



Parking District Services

RECOMMENDED FY20 BUDGET

\$28,289,292

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 FY20 Operating Budget for the Parking Districts is \$28,289,292, an increase of \$460,026 or 1.65 percent from the FY19 Approved Budget of \$27,829,266. Personnel Costs comprise 19.40 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 80.60 percent of the FY20 budget.

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

COUNTY PRIORITY OUTCOMES

While this program area supports all seven of the County Executive's Priority Outcomes, the following are emphasized:

-  **Easier Commutes**
-  **Effective, Sustainable Government**
-  **A Growing 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

INITIATIVES

- ★ Upgrade and consolidate control and monitoring systems for electrical, elevators, communications, and ventilation systems.
- ★ Management of the Bethesda facility improvements including payment system upgrades, machine location plan, and sign replacements.
- ★ Conversion of parking cashier system to pay-on-foot system in all Parking Lot Districts (PLDs).
- ★ 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 public parking spaces.
- ★ Implement installation of new LED light fixtures in parking garages to improve lighting and energy efficiency.
- ★ Implementing garage automation systems to effectively monitor electrical and mechanical systems to enhance service delivery.
- ★ Improve customer service experience based on increased staffing hours in gated facilities.
- ★ Improvements in the Residential Permit Parking program to offer both digital and paper-based options to improve service delivery to customers.

ACCOMPLISHMENTS

- ✓ Managed the Wheaton Redevelopment program in through supporting of construction throughout the slab waterproofing and slab concrete construction phases; contract administration and oversight; employee parking plan; parking and construction mitigation and closure activities including community outreach and communication.
- ✓ Initiated the design and procurement of LED light fixtures to improve garage lighting and promote energy efficiency. LED lights are environmentally friendly, operate on low voltage, and improve the safety of our facilities.
- ✓ Installation of new 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.
- ✓ Executed Memorandum of Agreement for on-street parking in the Pike and Rose Development. Successful installation of multi-space meters and parking signage in readiness for collection of parking fees and enforcement of parking regulations.
- ✓ Managed the relocation of the historic building to a lot in Bethesda to facilitate development of residential units and construction of the Purple Line.
- ✓ Completed the Bethesda Parking Demand Study to assess current and future public parking supply and demand conditions.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Upgraded payment systems and introducing vehicle occupancy and counting systems in various high-demand parking garages

in Bethesda and Silver Spring.

- ✦ Began Wheaton Core Employee Parking Management Initiative in preparation of County Departments and functions move to Downtown Wheaton.
- ✦ Started the development of the parking inventory database, website improvements, work order and customer services process improvements.
- ✦ Converted all gated facilities in Silver Spring and Bethesda to 24/7 garage management access.
- ✦ Converted single space metered garages in Silver Spring to new multi-space machines with pay by space payment option.

PROGRAM CONTACTS

Contact Jose Thommana of the Parking Districts at 240.777.8732 or Lindsay Lucas of the Office of Management and Budget at 240.777.2766 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 redevelopment 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	1,086,220	8.70
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(194,594)	(2.28)
FY20 Recommended	891,626	6.42

✦ 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 and 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	Actual	Estimated	Target	Target
Parking District Services				<i>Transportation</i>	47-3

	FY17	FY18	FY19	FY20	FY21
Customer satisfaction rate for Parking Lot Districts (PLDs) ¹	N/A	4.7	N/A	4.7	N/A
Parking Management cost efficiency (ratio of expenses to revenues)	70	66	69	69	69
Parking Management revenue generated (\$ millions)	37.7	36.7	36.7	36.7	36.7
Parking Management operating expenditures (\$ millions)	26.4	24.2	25.7	25.7	25.7

¹ Rating on a scale of 1 to 5 with the number 5 representing highest score. Scores from prior years are not shown due to a significant change in survey methodology in FY18.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	9,044,512	5.10
Re-align: Debt Service Adjustment	(12,794)	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.	462,196	0.38
FY20 Recommended	9,493,914	5.48

