



# Parking District Services

## APPROVED FY21 BUDGET

\$28,030,119

## FULL TIME EQUIVALENTS

48.53

 CHRIS CONKLIN, 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 approved FY21 Operating Budget for the Parking Districts is \$28,030,119, a decrease of \$232,042 or 0.82 percent from the FY20 Approved Budget of \$28,262,161. Personnel Costs comprise 18.49 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 81.51 percent of the FY21 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**

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ☀ Upgraded payment systems and introduced vehicle occupancy and counting systems in various high-demand parking garages in Bethesda and Silver Spring.
- ☀ Implemented the Wheaton Core Employee Parking Management Initiative in preparation of County Departments and functions move to Downtown Wheaton.
- ☀ Converted single space metered garages in Bethesda to new multi-space machines with a pay-by-space payment option.
- ☀ Continued the development of website enhancements, and a work order and customer services workflow tracking system.
- ☀ Converted select gated facilities in Parking Lot Districts to 24/7 garage management access.

## PROGRAM CONTACTS

Contact Jose Thommana of the Parking Districts at 240.777.8732 or Taman Morris of the Office of Management and Budget at 240.777.2771 for more information regarding this department's operating budget.

## PROGRAM 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 FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Approved Budget and funding for comparable service levels in FY22.

## PROGRAM DESCRIPTIONS

### ☀ Parking Enforcement

The parking enforcement program provides for the enforcement of parking laws within the Parking Lot Districts (PLDs) and Transportation Management Districts (TMDs) primarily to promote business activity, ensure public safety, and ensure the smooth flow of traffic. The program also conducts Residential Permit Parking (RPP) enforcement in all RPP zones within the County. In addition to citation issuance, the program is also responsible for the processing and management of citation payments.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of DOT issued parking citations	146,453	147,192	147,250	147,500	147,500
Percent of DOT issued parking citations contested	5.96%	6.41%	6.25%	6.25%	6.00%
Number of Americans with Disabilities Act (ADA) citations issued	151	116	120	120	120

FY21 Approved Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,758,013	4.24
<b>FY21 Approved</b>	<b>2,758,013</b>	<b>4.24</b>

## ☀ Parking Fixed Costs

The parking fixed costs primarily fund the debt service payments, the lease payments for a parking facility, and Other Post Retirement Benefits (OPEB) costs.

FY21 Approved Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	6,254,763	0.00
<b>FY21 Approved</b>	<b>6,254,763</b>	<b>0.00</b>

## ☀ Parking Operations

The parking operations program has overall responsibility for the management of County-owned garages and lots with over 22,000 parking spaces, which represent at least a fifty percent market share of available parking spaces. This program 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. 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. Moreover, the program is responsible for the maintenance of parking facilities that includes: snow and ice removal; housekeeping services; equipment maintenance for elevators, electrical systems, heating, ventilation, and air conditioning systems (HVAC); facility repairs for maintenance of damaged glass, asphalt, concrete, plumbing, painting, and space stripes; and grounds-keeping services. Furthermore, 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 program also provides contract security guard services for parking facilities to detect and report theft, vandalism, and threats to personal security.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Parking Management revenue generated (\$ millions)	\$36.7	\$37.5	\$37.0	\$37.0	\$37.0
Parking Management operating expenditures (\$ millions)	\$24.2	\$25.5	\$26.0	\$26.0	\$26.0
Parking Management cost efficiency (ratio of expenses to revenues)	66%	68%	70%	70%	70%
Customer satisfaction rate for Parking Lot Districts (PLDs) (scale of 1-5) <sup>1</sup>	4.7	N/A	4.7	N/A	4.7

<sup>1</sup> 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.

FY21 Approved Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>10,697,484</b>	<b>15.23</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	7,735,077	24.36
<b>FY21 Approved</b>	<b>18,432,561</b>	<b>39.59</b>

## ☀ Parking Services General Administration

The General Administration program provides executive direction and support functions for parking programs that include human resources, information technology, fiscal/procurement services, and the redevelopment of 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.

