individuals back to work from Long Term Disability, providing much needed staff resources and reducing the Department's funding of nonproductive time.

**9. Provide additional detail on known operating commitment/chargeback adjustments described on page 167.**

The Known Operating Commitments include increases such as unemployment, long-term disability, and risk management. The chargeback adjustments result from the completion of the Vision 2030 project and the elimination of the staff chargeback for that project.

<b>Increases for Known Operating Commitments and Chargebacks Adjustments</b>	
Unemployment Payments	164,100
Group LTD insurance	162,000
Funding for NPDES position	54,300
Risk Management and Group Insurance	542,500
ISF - Equipment/ Commission Wide IT/CIO Allocation	187,600
Chargebacks (Vision 2030 and CIP)	118,500
Staffing and benefit changes	(204,160)
	<b>1,024,840</b>

**10. Provide an update on vacancy rates by quarter for the past 3 years (similar to information provided in previous years). What portion of the vacancy is due to frozen positions and what portion is due to natural turnover?**

The Department is experiencing limited natural turnover. We could fill all our vacancies now except for the modified hiring freeze that has been in effect for the past 3 years, which was imposed to create higher than normal lapse savings. Our budgeted lapse rate has been kept artificially high for the past few years to meet budget reductions. The Department had County mandated mid-year

savings plans in both FY10 and FY11 and used hiring freezes to meet those savings plans as well as to reduce RIFs. In October of this year, we learned the Park Fund would have an estimated \$900K shortfall in Property Tax revenue. We were instructed to reduce expenditures to meet this shortfall; therefore, the Department has held additional vacancies above the budgeted lapse in FY12.

Now that the busy season is upon us and we are under continuous pressure from unfunded mandates such as numerous ADA deficiencies, we must fill many of these positions to meet these requirements.

Statics on turnover, as well as vacancy rates by quarter for the past 3 years, will be provided by the end of next week.

**11. Why did you redistribute lapse by division. Was this based on actual vacancies or a management decision to redistribute frozen positions based on need to fill positions in each division?**

Due to the uncertainty surrounding the report on the proposed merger of the Park Police and Montgomery County Police, the Park Police held most positions frozen going into FY12. Knowing that it would take some time to fill these positions, a management decision was made to attribute a higher lapse rate to Park Police than to the other divisions. For FY13, the decision was made to spread the lapse rate equally across all divisions.

**12. List the major cost elements of Support Services for FY12 and FY13.**

<b>Department of Parks – Support Services Budget</b>		<b>FY12</b>	<b>FY13</b>
<b>Personnel</b>			
Unemployment		\$66,700	\$230,800
LTD		\$700	\$162,000
Partial Career Retirement		\$1,295,600	\$11,800
Foundation Staff		\$0	\$150,000
	<b>Personnel Total</b>	<b>\$1,363,000</b>	<b>\$554,600</b>
<b>Supplies &amp; Materials</b>			
Contractual Uniforms/Shoes		\$151,000	\$151,000
Fuel (diesel, gasoline, propane)		\$1,515,000	\$1,423,400
Supplies for Foundation		\$0	\$20,000
	<b>Supplies &amp; Materials Total</b>	<b>\$1,666,000</b>	<b>\$1,594,400</b>
<b>Other Services &amp; Charges</b>			
Communications (phone, postage, etc.)		\$477,000	\$385,500
Utilities (telephone, gas, electricity, water, etc.)		\$2,310,300	\$2,234,100
Internal Service Fund payments		\$630,300	\$817,900
Trash, Recycling, Landfill Tipping Fees		\$185,100	\$185,100
Portable Toilets		\$0	\$72,700
Insurance, Flexible Benefits		\$2,310,700	\$2,853,200
Department-wide Training, Tuition Assistance, etc.		\$105,000	\$105,000
Miscellaneous Services (copiers, sign language interpreter, memberships, Guide printing, etc.)		\$135,200	\$96,600
Credit Card Fees		\$125,000	\$135,000
	<b>Other Services &amp; Charges Total</b>	<b>\$6,278,600</b>	<b>\$6,885,100</b>
<b>Chargebacks</b>			
Central Administrative Support		\$541,000	\$555,100
Enterprise (ParkPASS support)		\$101,200	\$101,200
	<b>Chargebacks Total</b>	<b>\$642,200</b>	<b>\$656,300</b>
<b>TOTAL</b>		<b>\$9,949,800</b>	<b>\$9,690,400</b>

