



Parking District Services

RECOMMENDED FY19 BUDGET

\$27,829,266

FULL TIME EQUIVALENTS

48.53

 AL ROSHDIEH, DIRECTOR

MISSION STATEMENT

The mission of Parking District Services is to:

- Support the role of public parking in commercial areas throughout the County, as parking management is an important tool for achieving public objectives of economic development and transportation management;
- Support the comprehensive development of the Silver Spring, Bethesda, and Wheaton central business districts and promote their economic growth and stability by supplying a sufficient number of parking spaces to accommodate that segment of the public demand which is neither provided for by development nor served by alternative travel modes;
- Promote and complement a total transportation system through the careful balance of rates and parking supply to encourage the use of the most efficient and economical transportation modes available; and
- Develop and implement parking management strategies designed to maximize the usage of the available parking supply in order to enhance the economic development of specific central business districts.




BUDGET OVERVIEW

The total recommended FY19 Operating Budget for the Parking Districts is \$27,829,266, an increase of \$51,360 or 0.18 percent from the FY18 Approved Budget of \$27,777,906. Personnel Costs comprise 18.87 percent of the budget for 53 full-time position(s) and no part-time position(s), and a total of 48.53 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 81.13 percent of the FY19 budget.

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

LINKAGE TO COUNTY RESULT AREAS

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

-  **An Effective and Efficient Transportation Network**
-  **A Responsive, Accountable County Government**
-  **Strong and Vibrant Economy**

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY18 estimates reflect funding based on the FY18 approved budget. The FY19 and FY20 figures are performance targets based on the FY19 recommended budget and funding for comparable service levels in FY20.

INITIATIVES

- ★ The new Wheaton Reddie/Grandview Ave. Garage will feature new LED lighting fixtures (standard for our garages), Electric Vehicle (EV) charging stations, low emission vehicles preferred parking spaces, and increased security measures through additional cameras and panic buttons. The Wheaton Office building will be the first LEED Platinum certified government facility in Maryland featuring a geothermal system and solar panels in the roof areas.
- ★ Joint development partnership with Fairfield Residential Company, LLC to redevelop Fenton Village Public Parking (Lot 3) into a vibrant mixed-use development at Studio Plaza with approximately 152 public parking spaces.
- ★ Implementing garage automation systems to effectively monitor electrical and mechanical systems to enhance service delivery.
- ★ Upgrade and consolidate control and monitoring systems for electrical, elevators, communications, and ventilation systems.
- ★ Expand the EV Charging Station program to additional facilities.
- ★ Complete the Silver Spring Parking Demand Study.
- ★ Conduct the biennial parking customer service survey.
- ★ Conversion of parking cashier system to pay-on-foot system in all Parking Lot Districts (PLDs).

ACCOMPLISHMENTS

- ☑ Managed the Wheaton Redevelopment project to include mitigation and closure activities including community outreach and communication.
- ☑ Implemented a demand pricing model in the Bethesda PLD to redistribute parking demand to underutilized facilities and increasing space availability in high demand facilities. The objective is to decrease traffic circulation and increase customer satisfaction.
- ☑ Converted single-space meters to multi-space meters in Parking Lot Districts that provide customers multiple and convenient payment options (coins, bills, credit card, and pay-by-cell) and a customer friendly parking experience.
- ☑ Launched Garage Advertisement Program at four public parking garages. Advertising space is available at the Woodmont Corner and Bethesda/Elm Garages in Bethesda and the Cameron St. and Town Square Garages in Silver Spring.
- ☑ Installed EV charging stations in parking garages located in Bethesda, Silver Spring, and Wheaton. Additional facilities pre-wired for installation of EV charging stations.
- ☑ Enhanced remote monitoring for all PLDs to monitor live and recorded footage for risk and safety assessments, contractor operations, internal revenue control and audits.
- ☑ Enhanced pay-by-cell payment options by introducing a new pay-by-cell vendor, ParkMobile in addition to the existing pay-by-cell vendor MobileNOW. Negotiated multiple payment methods including a pay-as-you-go option and a mobile

wallet option and reduced service fees.

- ✓ Upgraded pay-on-foot systems in three parking garages to enhance data security, provide data redundancy, and improve level of service.
- ✓ Consolidated the Montgomery Hills PLD into the Silver Spring PLD to improve parking operations and management.
- ✓ Launched a new responsive design for the Division of Parking Management homepage. The website enhances the visitor's experience by enabling content to be viewed effectively using multiple devices such as mobile, laptop or desktop computer.