FY21 Approved Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>877,382</b>	<b>6.42</b>
Decrease Cost: Debt Service	(6,150)	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.	(286,450)	(1.72)
<b>FY21 Approved</b>	<b>584,782</b>	<b>4.70</b>

## REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

### Engineering and Capital Management

FY21 Approved Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>7,208,576</b>	<b>21.40</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(7,208,576)	(21.40)
<b>FY21 Approved</b>	<b>0</b>	<b>0.00</b>

### Financial Management

FY21 Approved Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>9,478,719</b>	<b>5.48</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(9,478,719)	(5.48)
<b>FY21 Approved</b>	<b>0</b>	<b>0.00</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
<b>PARKING DISTRICT - BETHESDA</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,610,492	1,754,161	1,587,005	1,704,415	-2.8 %
Employee Benefits	562,529	635,890	588,867	564,776	-11.2 %
<b>Parking District - Bethesda Personnel Costs</b>	<b>2,173,021</b>	<b>2,390,051</b>	<b>2,175,872</b>	<b>2,269,191</b>	<b>-5.1 %</b>
Operating Expenses	6,644,844	7,972,550	7,814,604	7,980,375	0.1 %
Debt Service Other	4,653,195	4,640,400	4,640,400	4,634,250	-0.1 %
<b>Parking District - Bethesda Expenditures</b>	<b>13,471,060</b>	<b>15,003,001</b>	<b>14,630,876</b>	<b>14,883,816</b>	<b>-0.8 %</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
<b>PERSONNEL</b>					
Full-Time	29	29	29	29	—
Part-Time	0	0	0	0	—
FTEs	19.88	20.39	20.39	20.39	—
<b>REVENUES</b>					
Investment Income	426,118	428,190	221,736	269,530	-37.1 %
Miscellaneous Revenues	(38,094)	284,120	81,582	284,120	—
Parking Fees	15,736,270	15,555,081	13,178,067	15,355,081	-1.3 %
Parking Fines	4,581,761	3,250,000	3,793,798	3,250,000	—
Property Rentals	135,699	75,000	616,753	75,000	—
Property Tax	(7,225)	0	0	0	—
<b>Parking District - Bethesda Revenues</b>	<b>20,834,529</b>	<b>19,592,391</b>	<b>17,891,936</b>	<b>19,233,731</b>	<b>-1.8 %</b>
<b>PARKING DISTRICT - SILVER SPRING</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,665,995	1,956,863	1,652,900	1,903,180	-2.7 %
Employee Benefits	589,596	710,773	616,466	637,391	-10.3 %
<b>Parking District - Silver Spring Personnel Costs</b>	<b>2,255,591</b>	<b>2,667,636</b>	<b>2,269,366</b>	<b>2,540,571</b>	<b>-4.8 %</b>
Operating Expenses	7,418,563	8,992,222	8,556,725	9,028,271	0.4 %
<b>Parking District - Silver Spring Expenditures</b>	<b>9,674,154</b>	<b>11,659,858</b>	<b>10,826,091</b>	<b>11,568,842</b>	<b>-0.8 %</b>
<b>PERSONNEL</b>					
Full-Time	21	21	21	21	—
Part-Time	0	0	0	0	—
FTEs	25.23	24.72	24.72	24.72	—
<b>REVENUES</b>					
Investment Income	406,820	226,457	221,051	257,330	13.6 %
Miscellaneous Revenues	23,893	0	3,602,920	20,000	—
Parking Fees	11,588,176	10,840,413	9,526,431	12,920,413	19.2 %
Parking Fines	1,920,471	1,897,689	1,947,118	1,897,689	—
Property Rentals	65,527	0	0	0	—
Property Tax	(1,657)	0	0	0	—
<b>Parking District - Silver Spring Revenues</b>	<b>14,003,230</b>	<b>12,964,559</b>	<b>15,297,520</b>	<b>15,095,432</b>	<b>16.4 %</b>
<b>PARKING DISTRICT - WHEATON</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	272,420	293,738	259,082	280,830	-4.4 %
Employee Benefits	94,066	108,306	98,447	92,481	-14.6 %
<b>Parking District - Wheaton Personnel Costs</b>	<b>366,486</b>	<b>402,044</b>	<b>357,529</b>	<b>373,311</b>	<b>-7.1 %</b>
Operating Expenses	814,244	1,197,258	1,020,951	1,204,150	0.6 %