☀ 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	6,674,809	19.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	539,303	1.90
FY20 Recommended	7,214,112	21.40

☀ 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 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	11,023,725	15.23
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(321,291)	0.00
FY20 Recommended	10,702,434	15.23

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
PARKING DISTRICT - BETHESDA					
EXPENDITURES					
Salaries and Wages	1,563,873	1,681,710	1,611,044	1,765,694	5.0 %
Employee Benefits	579,694	591,079	567,066	636,618	7.7 %
Parking District - Bethesda Personnel Costs	2,143,567	2,272,789	2,178,110	2,402,312	5.7 %
Operating Expenses	7,480,563	7,990,045	8,089,687	7,972,550	-0.2 %
Capital Outlay	22,884	0	0	0	—
Debt Service Other	4,654,646	4,653,194	4,653,194	4,640,400	-0.3 %
Parking District - Bethesda Expenditures	14,301,660	14,916,028	14,920,991	15,015,262	0.7 %
PERSONNEL					
Full-Time	29	29	29	29	—
Part-Time	0	0	0	0	—
FTEs	19.88	19.88	19.88	20.39	2.6 %
REVENUES					
Investment Income	203,887	173,490	401,970	428,190	146.8 %
Miscellaneous Revenues	173,796	284,120	284,120	284,120	—
Parking Fees	15,191,580	15,555,081	15,555,081	15,555,081	—
Parking Fines	4,052,617	3,250,000	3,250,000	3,250,000	—
Property Rentals	1,191,278	75,000	75,000	75,000	—
Property Tax	(9,483)	0	0	0	—
Parking District - Bethesda Revenues	20,803,675	19,337,691	19,566,171	19,592,391	1.3 %

PARKING DISTRICT - SILVER SPRING

EXPENDITURES					
Salaries and Wages	1,603,731	1,897,809	1,780,193	1,968,926	3.8 %
Employee Benefits	584,955	692,583	639,362	711,549	2.7 %

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Parking District - Silver Spring Personnel Costs	2,188,686	2,590,392	2,419,555	2,680,475	3.5 %
Operating Expenses	8,134,454	8,917,139	8,936,012	8,992,222	0.8 %
Capital Outlay	32,541	0	0	0	—
Parking District - Silver Spring Expenditures	10,355,681	11,507,531	11,355,567	11,672,697	1.4 %
PERSONNEL					
Full-Time	21	21	21	21	—
Part-Time	0	0	0	0	—
FTEs	25.23	25.23	25.23	24.72	-2.0 %
REVENUES					
Investment Income	220,702	282,980	435,120	226,457	-20.0 %
Miscellaneous Revenues	221,146	0	0	0	—
Parking Fees	11,985,981	10,663,333	10,663,333	13,440,413	26.0 %
Parking Fines	2,087,849	1,897,689	1,897,689	1,897,689	—
Property Rentals	21,045	0	0	0	—
Property Tax	(7,696)	0	0	0	—
Parking District - Silver Spring Revenues	14,529,027	12,844,002	12,996,142	15,564,559	21.2 %
PARKING DISTRICT - WHEATON					
EXPENDITURES					
Salaries and Wages	266,778	284,682	272,319	295,644	3.9 %
Employee Benefits	98,121	102,302	97,905	108,431	6.0 %
Parking District - Wheaton Personnel Costs	364,899	386,984	370,224	404,075	4.4 %
Operating Expenses	714,381	1,018,723	1,035,685	1,197,258	17.5 %
Capital Outlay	4,818	0	0	0	—
Parking District - Wheaton Expenditures	1,084,098	1,405,707	1,405,909	1,601,333	13.9 %
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	9,858	13,980	19,440	21,885	56.5 %
Miscellaneous Revenues	15,027	0	0	0	—
Parking Fees	811,227	725,000	725,000	850,000	17.2 %
Parking Fines	429,421	476,000	476,000	476,000	—
Property Tax	(388)	0	0	0	—
Parking District - Wheaton Revenues	1,265,145	1,214,980	1,220,440	1,347,885	10.9 %
DEPARTMENT TOTALS					
Total Expenditures	25,741,439	27,829,266	27,682,467	28,289,292	1.7 %