PROGRAM CONTACTS

Contact Jose Thommana of the Parking Districts at 240.777.8732 or Corey Orlosky of the Office of Management and Budget at 240.777.2762 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Administration

This program supports the Parking Services program objectives through the management of Information Technology and customer service to optimize organizational effectiveness and the delivery of services to the public. Additionally, the program strategically plans for all components of the re-development of Parking Lot District (PLD) real property to promote the economic growth and stability of associated urban districts. The program's responsibilities are for drafting and releasing Requests for Development Proposals; generating property appraisals; negotiations and overseeing the execution of General Development Agreements; and Purchase Sales Agreements, including related development documents. The program also leads project management efforts including design and construction of PLD real property as part of mixed-use redevelopment projects.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	782,350	5.80
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	303,870	2.90
FY19 Recommended	1,086,220	8.70

Financial Management

The Financial Management Program has overall responsibility for the recordation, reconciliation, and audit of all parking district revenue. In addition, this program has primary responsibility for the development and execution of the Division Budget and Capital Improvements Program in coordination with other programs and the associated Six-Year Fiscal Cash Flows for the Parking Lot District enterprise funds. Also included are Accounts Payable activities and all procurement actions. It is also responsible for revenue bond debt, fixed assets, and utilities programs. This program serves as the primary point of contact for the Department of Finance in the preparation of the annual financial statements of the three Parking Lot District enterprise funds and in responding to any inquiries from the auditors of those statements.

Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
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Program Performance Measures	Actual FY16	Actual FY17	Estimated FY18	Target FY19	Target FY20
Customer satisfaction rate for Parking Lot Districts (PLDs) ¹	2.91	N/A	2.92	N/A	2.95
Parking Management cost efficiency (ratio of expenses to revenues)	61	70	71	72	72
Parking Management revenue generated (\$ millions)	43.5	37.7	37.9	38	38
Parking Management operating expenditures (\$ millions)	26.3	26.4	27	27.2	27.4

¹ Rating on a scale of 1 to 4 with 4=best

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	9,306,522	7.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(262,010)	(1.90)
FY19 Recommended	9,044,512	5.10

☀ Engineering and Capital Management

The Capital Projects Team provides engineering and project Management for the design and construction of new parking facilities, including mixed-use projects. The program also includes renovating and improving existing parking facilities to ensure the preservation and integrity of the parking system and its continued service to the public. This program also evaluates energy usage and recommends and implements improvements that reduce the amount of energy used by off-street facilities. The Planning Team administers advertising in PLD garages, outreach to users, and the Division's innovation initiatives. Additionally, the program participates in planning for all components of the growth and redevelopment of PLD properties to promote economic growth and stability of associated urban districts. This is done using short-term demand studies and long-term strategic plans and usage projections. The Maintenance Team provides the maintenance of all parking lots, garages, and surrounding grounds. Facilities maintenance is programmed at a level which is designed to ensure the operational integrity of the facilities and the safety of parking patrons. Maintenance of parking facilities includes: snow and ice removal; housekeeping services; equipment maintenance for elevators, electrical systems, and heating, ventilation, and air conditioning systems (HVAC); facility repairs for maintenance of damaged glass, asphalt, concrete, plumbing, painting, space stripes, graffiti, doorframes, brick and block, meter posts, and woodwork due to vandalism, use, and age; and grounds-keeping services.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	6,670,060	20.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,749	(1.00)
FY19 Recommended	6,674,809	19.50

☀ Parking Operations

This unit has overall responsibility for the collection and processing of all parking revenue, including revenue from individual meters, automated pay stations, cashiered facilities, parking permits, and parking fines. Additionally, it provides support to the Mass Transit Fund in the processing of bus revenue for deposit. The program is also responsible for the management of the parking citation database and provides management of the appeal process for all parking tickets written within the County. Parking Operations maintains regularly scheduled parking enforcement patrols in all Parking Lot Districts (PLDs), residential permit areas outside the PLDs, and other designated County facilities. In addition, this program provides a comprehensive meter maintenance program to ensure all meter devices function properly. Augmenting the public safety mission of the Montgomery

County Police Department, this unit also provides contract security guard services for parking facilities to detect and report theft, vandalism, and threats to personal security. Security support is also provided by the Silver Spring Clean and Safe Team. Parking Operations also manages and executes the Parking Outside the Parking Districts Program funded by the County's General Fund.