- 13. Why did you decide to no longer outsource property management? Since this was covered by rent, it is not clear to me whether there is a fiscal benefit to the department. Since there is no increase in workyears, will existing staff be able to manage this**

The Department's Property Management services, both maintenance and management, were outsourced in 1995. Since that time, the number of park houses has decreased by 50%. With this reduction in housing stock and rent, the contract was no longer sustainable.

A management decision was made in FY12 to bring these services back in-house. This move also allowed the Park Funded Facility Management Division to increase the chargeback to the Property Management Fund as an offsetting budget reduction.

Maintenance services are now provided by Park maintenance staff and management services are performed by Property Management staff. For the first year or so, a transitional increase in activity for staff is expected. The transition should facilitate tighter oversight of the maintenance and financial aspects of this inventory. Already the Property Management staff is finding ways to streamline some of the management tasks such as automating the rent roll and establishing electronic rental payments where possible.

The Department was facing budget reductions. We believe, in this case, it was more efficient to bring services back to the Department and allow the Park Fund to chargeback the Property Management Fund, thereby reducing tax-supported expenditures. If this proves to not be cost-effective, we will revisit the options.

- 14. What is the proposed FY13 fund balance for the Enterprise Fund?**

The fund balance for the Enterprise Fund is projected to be approximately \$4.0M by the end of FY13. Any funds in excess of the amount required by the fund balance policy will be used for life cycle replacement projects, deferred maintenance projects, and ADA compliance projects.

- 15. What is your estimate of rent you will receive from MCRA for the golf courses in FY13?**

The MCRA lease terms state that MCRA will make a percentage rent payment when net revenues generated at Northwest, Needwood and Little Bennett golf courses exceed the lease-stated threshold of \$5.1M. The MCRA has not exceeded this threshold in past years and is not expected to do so in FY13, thus the Department will not receive any income from the three golf courses.

- 16. Explain how you are reallocating administration costs and chargebacks for the Enterprise Fund.**

The administration costs and chargebacks are distributed to each facility based on the percentage of the proposed operating revenues for that facility relative to the total proposed revenues for the Enterprise Fund.

- 17. Page 222 indicates a \$33,000 increase in OBI for operating Woodstock Equestrian Center but I thought operation of this center was supposed to be funded by non-county sources of funding?**

Adequate private funds were not forthcoming, and we are choosing to open Woodstock at a reduced cost and on a reduced self-serve basis until such funding can be secured. The annual OBI is \$33,000 (.6 WY), which reflects the cumulative cost of 1) Park Police (both routine patrol and for special events), 2) Northern Park staff for seasonal maintenance including mowing, maintenance of riding ring, cross country and meadow areas, and trash removal, and 3) nominal costs from Facilities Management for annual inspection of well and water lines.

**18. The budget indicates that you plan to renegotiate the contract to operate Sligo Creek Golf Course. What are the likely terms of the contract? Has use of the facility or net revenues changed over the last few years?**

The current operating agreement terminates on November 30, 2012. Both the Parks Department and the Revenue Authority agree that the contract should be extended for another two years under the same term and conditions now in place.

For calendar year 2011, there was a 4.97% decline in rounds from the previous year (23,894 to 22,707), which was attributable to both weekday and weekend rounds. Community volunteers assisted immensely in helping to beautify the course and the Department donated plantings and performed tree debris removal in support of MCRA.