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Total Full-Time Positions	53	53	53	53	—
Total Part-Time Positions	0	0	0	0	—
Total FTEs	48.53	48.53	48.53	48.53	—
Total Revenues	36,597,847	33,396,673	33,782,753	36,504,835	9.3 %

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
PARKING DISTRICT - BETHESDA		
FY19 ORIGINAL APPROPRIATION	14,916,028	19.88
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY20 Compensation Adjustment	79,751	0.00
Re-align: Reallocation of Personnel to Reflect Actual Work Demand	40,224	0.51
Increase Cost: Motor Pool Adjustment	15,856	0.00
Increase Cost: Annualization of FY19 Personnel Costs	6,242	0.00
Increase Cost: Retirement Adjustment	3,306	0.00
Increase Cost: Risk Management Adjustment	919	0.00
Re-align: Debt Service Adjustment [Financial Management]	(12,794)	0.00
Decrease Cost: OPEB Adjustment	(34,270)	0.00
FY20 RECOMMENDED	15,015,262	20.39
PARKING DISTRICT - SILVER SPRING		
FY19 ORIGINAL APPROPRIATION	11,507,531	25.23
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY20 Compensation Adjustment	83,879	0.00
Increase Cost: Garage 3: Asset placed in service	65,968	0.00
Increase Cost: Annualization of FY19 Personnel Costs	43,029	0.00
Increase Cost: Multi-spaces Meters Service and Maintenance	28,000	0.00
Increase Cost: Retirement Adjustment	3,399	0.00
Increase Cost: Risk Management Adjustment	785	0.00
Decrease Cost: OPEB Adjustment	(19,670)	0.00
Re-align: Reallocation of Personnel to Reflect Actual Work Demand	(40,224)	(0.51)
FY20 RECOMMENDED	11,672,697	24.72
PARKING DISTRICT - MONTGOMERY HILLS		
FY19 ORIGINAL APPROPRIATION	0	0.00

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
FY20 RECOMMENDED	0	0.00

PARKING DISTRICT - WHEATON

FY19 ORIGINAL APPROPRIATION	1,405,707	3.42
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Garage 13: Asset placed in service	173,600	0.00
Increase Cost: FY20 Compensation Adjustment	13,031	0.00
Increase Cost: Multi-space Meters Service and Maintenance	8,400	0.00
Increase Cost: Annualization of FY19 Personnel Costs	3,580	0.00
Increase Cost: Retirement Adjustment	480	0.00
Increase Cost: Risk Management Adjustment	85	0.00
Decrease Cost: OPEB Adjustment	(3,550)	0.00
FY20 RECOMMENDED	1,601,333	3.42

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Administration	1,086,220	8.70	891,626	6.42
Financial Management	9,044,512	5.10	9,493,914	5.48
Engineering and Capital Management	6,674,809	19.50	7,214,112	21.40
Parking Operations	11,023,725	15.23	10,702,434	15.23
Total	27,829,266	48.53	28,302,086	48.53

FUTURE FISCAL IMPACTS

CE RECOMMENDED (\$000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
PARKING DISTRICT - BETHESDA						
EXPENDITURES						
FY20 Recommended	15,015	15,015	15,015	15,015	15,015	15,015
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	0	0	(1)	(10)	(16)	(20)
Labor Contracts	0	25	25	25	25	25
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	15,015	15,040	15,039	15,030	15,024	15,020

FUTURE FISCAL IMPACTS

CE RECOMMENDED (\$000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
PARKING DISTRICT - SILVER SPRING						
EXPENDITURES						
FY20 Recommended	11,673	11,673	11,673	11,673	11,673	11,673
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	0	0	(1)	(7)	(11)	(15)
Labor Contracts	0	26	26	26	26	26
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	11,673	11,699	11,698	11,692	11,688	11,684
Subtotal Expenditures	0	0	0	0	0	0
PARKING DISTRICT - WHEATON						
EXPENDITURES						
FY20 Recommended	1,601	1,601	1,601	1,601	1,601	1,601
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	0	0	0	(1)	(2)	(2)
Labor Contracts	0	4	4	4	4	4
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	1,601	1,605	1,605	1,604	1,603	1,603