FY19 Recommended Changes	Expenditures	FTEs
FY18 Approved	11,018,974	15.23
Decrease Cost: Solid Waste chargebacks - Wheaton PLD	(58)	0.00
Decrease Cost: Solid Waste Chargebacks - Silver Spring PLD	(132)	0.00
Decrease Cost: Solid Waste Chargebacks - Bethesda PLD	(24,497)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	29,438	0.00
FY19 Recommended	11,023,725	15.23

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
PARKING DISTRICT - BETHESDA					
EXPENDITURES					
Salaries and Wages	1,589,222	1,656,092	1,538,015	1,681,710	1.6 %
Employee Benefits	567,453	612,605	586,411	591,079	-3.5 %
Parking District - Bethesda Personnel Costs	2,156,675	2,268,697	2,124,426	2,272,789	0.2 %
Operating Expenses	7,646,738	8,034,571	8,182,232	7,990,045	-0.6 %
Capital Outlay	32,223	0	0	0	—
Debt Service Other	4,564,347	4,633,604	4,649,910	4,653,194	0.4 %
Parking District - Bethesda Expenditures	14,399,983	14,936,872	14,956,568	14,916,028	-0.1 %
PERSONNEL					
Full-Time	29	29	29	29	—
Part-Time	0	0	0	0	—
FTEs	20.39	19.88	19.88	19.88	—
REVENUES					
Investment Income	88,792	66,330	122,460	173,490	161.6 %
Land Sale	0	900,000	900,000	0	-100.0 %
Miscellaneous Revenues	130,026	284,120	284,120	284,120	—
Parking Fees	15,949,411	15,555,081	15,555,081	15,555,081	—
Parking Fines	3,812,117	3,250,000	3,250,000	3,250,000	—
Property Rentals	407,757	160,000	160,000	75,000	-53.1 %
Property Tax	(44,085)	0	0	0	—
Parking District - Bethesda Revenues	20,344,018	20,215,531	20,271,661	19,337,691	-4.3 %

PARKING DISTRICT - SILVER SPRING

EXPENDITURES					
Salaries and Wages	1,570,190	1,889,648	1,726,643	1,897,809	0.4 %

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Employee Benefits	566,663	691,859	640,102	692,583	0.1 %
Parking District - Silver Spring Personnel Costs	2,136,853	2,581,507	2,366,745	2,590,392	0.3 %
Operating Expenses	7,988,100	8,851,735	9,069,408	8,917,139	0.7 %
Capital Outlay	40,049	0	0	0	—
Parking District - Silver Spring Expenditures	10,165,002	11,433,242	11,436,153	11,507,531	0.6 %
PERSONNEL					
Full-Time	20	21	21	21	—
Part-Time	0	0	0	0	—
FTEs	24.30	25.23	25.23	25.23	—
REVENUES					
Investment Income	119,279	222,240	199,750	282,980	27.3 %
Miscellaneous Revenues	254,349	0	0	0	—
Parking Fees	11,687,828	10,706,253	10,706,253	10,663,333	-0.4 %
Parking Fines	2,182,734	1,897,689	1,897,689	1,897,689	—
Property Rentals	14,302	0	0	0	—
Property Tax	(887)	0	0	0	—
Parking District - Silver Spring Revenues	14,257,605	12,826,182	12,803,692	12,844,002	0.1 %

PARKING DISTRICT - MONTGOMERY HILLS

EXPENDITURES					
Salaries and Wages	25,557	0	0	0	—
Employee Benefits	10,327	0	0	0	—
Parking District - Montgomery Hills Personnel Costs	35,884	0	0	0	—
Operating Expenses	24,780	0	0	0	—
Parking District - Montgomery Hills Expenditures	60,664	0	0	0	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.42	0.00	0.00	0.00	—
REVENUES					
Investment Income	2,406	0	0	0	—
Miscellaneous Revenues	(8,728)	0	0	0	—
Parking Fees	42,104	0	0	0	—
Parking Fines	33,919	0	0	0	—
Property Tax	(119)	0	0	0	—
Parking District - Montgomery Hills Revenues	69,582	0	0	0	—