**Additional Parks Budget Questions**

**19. I don't understand why the Department decided to eliminate the Athletic Field Evaluation program. I understand that the fields that overused, but shouldn't the evaluation be used to determine whether the resources devoted to field maintenance are being well used?**

The Department began the Athletic Field Evaluation program in September 2008 to monitor the fields that were closed for renovation in September 2007 to determine if reducing permitted play by 50% for the first year after renovation would keep the fields from rapid deterioration.

Since those first evaluations, we've shown, within the scope of our program, that despite reducing permitted play by 50%, field conditions deteriorated as rapidly as ever. Wear patterns emerged in the turf, depressions were created, soil compaction increased and weed infiltration was as problematic as on other non-renovated fields. The results did not change over time and gave us consistent data on this situation.

The Athletic Field Evaluation program was never intended to direct maintenance resources but rather it was intended to document the results of reduced permitting. Those results are outlined in the program element description. We were hoping to find that by reducing permitted play the first year we would have a measurable extension in the life and playability of the field. However, given the difficulty of controlling walk on use, off season use, and use when the fields are too wet, we continue to have fields that deteriorate rapidly and require more frequent renovations.

The Athletic Field Evaluation program served its purpose and was discontinued. Nevertheless, athletic fields are evaluated every year to determine which ones should be placed in the renovation process. In addition, the Department is working with CUPF staff to introduce an athletic field user survey to help understand how users feel about the condition of our fields.

**20. Why does the performance measure for park activity buildings only focus on 1/3 of the buildings?**

The performance measure established for park activity buildings requires analysis of the usage of all 18 buildings in the Park Permit Office inventory to determine how many meet or surpass the target utilization rate of 30%. Ideally, 100% of the permitted park activity buildings would achieve a utilization rate of 30%. Currently, however, just over one quarter of the permitted buildings meet this target. The performance measure established in FY11 reflects the short-term goal of achieving a minimum utilization rate of 30% for at least one-third of the permitted buildings by FY13. Pending performance against this measure in FY12 and FY13, the short term goal will be adjusted for FY14 and beyond.

**21. Why was the pyramid level for specialized camps (page 114) set at 3 instead of 4 or 5?**

The public selected this level for specialized camps through the Vision 2030 public process.

We have provided the following to elaborate on this answer.

Why Specialized Camps/Events are on Pyramid Level 3 - Through the Vision 2030 initiative, Parks staff conducted an in-depth analysis of all services offered by Montgomery Parks and then worked with the stakeholders through a public process to place each service on a level of the consensus pyramid to indicate which services should be fully or partly tax-supported and which should be able to recover all or a portion of their costs through fees, charges or donations.

Why the Archaeology Camp is in the Specialized Camp/Events Category - There are several service categories in which the camps we offer can be placed. These categories are:

Classes, Workshops and Clinics – Introductory/Beginning/Multi-Level (Level 2 on the Pyramid) – entry level group recreational and/or instructional programs and activities for all ages together, such as family activities; for a specific age such as tots, youth, adults, or seniors; or those activities with no age specifications, including educational classes and athletics operated, taught, or managed by agency through contract or staff; no pre-requisite for attendance. Includes life/safety programs like CPR, First Aid, and Learn to Swim, as well as most fitness classes and nature-oriented programs such as “Nature’s Explorers”.

Classes, Workshops and Clinics – Intermediate (Level 3 on the Pyramid) - same as above, with a focus on intermediate activities; has a pre-requisite for attendance.

Classes, Workshops and Clinics – Advanced (Level 4 on the Pyramid) - same as above, with a focus on advanced activities or certification; has a pre-requisite for attendance.

Classes, Workshops and Clinics – Competitive (Level 5 on the Pyramid) - same as above, with a focus on competitive level activities; has a pre-requisite for attendance; often scored or a traveling team (examples: Competitive Ice Skating, Freestyle Skate, etc.).

Specialized Events/Activities/Camps (Level 3 on the Pyramid) – targeted annual, individualized activities and events requiring registration that are typically offered on a one-time or limited basis (examples: Park Play Day, Montgomery Idol, etc.).