FY20-25 Public Services Program: Fiscal Plan Bethesda Parking Lot District							
	Estimated	Recommended	Projected	Projected	Projected	Projected	Projected
	2019	2020	2021	2022	2023	2024	2025
Assumptions							
Indirect Cost Rate	18.23%	20.45%	20.45%	20.45%	20.45%	20.45%	20.45%
CPI (Fiscal Year)	2.15%	2.32%	2.53%	2.70%	2.70%	2.70%	2.70%
Investment Income Yield	2.30%	2.45%	2.45%	2.45%	2.45%	2.45%	2.45%
Beginning Fund Balance	\$ 17,600,624	\$ 16,057,015	\$ 12,373,038	\$ 13,386,898	\$ 12,652,779	\$ 11,668,495	\$ 12,626,764
Revenues							
Charges for Services	\$ 15,555,081	\$ 15,555,081	\$ 15,555,081	\$ 15,555,081	\$ 15,555,081	\$ 14,755,081	\$ 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	\$ 761,090	\$ 787,310	\$ 6,412,310	\$ 787,310	\$ 787,310	\$ 2,787,310	\$ 2,787,310
Subtotal Revenues	\$ 19,566,171	\$ 19,592,391	\$ 25,217,391	\$ 19,592,391	\$ 19,592,391	\$ 20,792,391	\$ 20,792,391
Transfers							
Transfers to General Fund	\$ (427,128)	\$ (491,273)	\$ (503,846)	\$ (518,203)	\$ (532,970)	\$ (548,157)	\$ (563,777)
Indirect Costs	\$ (414,329)	\$ (491,273)	\$ (503,846)	\$ (518,203)	\$ (532,970)	\$ (548,157)	\$ (563,777)
Telecommunications NDA	\$ (12,799)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers to Special Funds : Tax Supported	\$ (1,532,530)	\$ (1,619,864)	\$ (1,627,270)	\$ (1,597,270)	\$ (1,578,773)	\$ (1,550,240)	\$ (1,524,340)
Bethesda Urban District	\$ (1,532,530)	\$ (1,619,864)	\$ (1,627,270)	\$ (1,597,270)	\$ (1,578,773)	\$ (1,550,240)	\$ (1,524,340)
Transfers to Other Funds	\$ (400,000)	\$ (220,000)	\$ (2,900,000)	\$ (900,000)	\$ (900,000)	\$ 120,000	\$ -
Transfer to Wheaton PLD	\$ (400,000)	\$ (220,000)	\$ 100,000	\$ 200,000	\$ 200,000	\$ 120,000	\$ -
Transfer to Silver Spring PLD	\$ -	\$ -	\$ (3,000,000)	\$ (1,100,000)	\$ (1,100,000)	\$ -	\$ -