PARKING DISTRICT - WHEATON

EXPENDITURES

BUDGET SUMMARY

	Actual FY17	Budget FY18	Estimate FY18	Recommended FY19	%Chg Bud/Rec
Salaries and Wages	263,260	281,955	261,402	284,682	1.0 %
Employee Benefits	94,933	107,129	101,512	102,302	-4.5 %
Parking District - Wheaton Personnel Costs	358,193	389,084	362,914	386,984	-0.5 %
Operating Expenses	921,305	1,018,708	1,044,214	1,018,723	—
Capital Outlay	2,115	0	0	0	—
Parking District - Wheaton Expenditures	1,281,613	1,407,792	1,407,128	1,405,707	-0.1 %
PERSONNEL					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.42	3.42	3.42	3.42	—
REVENUES					
Investment Income	6,015	14,660	9,870	13,980	-4.6 %
Miscellaneous Revenues	17,245	0	0	0	—
Parking Fees	928,783	725,000	725,000	725,000	—
Parking Fines	549,994	476,000	476,000	476,000	—
Property Tax	(671)	0	0	0	—
Parking District - Wheaton Revenues	1,501,366	1,215,660	1,210,870	1,214,980	-0.1 %
DEPARTMENT TOTALS					
Total Expenditures	25,907,262	27,777,906	27,799,849	27,829,266	0.2 %
Total Full-Time Positions	52	53	53	53	—
Total Part-Time Positions	0	0	0	0	—
Total FTEs	48.53	48.53	48.53	48.53	—
Total Revenues	36,172,571	34,257,373	34,286,223	33,396,673	-2.5 %

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
PARKING DISTRICT - BETHESDA		
FY18 ORIGINAL APPROPRIATION	14,936,872	19.88
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY19 Compensation Adjustment	57,543	0.00
Increase Cost: OPEB Adjustment	570	0.00
Increase Cost: Printing and Mail	375	0.00
Decrease Cost: Risk Management Adjustment	(1,384)	0.00
Decrease Cost: Retirement Adjustment	(13,710)	0.00
Decrease Cost: Solid Waste Chargebacks - Bethesda PLD [Parking Operations]	(24,497)	0.00
Decrease Cost: Annualization of FY18 Personnel Costs	(39,741)	0.00

FY19 RECOMMENDED CHANGES

	Expenditures	FTEs
FY19 RECOMMENDED	14,916,028	19.88

PARKING DISTRICT - SILVER SPRING

FY18 ORIGINAL APPROPRIATION	11,433,242	25.23
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Annualization of FY18 Operating Expenses	65,968	0.00
Increase Cost: FY19 Compensation Adjustment	62,970	0.00
Increase Cost: OPEB Adjustment	390	0.00
Decrease Cost: Solid Waste Chargebacks - Silver Spring PLD [Parking Operations]	(132)	0.00
Decrease Cost: Risk Management Adjustment	(822)	0.00
Decrease Cost: Retirement Adjustment	(15,577)	0.00
Decrease Cost: Annualization of FY18 Personnel Costs	(38,508)	0.00
FY19 RECOMMENDED	11,507,531	25.23

PARKING DISTRICT - MONTGOMERY HILLS

FY18 ORIGINAL APPROPRIATION	0	0.00
FY19 RECOMMENDED	0	0.00

PARKING DISTRICT - WHEATON

FY18 ORIGINAL APPROPRIATION	1,407,792	3.42
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY19 Compensation Adjustment	9,474	0.00
Increase Cost: OPEB Adjustment	60	0.00
Increase Cost: Risk Management Adjustment	13	0.00
Decrease Cost: Solid Waste chargebacks - Wheaton PLD [Parking Operations]	(58)	0.00
Decrease Cost: Retirement Adjustment	(2,809)	0.00
Decrease Cost: Annualization of FY18 Personnel Costs	(8,765)	0.00
FY19 RECOMMENDED	1,405,707	3.42

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Administration	782,350	5.80	1,086,220	8.70
Financial Management	9,306,522	7.00	9,044,512	5.10
Engineering and Capital Management	6,670,060	20.50	6,674,809	19.50

PROGRAM SUMMARY

Program Name	FY18 APPR Expenditures	FY18 APPR FTEs	FY19 REC Expenditures	FY19 REC FTEs
Parking Operations	11,018,974	15.23	11,023,725	15.23
Total	27,777,906	48.53	27,829,266	48.53

FUTURE FISCAL IMPACTS

CE RECOMMENDED (\$000S)

Title	FY19	FY20	FY21	FY22	FY23	FY24
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PARKING DISTRICT - BETHESDA

EXPENDITURES

FY19 Recommended	14,916	14,916	14,916	14,916	14,916	14,916
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No inflation or compensation change is included in outyear projections.