Specialized camps, such as the Archaeology Camp on page 114, do not have any pre-requisites for attendance and are not offered year round. The archaeology camp could be considered an Introductory/Beginning camp and be placed on pyramid level 2. However, due to the specialized focus and content of this camp, it was placed in the Specialized Events/Activities/Camps service category and, therefore, placed on pyramid level 3.

**22. It appears that not all programs you currently charge for have cost recovery goals. Am I correct in assuming you will continue to develop these? Do you have a list of programs for which goals will be developed in the future?**

All programs we charge for have cost recovery goals as determined by the cost recovery pyramid. We are in the on-going process of gathering the cost recovery data for our services.

For the program budget, we provided cost recovery information for up to three services for each program element. This was not meant to imply that these were the only services provided for each program element but rather to provide a representative sample.

# 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 Parks Department, 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 301.454.1740 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 Parks Department 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. M-NCPPC is now reporting them in accordance with Statement No. 34 of the Governmental Accounting Standards Board (GASB), issued June 1999. The budgets are associated with Planning and Parks operations throughout the Commission.

## Spending Affordability Guidelines

In February 2012, the Council approved FY13 Spending Affordability Guidelines (SAG) of \$93,600,000 for the tax-supported funds of the M-NCPPC, which is a 4.0 percent increase from the \$90,000,000 approved FY12 budget. For FY13, the Commission has requested \$102,189,400 excluding debt service, \$8,589,400 above the total SAG amount of \$93,600,000. The County Executive concurs with the request and recommends approval of \$102,189,400.

The total requested budgets for the Enterprise Fund, Property Management Fund, Special Revenue Funds, ALA Debt Service Fund, and Grant Fund, are \$17,242,530, a 1.4 percent increase from the \$17,001,340 total FY12 approved budget. The County Executive

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concurs with the request and recommends approval of \$17,242,530.

### **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 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 is to provide quality corporate services in the areas of corporate governance; human resources; finance and budget; legal counsel; information technology; and internal audit; and 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.

### **Parks Department**

The Parks Department 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 415 parks of different sizes, types, and functions that feature Stream Valley and Conservation Parks, Regional and Special Parks, Recreational Parks, and Local and Community Parks. The Department serves County residents as the primary provider of open space for recreational opportunities and maintains and provides security for the park system.

### **Debt Service - Park Fund**

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

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

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

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

### **Enterprise Fund**

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

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## **Property Management Fund**

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

## **COUNTY EXECUTIVE RECOMMENDATIONS**

The County Executive concurs with M-NCPPC's request and recommends a FY13 level of expenditure for M-NCPPC of \$102,189,400, 5.5 percent above the FY12 approved budget for tax supported funds, exclusive of debt service. The Executive's recommended total is \$8,589,400 or 9.18 percent above the Council Spending Affordability Guidelines (SAG).

Within the recommended funds that the Executive is allocating to M-NCPPC, the assumption is that the Commission is providing only one time compensation increases that do not add to the base compensation budget and will implement permanent restructuring of employee benefits that will move Commission employees into parity with County Government employees.

### **Park Fund**

The County Executive concurs with the M-NCPPC request for funding of \$76,562,100, excluding debt service. This proposed funding represents a \$5,000,970 or 7.0 percent increase from the FY12 approved budget. Park Fund debt service increased by \$90,800 from \$4,351,900 in FY12 to \$4,442,700 in FY13.

### **Administration Fund**

The County Executive concurs with the M-NCPPC request for funding of \$25,627,300. This represents a \$284,350 or 1.1 percent increase from the FY12 approved budget. The Executive recommends a transfer from the Administration Fund to cover costs in the Special Revenue Fund in the amount of \$1,390,000, an increase of \$112,000 or 8.8% from the FY12 amount of \$1,278,000.