Total Resources	\$ 34,807,137	\$ 33,318,269	\$ 32,559,313	\$ 29,963,816	\$ 29,233,427	\$ 30,482,488	\$ 31,331,038
CIP Current Revenue Appropriation Expenditure	\$ (3,805,562)	\$ (5,906,400)	\$ (3,843,677)	\$ (3,208,200)	\$ (3,155,000)	\$ (3,155,000)	\$ (3,155,000)
Other CIP Revenue Appropriation Expenditure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Appropriations/Expenditures							
Operating Budget	\$ (10,267,797)	\$ (10,374,862)	\$ (10,640,381)	\$ (10,943,588)	\$ (11,255,434)	\$ (11,576,167)	\$ (11,906,039)
Existing Debt Service	\$ (4,653,194)	\$ (4,640,400)	\$ (4,634,250)	\$ (3,104,192)	\$ (3,091,012)	\$ (3,078,709)	\$ (3,068,191)
Retiree Health Insurance Pre-Funding	\$ -	\$ -	\$ (470)	\$ (1,420)	\$ (9,850)	\$ (15,780)	\$ (20,080)
Labor Agreement	\$ -	\$ -	\$ (30,068)	\$ (30,068)	\$ (30,068)	\$ (30,068)	\$ (30,068)
Subtotal PSP Operating Budget Appropriation	\$ (14,920,991)	\$ (15,015,262)	\$ (15,305,169)	\$ (14,079,267)	\$ (14,386,364)	\$ (14,700,724)	\$ (15,024,379)
Other Claims on Fund Balance	\$ (23,569)	\$ (23,569)	\$ (23,569)	\$ (23,569)	\$ (23,569)	\$ -	\$ -
Total Use of Resources	\$ (18,750,122)	\$ (20,945,231)	\$ (19,172,415)	\$ (17,311,036)	\$ (17,564,933)	\$ (17,855,724)	\$ (18,179,379)
Year End Fund Balance	\$ 16,057,015	\$ 12,373,038	\$ 13,386,898	\$ 12,652,779	\$ 11,668,495	\$ 12,626,764	\$ 13,151,659
Bond Restricted Reserve	\$ (7,947,468)	\$ (8,571,342)	\$ (8,830,101)	\$ (8,897,084)	\$ (8,964,919)	\$ (9,032,911)	\$ (9,104,103)
Year End Available Fund Balance	\$ 8,109,547	\$ 3,801,696	\$ 4,556,796	\$ 3,755,695	\$ 2,703,575	\$ 3,593,853	\$ 4,047,557
Available Fund Balance As A Percent of Next Year's PSP Expenses	54%	25%	32%	26%	18%	24%	27%
Target Balance	\$ 3,753,816	\$ 3,826,292	\$ 3,519,817	\$ 3,596,591	\$ 3,675,181	\$ 3,756,095	\$ 3,756,095