Retiree Health Insurance Pre-funding	0	2	2	3	3	3
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Labor Contracts	0	30	30	30	30	30
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These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.

Subtotal Expenditures	14,916	14,948	14,948	14,949	14,949	14,949
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PARKING DISTRICT - SILVER SPRING

EXPENDITURES

FY19 Recommended	11,508	11,508	11,508	11,508	11,508	11,508
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No inflation or compensation change is included in outyear projections.

Retiree Health Insurance Pre-funding	0	1	1	2	2	2
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Labor Contracts	0	33	33	33	33	33
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These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.

Subtotal Expenditures	11,508	11,542	11,542	11,543	11,543	11,543
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Subtotal Expenditures	0	0	0	0	0	0
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PARKING DISTRICT - WHEATON

EXPENDITURES

FY19 Recommended	1,406	1,406	1,406	1,406	1,406	1,406
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No inflation or compensation change is included in outyear projections.

Retiree Health Insurance Pre-funding	0	0	0	0	0	0
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Labor Contracts	0	5	5	5	5	5
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These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.

Subtotal Expenditures	1,406	1,411	1,411	1,411	1,411	1,411
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FY19-24 Public Services Program: Fiscal Plan Bethesda Parking Lot District							
	Estimated	Recommended	Projected	Projected	Projected	Projected	Projected
	2018	2019	2020	2021	2022	2023	2024
Assumptions							
Indirect Cost Rate	17.39%	18.23%	18.23%	18.23%	18.23%	18.23%	18.23%
CPI (Fiscal Year)	1.60%	1.95%	2.07%	2.20%	2.30%	2.38%	2.43%
Investment Income Yield	1.20%	1.70%	2.20%	2.70%	3.20%	3.20%	3.20%
Beginning Fund Balance	\$ 15,478,181	\$ 15,622,918	\$ 12,549,422	\$ 13,525,384	\$ 13,284,296	\$ 13,349,904	\$ 12,329,512
Revenues							
Charges for Services	\$ 15,555,081	\$ 15,555,081	\$ 15,555,081	\$ 15,555,081	\$ 15,555,081	\$ 15,555,081	\$ 14,755,081
Fines & Forfeits	\$ 3,250,000	\$ 3,250,000	\$ 3,250,000	\$ 3,250,000	\$ 3,250,000	\$ 3,250,000	\$ 3,250,000
Miscellaneous	\$ 1,466,580	\$ 532,610	\$ 6,208,640	\$ 634,670	\$ 685,700	\$ 685,700	\$ 2,685,700
Subtotal Revenues	\$ 20,271,661	\$ 19,337,691	\$ 25,013,721	\$ 19,439,751	\$ 19,490,781	\$ 19,490,781	\$ 20,690,781