### **ALA Debt Service**

The County Executive concurs with the M-NCPPC request for funding of \$312,100. This represents a decrease of \$8,800 or 2.7 percent from the FY12 approved budget.

### **Enterprise Fund**

The County Executive concurs with the M-NCPPC request for funding of \$9,753,730. This represents a \$231,430 or 2.4 percent increase from the FY12 approved budget of \$9,522,300.

### **Property Management Fund**

The County Executive concurs with the M-NCPPC request for funding of \$867,700. This represents a \$70,300 or 7.5 percent decrease from the FY12 approved budget of \$938,000.

### **Special Revenue Fund**

The County Executive concurs with the M-NCPPC request for funding of \$5,759,000. This represents a \$88,860 or 1.6 percent increase from the FY12 approved budget. The Executive recommends a transfer from the Administration Fund to cover costs in the Special Revenue Fund in the amount of \$1,390,000, an increase of \$112,000 or 8.8% from the FY12 amount of \$1,278,000, and a transfer of \$808,200 from the General Fund to cover costs associated with the maintenance of MCPS Ballfields.

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

## **PROGRAM CONTACTS**

Contact Darin Conforti of the M-NCPPC at 301.454.1740 or Amy Wilson of the Office of Management and Budget at 240.777.2775 for more information regarding this agency's operating budget.