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Approved FY21	%Chg Bud/App
<b>Parking District - Wheaton Expenditures</b>	<b>1,180,730</b>	<b>1,599,302</b>	<b>1,378,480</b>	<b>1,577,461</b>	<b>-1.4 %</b>
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	19,273	21,885	12,822	12,190	-44.3 %
Miscellaneous Revenues	5,110	0	0	0	—
Parking Fees	802,391	725,000	706,929	1,375,000	89.7 %
Parking Fines	406,319	476,000	368,663	476,000	—
Property Tax	39	0	0	0	—
<b>Parking District - Wheaton Revenues</b>	<b>1,233,132</b>	<b>1,222,885</b>	<b>1,088,414</b>	<b>1,863,190</b>	<b>52.4 %</b>
DEPARTMENT TOTALS					
<b>Total Expenditures</b>	<b>24,325,944</b>	<b>28,262,161</b>	<b>26,835,447</b>	<b>28,030,119</b>	<b>-0.8 %</b>
<b>Total Full-Time Positions</b>	<b>53</b>	<b>53</b>	<b>53</b>	<b>53</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>48.53</b>	<b>48.53</b>	<b>48.53</b>	<b>48.53</b>	<b>—</b>
<b>Total Revenues</b>	<b>36,070,891</b>	<b>33,779,835</b>	<b>34,277,870</b>	<b>36,192,353</b>	<b>7.1 %</b>

## FY21 APPROVED CHANGES

	Expenditures	FTEs
<b>PARKING DISTRICT - BETHESDA</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>15,003,001</b>	<b>20.39</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Annualization of FY20 Operating Expenses	103,813	0.00
Increase Cost: FY21 Compensation Adjustment	51,684	0.00
Increase Cost: Annualization of FY20 Compensation Increases	29,537	0.00
Increase Cost: Risk Management Adjustment	6,133	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	3,294	0.00
Increase Cost: Print and Mail Adjustment	420	0.00
Decrease Cost: Debt Service [Parking Services General Administration]	(6,150)	0.00
Decrease Cost: Motor Pool Adjustment	(27,671)	0.00
Decrease Cost: Retirement Adjustment	(44,719)	0.00
Decrease Cost: Council Compensation Adjustment	(56,373)	0.00
Decrease Cost: OPEB Adjustment	(74,870)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(104,283)	0.00

FY21 APPROVED CHANGES

	Expenditures	FTEs
<b>FY21 APPROVED</b>	<b>14,883,816</b>	<b>20.39</b>
<b>PARKING DISTRICT - SILVER SPRING</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>11,659,858</b>	<b>24.72</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Annualization of FY20 Operating Expenses	113,097	0.00
Increase Cost: FY21 Compensation Adjustment	54,573	0.00
Increase Cost: Annualization of FY20 Compensation Increases	31,005	0.00
Increase Cost: Risk Management Adjustment	4,843	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	3,440	0.00
Decrease Cost: Motor Pool Adjustment	(27,671)	0.00
Decrease Cost: Retirement Adjustment	(42,998)	0.00
Decrease Cost: OPEB Adjustment	(54,220)	0.00
Decrease Cost: Council Compensation Adjustment	(59,648)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(113,437)	0.00
<b>FY21 APPROVED</b>	<b>11,568,842</b>	<b>24.72</b>
<b>PARKING DISTRICT - MONTGOMERY HILLS</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>0</b>	<b>0.00</b>
<b>FY21 APPROVED</b>	<b>0</b>	<b>0.00</b>
<b>PARKING DISTRICT - WHEATON</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>1,599,302</b>	<b>3.42</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Annualization of FY20 Operating Expenses	27,645	0.00
Increase Cost: FY21 Compensation Adjustment	7,950	0.00
Increase Cost: Annualization of FY20 Compensation Increases	4,876	0.00
Increase Cost: Risk Management Adjustment	823	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	670	0.00
Decrease Cost: Retirement Adjustment	(5,800)	0.00
Decrease Cost: OPEB Adjustment	(7,740)	0.00
Decrease Cost: Council Compensation Adjustment	(8,734)	0.00
Decrease Cost: Motor Pool Adjustment	(13,836)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(27,695)	0.00
<b>FY21 APPROVED</b>	<b>1,577,461</b>	<b>3.42</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 APPR Expenditures	FY21 APPR FTEs
Engineering and Capital Management	7,208,576	21.40	0	0.00
Financial Management	9,478,719	5.48	0	0.00
Parking Enforcement	0	0.00	2,758,013	4.24
Parking Fixed Costs	0	0.00	6,254,763	0.00
Parking Operations	10,697,484	15.23	18,432,561	39.59
Parking Services General Administration	877,382	6.42	584,782	4.70
<b>Total</b>	<b>28,262,161</b>	<b>48.53</b>	<b>28,030,119</b>	<b>48.53</b>