Transfers							
Transfers to General Fund	\$ (407,325)	\$ (427,128)	\$ (422,906)	\$ (432,210)	\$ (442,151)	\$ (452,674)	\$ (463,674)
Indirect Costs	\$ (394,526)	\$ (414,329)	\$ (422,906)	\$ (432,210)	\$ (442,151)	\$ (452,674)	\$ (463,674)
Telecommunications NDA	\$ (12,799)	\$ (12,799)	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers to Special Funds : Tax Supported	\$ (1,671,030)	\$ (1,513,030)	\$ (1,577,530)	\$ (1,541,530)	\$ (1,504,030)	\$ (1,467,030)	\$ (1,426,530)
Bethesda Urban District	\$ (1,671,030)	\$ (1,513,030)	\$ (1,577,530)	\$ (1,541,530)	\$ (1,504,030)	\$ (1,467,030)	\$ (1,426,530)
Transfers to Other Funds	\$ -	\$ (400,000)	\$ (3,100,000)	\$ 100,000	\$ (700,000)	\$ (1,100,000)	\$ -
Transfer to Wheaton PLD	\$ -	\$ (400,000)	\$ (100,000)	\$ 100,000	\$ 400,000	\$ -	\$ -
Transfer to Silver Spring PLD	\$ -	\$ -	\$ (3,000,000)	\$ -	\$ (1,100,000)	\$ (1,100,000)	\$ -
Total Resources	\$ 33,671,487	\$ 32,620,450	\$ 32,462,707	\$ 31,091,395	\$ 30,128,896	\$ 29,820,980	\$ 31,130,088
CIP Current Revenue Appropriation Expenditure	\$ (3,092,000)	\$ (5,155,000)	\$ (3,790,000)	\$ (2,435,000)	\$ (2,690,000)	\$ (3,155,000)	\$ (3,155,000)
Other CIP Revenue Appropriation Expenditure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Appropriations/Expenditures							
Operating Budget	\$ (10,306,658)	\$ (10,262,834)	\$ (10,475,275)	\$ (10,705,731)	\$ (10,951,963)	\$ (11,212,619)	\$ (11,485,086)
Existing Debt Service	\$ (4,649,910)	\$ (4,653,194)	\$ (4,640,400)	\$ (4,634,250)	\$ (3,104,192)	\$ (3,091,012)	\$ (3,078,709)
Retiree Health Insurance Pre-Funding	\$ -	\$ -	\$ (1,580)	\$ (2,050)	\$ (2,770)	\$ (2,770)	\$ (2,770)
Labor Agreement	\$ -	\$ -	\$ (30,068)	\$ (30,068)	\$ (30,068)	\$ (30,068)	\$ (30,068)
Subtotal PSP Operating Budget Appropriation	\$ (14,956,569)	\$ (14,916,028)	\$ (15,147,323)	\$ (15,372,099)	\$ (14,088,992)	\$ (14,336,469)	\$ (14,596,633)
Total Use of Resources	\$ (18,048,569)	\$ (20,071,028)	\$ (18,937,323)	\$ (17,807,099)	\$ (16,778,992)	\$ (17,491,469)	\$ (17,751,633)
Year End Fund Balance	\$ 15,622,918	\$ 12,549,422	\$ 13,525,384	\$ 13,284,296	\$ 13,349,904	\$ 12,329,512	\$ 13,378,455
Bond Restricted Reserve	\$ (7,953,944)	\$ (8,542,531)	\$ (8,593,352)	\$ (8,841,256)	\$ (8,898,705)	\$ (8,956,603)	\$ (9,015,562)
Year End Available Fund Balance	\$ 7,668,973	\$ 4,006,891	\$ 4,932,032	\$ 4,443,039	\$ 4,451,199	\$ 3,372,908	\$ 4,362,893
Available Fund Balance As A Percent of Next Year's PSP Expenses	51%	26%	32%	32%	31%	23%	30%
Target Balance	\$ 3,729,007	\$ 3,786,831	\$ 3,843,025	\$ 3,522,248	\$ 3,584,117	\$ 3,649,158	\$ 3,649,158