Assumptions:

1. The cash balance includes funds required to be held by the District to cover Bond Covenants.
2. Revenue for the air rights lease for Garage 49 is assumed in FY19 through FY25.
3. Revenue growth in FY24 projected as a result of increased occupancy of existing facilities associated with the Marriott development.
4. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY21-25 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.
5. The Parking Lot Districts have a fund balance policy target equal to 25 percent of the following year's projected operating budget expenses.

FY20-25 Public Services Program: Fiscal Plan Silver Spring Parking Lot District							
	Estimated	Recommended	Projected	Projected	Projected	Projected	Projected
	2019	2020	2021	2022	2023	2024	2025
Assumptions							
Indirect Cost Rate	18.23%	20.45%	20.45%	20.45%	20.45%	20.45%	20.45%
CPI (Fiscal Year)	2.15%	2.32%	2.53%	2.70%	2.70%	2.70%	2.70%
Investment Income Yield	2.30%	2.45%	2.45%	2.45%	2.45%	2.45%	2.45%
Beginning Fund Balance	\$ 16,891,415	\$ 8,777,412	\$ 5,767,419	\$ 7,421,094	\$ 7,191,752	\$ 6,610,001	\$ 4,583,705
Revenues							
Charges for Services	\$ 10,663,333	\$ 13,440,413	\$ 15,040,413	\$ 15,040,413	\$ 15,040,413	\$ 15,040,413	\$ 15,040,413
Fines & Forfeits	\$ 1,897,689	\$ 1,897,689	\$ 1,897,689	\$ 1,897,689	\$ 1,897,689	\$ 1,897,689	\$ 1,897,689
Miscellaneous	\$ 435,120	\$ 226,457	\$ 168,799	\$ 211,464	\$ 205,547	\$ 190,538	\$ 138,260
Subtotal Revenues	\$ 12,996,142	\$ 15,564,559	\$ 17,106,901	\$ 17,149,566	\$ 17,143,649	\$ 17,128,640	\$ 17,076,362
Transfers							
Transfers to General Fund	\$ (3,340,130)	\$ (3,083,000)	\$ (154,227)	\$ (2,030,247)	\$ (2,011,723)	\$ (3,086,669)	\$ (3,064,098)
Indirect Costs	\$ (559,420)	\$ (553,157)	\$ (567,186)	\$ (583,206)	\$ (599,682)	\$ (616,628)	\$ (634,057)
To RSC	\$ (472,228)	\$ (548,157)	\$ (562,186)	\$ (578,206)	\$ (594,682)	\$ (611,628)	\$ (629,057)
Telecommunications NDA	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)
Transfer from Bethesda PLD	\$ (82,192)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers to Special Funds : Tax Supported	\$ (2,780,710)	\$ (2,529,843)	\$ 412,959	\$ (1,447,041)	\$ (1,412,041)	\$ (2,470,041)	\$ (2,430,041)
Silver Spring Urban District	\$ (2,780,710)	\$ (2,529,843)	\$ (2,587,041)	\$ (2,547,041)	\$ (2,512,041)	\$ (2,470,041)	\$ (2,430,041)
Transfer from Bethesda PLD	\$ -	\$ -	\$ 3,000,000	\$ 1,100,000	\$ 1,100,000	\$ -	\$ -
Total Resources	\$ 26,547,427	\$ 21,258,971	\$ 22,720,093	\$ 22,540,414	\$ 22,323,678	\$ 20,651,972	\$ 18,595,969
CIP Current Revenue Appropriation Expenditure	\$ (6,395,593)	\$ (3,800,000)	\$ (3,000,000)	\$ (2,700,000)	\$ (2,700,000)	\$ (2,700,000)	\$ (2,700,000)
Appropriations/Expenditures							
Operating Budget	\$ (11,355,567)	\$ (11,672,697)	\$ (12,246,431)	\$ (12,595,403)	\$ (12,954,320)	\$ (13,323,463)	\$ (13,703,126)
Labor Agreement	\$ -	\$ -	\$ (33,373)	\$ (33,373)	\$ (33,373)	\$ (33,373)	\$ (33,373)
Retiree Health Benefits Pre-Funding	\$ -	\$ -	\$ (340)	\$ (1,030)	\$ (7,130)	\$ (11,430)	\$ (14,540)
Subtotal PSP Operating Budget Appropriation	\$ (11,355,567)	\$ (11,672,697)	\$ (12,280,144)	\$ (12,629,806)	\$ (12,994,823)	\$ (13,368,266)	\$ (13,751,039)
Other Claim on Fund Balance	\$ (18,855)	\$ (18,855)	\$ (18,855)	\$ (18,855)	\$ (18,855)	\$ -	\$ -
Total Use of Resources	\$ (17,770,015)	\$ (15,491,552)	\$ (15,298,999)	\$ (15,348,661)	\$ (15,713,678)	\$ (16,068,266)	\$ (16,451,039)
Year End Available Fund Balance	\$ 8,777,412	\$ 5,767,419	\$ 7,421,094	\$ 7,191,752	\$ 6,610,001	\$ 4,583,705	\$ 2,144,929
Available Fund Balance As A Percent of Next Year's PSP Expenses	75%	47%	59%	55%	49%	33%	16%
Target Balance	\$ 2,918,174	\$ 3,070,036	\$ 3,157,452	\$ 3,248,706	\$ 3,342,067	\$ 3,437,760	\$ 3,437,760

Assumptions:

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY21-25 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 FY21-25 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.