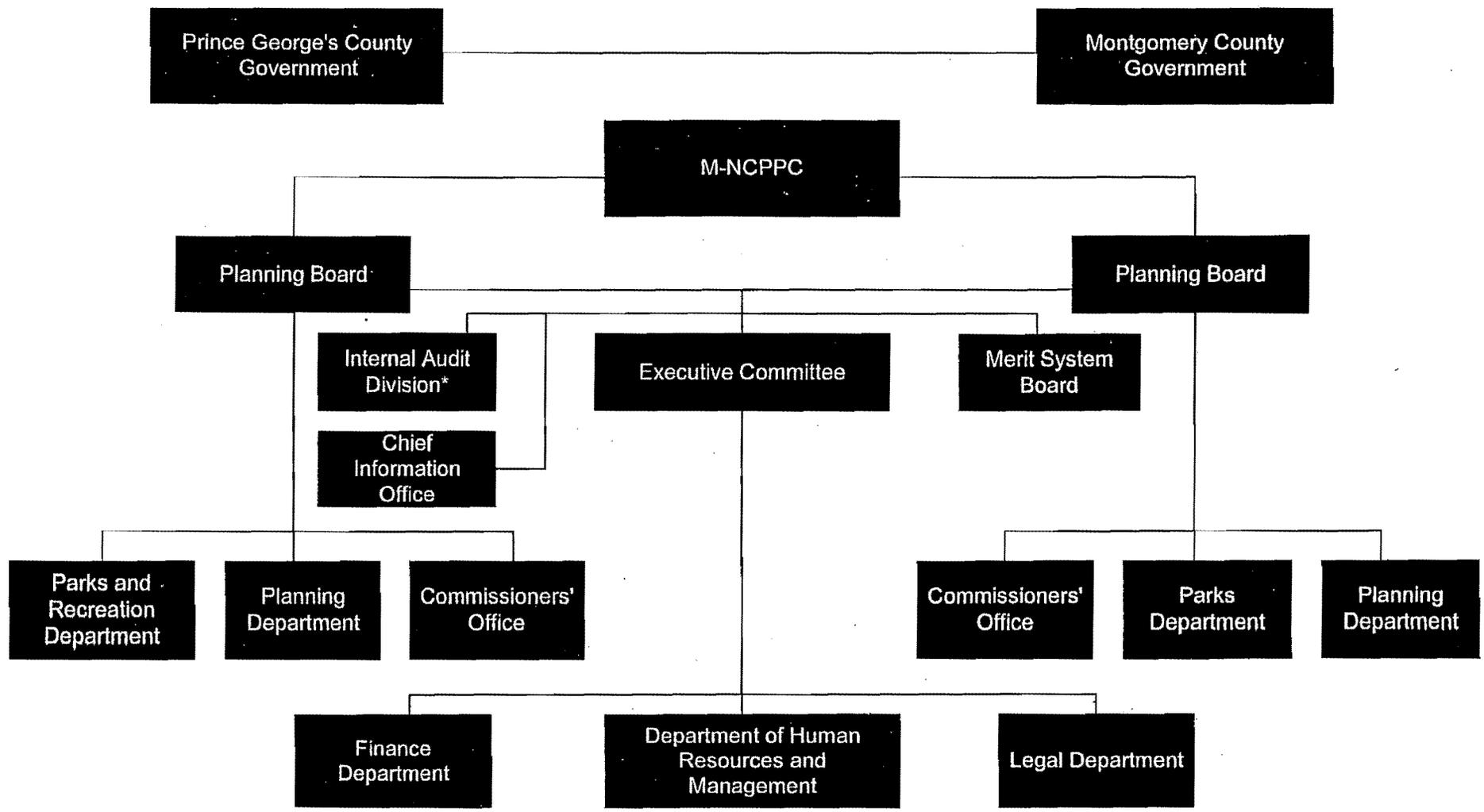
# BUDGET SUMMARY

	Actual FY11	Budget FY12	Estimated FY12	Recommended FY13	% 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	22,849,878	25,342,950	25,302,950	25,627,300	1.1%
Capital Outlay	0	0	0	0	—
<b>Administration Fund Expenditures</b>	<b>22,849,878</b>	<b>25,342,950</b>	<b>25,302,950</b>	<b>25,627,300</b>	<b>1.1%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	177.00	175.90	175.90	173.40	-1.4%
<b>REVENUES</b>					
Intergovernmental	102,357	360,400	388,000	385,400	6.9%
Investment Income	42,734	60,000	39,000	45,000	-25.0%
Property Tax	23,012,587	25,457,490	25,108,890	25,830,836	1.5%
User Fees	324,309	230,000	225,000	210,000	-8.7%
<b>Administration Fund Revenues</b>	<b>23,481,987</b>	<b>26,107,890</b>	<b>25,760,890</b>	<b>26,471,236</b>	<b>1.4%</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	67,651,381	71,561,130	71,561,130	76,562,100	7.0%
Debt Service Other	3,963,043	4,351,900	3,851,900	4,442,700	2.1%
Capital Outlay	0	0	0	0	—
<b>Park Fund Expenditures</b>	<b>71,614,424</b>	<b>75,913,030</b>	<b>75,413,030</b>	<b>81,004,800</b>	<b>6.7%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	602.90	641.00	641.00	625.60	-2.4%
<b>REVENUES</b>					
Facility User Fees	1,667,286	1,929,300	1,719,300	1,711,800	-11.3%
Intergovernmental	18,449	1,509,300	1,509,300	1,558,600	3.3%
Investment Income	-9,540	115,000	6,000	5,000	-95.7%
Investment Income: CIP	1,849	2,000	5,000	0	—
Miscellaneous	165,862	74,000	243,700	247,500	234.5%
Property Tax	69,049,034	71,833,970	70,851,970	77,492,510	7.9%
<b>Park Fund Revenues</b>	<b>70,892,940</b>	<b>75,463,570</b>	<b>74,335,270</b>	<b>81,015,410</b>	<b>7.4%</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>
Operating Expenses	0	0	0	0	—
Debt Service Other	630,304	320,900	320,900	312,100	-2.7%
Capital Outlay	0	0	0	0	—
<b>ALA Debt Service Fund Expenditures</b>	<b>630,304</b>	<b>320,900</b>	<b>320,900</b>	<b>312,100</b>	<b>-2.7%</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	1,785,987	1,740,560	1,717,570	1,651,447	-5.1%
<b>ALA Debt Service Fund Revenues</b>	<b>1,785,987</b>	<b>1,740,560</b>	<b>1,717,570</b>	<b>1,651,447</b>	<b>-5.1%</b>
<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	95,915	550,000	550,000	550,000	—