Assumptions:

- The cash balance includes funds required to be held by the District to cover Bond Covenants.
- Bond coverage (annual net revenues over debt service requirements) is maintained at about 195 percent in FY19. The minimum requirement is 125 percent.
- Revenue for the air rights lease for Garage 49 is assumed in FY16 through FY24.
- Revenue growth in FY24 projected as a result of increased occupancy of existing facilities associated with the Marriott development.
- These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY20-24 expenditures are based on the "major, known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation cost increases, the operating costs of capital facilities, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include unapproved service improvements. The projected future expenditures, revenues, and fund balance may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.

FY19-24 Public Services Program: Fiscal Plan Silver Spring Parking Lot District							
	Estimated	Recommended	Projected	Projected	Projected	Projected	Projected
	2018	2019	2020	2021	2022	2023	2024
Assumptions							
Indirect Cost Rate	17.39%	18.23%	18.23%	18.23%	18.23%	18.23%	18.23%
CPI (Fiscal Year)	1.60%	1.95%	2.07%	2.20%	2.30%	2.38%	2.43%
Investment Income Yield	1.20%	1.70%	2.20%	2.70%	3.20%	3.20%	3.20%
Beginning Fund Balance	\$ 18,172,362	\$ 13,132,931	\$ 5,329,272	\$ 3,899,600	\$ 3,589,318	\$ 4,219,341	\$ 4,592,101
Revenues							
Charges for Services	\$ 10,706,253	\$ 10,663,333	\$ 10,663,333	\$ 14,923,333	\$ 14,923,333	\$ 14,923,333	\$ 14,923,333
Fines & Forfeits	\$ 1,897,689	\$ 1,897,689	\$ 1,897,689	\$ 1,897,689	\$ 1,897,689	\$ 1,897,689	\$ 1,897,689
Miscellaneous	\$ 199,750	\$ 282,980	\$ 366,210	\$ 449,440	\$ 532,670	\$ 532,670	\$ 532,670
Subtotal Revenues	\$ 12,803,692	\$ 12,844,002	\$ 12,927,232	\$ 17,270,462	\$ 17,353,692	\$ 17,353,692	\$ 17,353,692
Transfers							
Transfers to General Fund	\$ (2,466,970)	\$ (3,040,130)	\$ 123,286	\$ (2,841,818)	\$ (1,708,148)	\$ (1,673,141)	\$ (2,737,178)
Indirect Costs	\$ (536,116)	\$ (559,420)	\$ (487,004)	\$ (497,608)	\$ (508,938)	\$ (520,931)	\$ (533,468)
To RSC	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)
Telecommunications NDA	\$ (82,192)	\$ (82,192)	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers to Special Funds : Tax Supported	\$ (1,930,854)	\$ (2,480,710)	\$ 610,290	\$ (2,344,210)	\$ (1,199,210)	\$ (1,152,210)	\$ (2,203,710)
Silver Spring Urban District	\$ (1,989,710)	\$ (2,480,710)	\$ (2,389,710)	\$ (2,344,210)	\$ (2,299,210)	\$ (2,252,210)	\$ (2,203,710)
Transfer from Bethesda PLD	\$ -	\$ -	\$ 3,000,000	\$ -	\$ 1,100,000	\$ 1,100,000	\$ -
Transfer from Montgomery Hills PLD	\$ 58,856	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Resources	\$ 28,509,084	\$ 22,936,803	\$ 18,379,790	\$ 18,328,244	\$ 19,234,863	\$ 19,899,892	\$ 19,208,614
CIP Current Revenue Appropriation Expenditure	\$ (3,940,000)	\$ (6,100,000)	\$ (2,700,000)	\$ (2,700,000)	\$ (2,700,000)	\$ (2,700,000)	\$ (2,700,000)
Appropriations/Expenditures							
Operating Budget	\$ (11,436,153)	\$ (11,507,531)	\$ (11,745,737)	\$ (12,004,143)	\$ (12,280,238)	\$ (12,572,508)	\$ (12,878,020)
Labor Agreement	\$ -	\$ -	\$ (33,373)	\$ (33,373)	\$ (33,373)	\$ (33,373)	\$ (33,373)
Retiree Health Benefits Pre-Funding	\$ -	\$ -	\$ (1,080)	\$ (1,410)	\$ (1,910)	\$ (1,910)	\$ (1,910)
Subtotal PSP Operating Budget Appropriation	\$ (11,436,153)	\$ (11,507,531)	\$ (11,780,190)	\$ (12,038,926)	\$ (12,315,521)	\$ (12,607,791)	\$ (12,913,303)
Total Use of Resources	\$ (15,376,153)	\$ (17,607,531)	\$ (14,480,190)	\$ (14,738,926)	\$ (15,015,521)	\$ (15,307,791)	\$ (15,613,303)
Year End Available Fund Balance	\$ 13,132,931	\$ 5,329,272	\$ 3,899,600	\$ 3,589,318	\$ 4,219,341	\$ 4,592,101	\$ 3,595,311
Available Fund Balance As A Percent of Next Year's PSP Expenses	114%	45%	32%	29%	33%	36%	28%
Target Balance	\$ 2,876,883	\$ 2,945,047	\$ 3,009,732	\$ 3,078,880	\$ 3,151,948	\$ 3,228,326	\$ 3,228,326

Assumptions:

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY20-24 expenditures are based on the "major, known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation cost increases, the operating costs of capital facilities, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include unapproved service improvements. The projected future expenditures, revenues, and fund balance may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.
2. Increases to revenue from FY20-24 are based on a combination of increased hours of enforcement in lots and garages and overall rates, with the details to be determined in collaboration with the Silver Spring Chamber of Commerce and the County Council.
3. The Parking Lot Districts have a fund balance policy target equal to 25 percent of the following year's projected operating budget expenses.