FY20-25 Public Services Program: Fiscal Plan Wheaton Parking Lot District							
	Estimated	Recommended	Projected	Projected	Projected	Projected	Projected
	2019	2020	2021	2022	2023	2024	2025
Assumptions							
Indirect Cost Rate	18.23%	20.45%	20.45%	20.45%	20.45%	20.45%	20.45%
CPI (Fiscal Year)	2.15%	2.32%	2.53%	2.70%	2.70%	2.70%	2.70%
Investment Income Yield	2.30%	2.45%	2.45%	2.45%	2.45%	2.45%	2.45%
Beginning Fund Balance	\$ 973,824	\$ 917,671	\$ 604,517	\$ 416,844	\$ 520,038	\$ 481,270	\$ 467,093
Revenues							
Charges for Services	\$ 725,000	\$ 850,000	\$ 1,525,000	\$ 1,975,000	\$ 1,975,000	\$ 1,975,000	\$ 1,975,000
Fines & Forfeits	\$ 476,000	\$ 476,000	\$ 476,000	\$ 476,000	\$ 476,000	\$ 476,000	\$ 476,000
Miscellaneous	\$ 19,440	\$ 21,885	\$ 15,597	\$ 10,755	\$ 13,417	\$ 12,417	\$ 12,051
Subtotal Revenues	\$ 1,220,440	\$ 1,347,885	\$ 2,016,597	\$ 2,461,755	\$ 2,464,417	\$ 2,463,417	\$ 2,463,051
Transfers							
Transfers to General Fund	\$ 288,852	\$ 100,830	\$ (221,285)	\$ (323,700)	\$ (326,184)	\$ (248,738)	\$ (131,366)
Indirect Costs	\$ (74,611)	\$ (82,633)	\$ (84,748)	\$ (87,163)	\$ (89,647)	\$ (92,201)	\$ (94,829)
Telecommunications NDA	\$ (70,547)	\$ (82,633)	\$ (84,748)	\$ (87,163)	\$ (89,647)	\$ (92,201)	\$ (94,829)
Transfers to Special Funds : Tax Supported	\$ (4,064)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wheaton Urban District	\$ 363,463	\$ 183,463	\$ (136,537)	\$ (236,537)	\$ (236,537)	\$ (156,537)	\$ (36,537)
Transfer from Bethesda PLD	\$ (36,537)	\$ (36,537)	\$ (36,537)	\$ (36,537)	\$ (36,537)	\$ (36,537)	\$ (36,537)
Total Resources	\$ 2,483,116	\$ 2,366,386	\$ 2,399,828	\$ 2,554,898	\$ 2,658,271	\$ 2,695,948	\$ 2,798,778
CIP Current Revenue Appropriation Expenditure	\$ (156,000)	\$ (157,000)	\$ (157,000)	\$ (157,000)	\$ (245,000)	\$ (245,000)	\$ (245,000)
Appropriations/Expenditures							
Operating Budget	\$ (1,405,909)	\$ (1,601,333)	\$ (1,817,315)	\$ (1,869,101)	\$ (1,922,363)	\$ (1,977,142)	\$ (2,033,482)
Retiree Health Insurance Pre-Funding	\$ -	\$ -	\$ (50)	\$ (140)	\$ (1,020)	\$ (1,630)	\$ (2,070)
Labor Agreement	\$ -	\$ -	\$ (5,083)	\$ (5,083)	\$ (5,083)	\$ (5,083)	\$ (5,083)
Subtotal PSP Operating Budget Appropriation	\$ (1,405,909)	\$ (1,601,333)	\$ (1,822,448)	\$ (1,874,324)	\$ (1,928,466)	\$ (1,983,855)	\$ (2,040,635)
Other Claim on Fund Balance	\$ (3,536)	\$ (3,536)	\$ (3,536)	\$ (3,536)	\$ (3,536)	\$ -	\$ -
Total Use of Resources	\$ (1,565,445)	\$ (1,761,869)	\$ (1,982,984)	\$ (2,034,860)	\$ (2,177,002)	\$ (2,228,855)	\$ (2,285,635)
Year End Available Fund Balance	\$ 917,671	\$ 604,517	\$ 416,844	\$ 520,038	\$ 481,270	\$ 467,093	\$ 513,143
Available Fund Balance As A Percent of Next Year's PSP Expenses	57%	33%	22%	27%	24%	23%	25%
Target Balance	\$ 400,333	\$ 455,612	\$ 468,581	\$ 482,116	\$ 495,964	\$ 510,159	\$ 510,159

Assumptions:

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY21-25 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 FY21-25 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.