	Actual FY11	Budget FY12	Estimated FY12	Recommended FY13	% Chg Bud/Rec
Capital Outlay	0	0	0	0	—
<b>Grant Fund MNCPPC Expenditures</b>	<b>95,915</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</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	95,915	400,000	400,000	400,000	—
<b>Grant Fund MNCPPC Revenues</b>	<b>95,915</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	—
<b>ENTERPRISE FUND</b>					
<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>	—
Operating Expenses	7,614,217	8,262,600	8,630,409	8,876,530	7.4%
Debt Service Other	1,318,406	1,259,700	1,259,700	877,200	-30.4%
Capital Outlay	0	0	0	0	—
<b>Enterprise Fund Expenditures</b>	<b>8,932,623</b>	<b>9,522,300</b>	<b>9,890,109</b>	<b>9,753,730</b>	<b>2.4%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	110.90	118.80	118.80	118.90	0.1%
<b>REVENUES</b>					
Concessions	34,325	29,200	0	32,500	11.3%
Fees and Charges	6,137,974	6,065,100	9,989,400	6,467,300	6.6%
Merchandise Sales	703,841	649,300	0	690,000	6.3%
Non-Operating Revenues/Interest	14,907	12,000	12,200	25,000	108.3%
Rentals	2,858,859	3,018,500	0	2,791,500	-7.5%
<b>Enterprise Fund Revenues</b>	<b>9,749,906</b>	<b>9,774,100</b>	<b>10,001,600</b>	<b>10,006,300</b>	<b>2.4%</b>
<b>PROP MGMT MNCPPC</b>					
<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>	—
Operating Expenses	920,917	938,000	838,000	867,700	-7.5%
Capital Outlay	0	0	0	0	—
<b>Prop Mgmt MNCPPC Expenditures</b>	<b>920,917</b>	<b>938,000</b>	<b>838,000</b>	<b>867,700</b>	<b>-7.5%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	3.50	2.50	2.50	5.00	100.0%
<b>REVENUES</b>					
Investment Income	5,435	5,000	5,000	8,000	60.0%
Rental Income	783,753	733,000	733,000	794,000	8.3%
<b>Prop Mgmt MNCPPC Revenues</b>	<b>789,188</b>	<b>738,000</b>	<b>738,000</b>	<b>802,000</b>	<b>8.7%</b>
<b>SPECIAL REVENUE FUNDS</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
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>	—
Operating Expenses	4,881,491	5,670,140	5,524,274	5,759,000	1.6%
Capital Outlay	0	0	0	0	—
<b>Special Revenue Funds Expenditures</b>	<b>4,881,491</b>	<b>5,670,140</b>	<b>5,524,274</b>	<b>5,759,000</b>	<b>1.6%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	27.50	28.50	28.50	28.55	0.2%
<b>REVENUES</b>					
Intergovernmental	1,094,047	434,840	309,800	350,700	-19.3%
Investment Income	13,897	0	8,200	11,900	—
Miscellaneous	71,634	0	0	0	—
Service Charges	2,668,283	2,660,400	2,562,700	2,500,000	-6.0%
<b>Special Revenue Funds Revenues</b>	<b>3,847,861</b>	<b>3,095,240</b>	<b>2,880,700</b>	<b>2,862,600</b>	<b>-7.5%</b>

	Actual FY11	Budget FY12	Estimated FY12	Recommended FY13	% Chg Bud/Rec
<b>DEPARTMENT TOTALS</b>					
Total Expenditures	109,925,552	118,257,320	117,839,263	123,874,630	4.8%
Total Full-Time Positions	0	0	0	0	—
Total Part-Time Positions	0	0	0	0	—
Total FTEs	921.80	966.70	966.70	951.45	-1.6%
Total Revenues	110,643,784	117,469,360	115,984,030	123,358,993	5.0%

# Maryland-National Capital Park and Planning Commission



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