FY19-24 Public Services Program: Fiscal Plan Wheaton Parking Lot District							
	Estimated	Recommended	Projected	Projected	Projected	Projected	Projected
	2018	2019	2020	2021	2022	2023	2024
Assumptions							
Indirect Cost Rate	17.39%	18.23%	18.23%	18.23%	18.23%	18.23%	18.23%
CPI (Fiscal Year)	1.60%	1.95%	2.07%	2.20%	2.30%	2.38%	2.43%
Investment Income Yield	1.20%	1.70%	2.20%	2.70%	3.20%	3.20%	3.20%
Beginning Fund Balance	\$ 900,350	\$ 451,008	\$ 392,133	\$ 432,030	\$ 639,018	\$ 510,547	\$ 552,262
Revenues							
Charges for Services	\$ 725,000	\$ 725,000	\$ 1,325,000	\$ 1,825,000	\$ 1,825,000	\$ 1,825,000	\$ 1,825,000
Fines & Forfeits	\$ 476,000	\$ 476,000	\$ 476,000	\$ 476,000	\$ 476,000	\$ 476,000	\$ 476,000
Miscellaneous	\$ 9,870	\$ 13,980	\$ 18,090	\$ 22,200	\$ 26,310	\$ 26,310	\$ 26,310
Subtotal Revenues	\$ 1,210,870	\$ 1,214,980	\$ 1,819,090	\$ 2,323,200	\$ 2,327,310	\$ 2,327,310	\$ 2,327,310
Transfers							
Transfers to General Fund	\$ (96,084)	\$ 288,852	\$ (8,545)	\$ (310,129)	\$ (611,821)	\$ (313,613)	\$ (315,486)
Indirect Costs	\$ (71,726)	\$ (74,611)	\$ (72,008)	\$ (73,592)	\$ (75,284)	\$ (77,076)	\$ (78,949)
Telecommunications NDA	\$ (4,064)	\$ (4,064)	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers to Special Funds : Tax Supported	\$ (24,358)	\$ 363,463	\$ 63,463	\$ (236,537)	\$ (536,537)	\$ (236,537)	\$ (236,537)
Wheaton Urban District	\$ (24,358)	\$ (36,537)	\$ (36,537)	\$ (136,537)	\$ (136,537)	\$ (236,537)	\$ (236,537)
Transfer from Bethesda PLD	\$ -	\$ 400,000	\$ 100,000	\$ (100,000)	\$ (400,000)	\$ -	\$ -
Total Resources	\$ 2,015,136	\$ 1,954,840	\$ 2,202,678	\$ 2,445,101	\$ 2,354,507	\$ 2,524,244	\$ 2,564,086
CIP Current Revenue Appropriation Expenditure	\$ (157,000)	\$ (157,000)	\$ (157,000)	\$ (157,000)	\$ (157,000)	\$ (245,000)	\$ (245,000)
Appropriations/Expenditures							
Operating Budget	\$ (1,407,128)	\$ (1,405,707)	\$ (1,608,405)	\$ (1,643,790)	\$ (1,681,597)	\$ (1,721,619)	\$ (1,763,455)
Retiree Health Insurance Pre-Funding	\$ -	\$ -	\$ (160)	\$ (210)	\$ (280)	\$ (280)	\$ (280)
Labor Agreement	\$ -	\$ -	\$ (5,083)	\$ (5,083)	\$ (5,083)	\$ (5,083)	\$ (5,083)
Subtotal PSP Operating Budget Appropriation	\$ (1,407,128)	\$ (1,405,707)	\$ (1,613,648)	\$ (1,649,083)	\$ (1,686,960)	\$ (1,726,982)	\$ (1,768,818)
Total Use of Resources	\$ (1,564,128)	\$ (1,562,707)	\$ (1,770,648)	\$ (1,806,083)	\$ (1,843,960)	\$ (1,971,982)	\$ (2,013,818)
Year End Available Fund Balance	\$ 451,008	\$ 392,133	\$ 432,030	\$ 639,018	\$ 510,547	\$ 552,262	\$ 550,268
Available Fund Balance As A Percent of Next Year's PSP Expenses	32%	24%	26%	38%	30%	31%	31%
Target Balance	\$ 351,427	\$ 403,412	\$ 412,271	\$ 421,740	\$ 431,746	\$ 442,204	\$ 442,204

Assumptions:

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY20-24 expenditures are based on the "major, known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation cost increases, the operating costs of capital facilities, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include unapproved service improvements. The projected future expenditures, revenues, and fund balance may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.
2. Increases to revenue from FY20-24 are based on the completion of the Wheaton Revitalization Program in FY20, and a combination of increased hours of enforcement in lots and garages and overall rates starting in FY21, with the details to be determined in collaboration with the Wheaton Chamber of Commerce and the County Council.
3. The Parking Lot Districts have a fund balance policy target equal to 25 percent of the following year's projected operating budget expenses.