## FUNDING PARAMETER ITEMS

CC APPROVED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>PARKING DISTRICT - BETHESDA</b>						
<b>EXPENDITURES</b>						
<b>FY21 Approved</b>	<b>14,884</b>	<b>14,884</b>	<b>14,884</b>	<b>14,884</b>	<b>14,884</b>	<b>14,884</b>
No inflation or compensation change is included in outyear projections.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>(5)</b>	<b>(11)</b>	<b>(11)</b>	<b>(11)</b>	<b>(2)</b>
<b>Subtotal Expenditures</b>	<b>14,884</b>	<b>14,879</b>	<b>14,873</b>	<b>14,873</b>	<b>14,873</b>	<b>14,882</b>
<b>PARKING DISTRICT - SILVER SPRING</b>						
<b>EXPENDITURES</b>						
<b>FY21 Approved</b>	<b>11,569</b>	<b>11,569</b>	<b>11,569</b>	<b>11,569</b>	<b>11,569</b>	<b>11,569</b>
No inflation or compensation change is included in outyear projections.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>(3)</b>	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>	<b>(2)</b>
<b>Subtotal Expenditures</b>	<b>11,569</b>	<b>11,566</b>	<b>11,561</b>	<b>11,561</b>	<b>11,561</b>	<b>11,567</b>
<b>Subtotal Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PARKING DISTRICT - WHEATON</b>						
<b>EXPENDITURES</b>						
<b>FY21 Approved</b>	<b>1,577</b>	<b>1,577</b>	<b>1,577</b>	<b>1,577</b>	<b>1,577</b>	<b>1,577</b>
No inflation or compensation change is included in outyear projections.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>0</b>	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>	<b>0</b>
<b>Subtotal Expenditures</b>	<b>1,577</b>	<b>1,577</b>	<b>1,576</b>	<b>1,576</b>	<b>1,576</b>	<b>1,577</b>



## Bethesda PLD

FY21-26 Public Services Program: Fiscal Plan Bethesda Parking Lot District	Estimated 2020	Recommended 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026
<b>Assumptions</b>							
Indirect Cost Rate	20.45%	18.64%	18.64%	18.64%	18.64%	18.64%	18.64%
CPI (Fiscal Year)	0.00%	1.59%	1.61%	1.60%	1.58%	1.56%	1.54%
Investment Income Yield	1.85%	1.40%	1.35%	1.35%	1.35%	1.35%	1.35%

<b>Beginning Fund Balance</b>	<b>17,675,324</b>	<b>13,706,751</b>	<b>10,530,349</b>	<b>12,650,110</b>	<b>10,830,969</b>	<b>10,834,786</b>	<b>11,835,563</b>
<b>Revenues</b>							
Charges for Services	15,555,081	15,355,081	15,355,081	15,555,081	14,755,081	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	715,290	628,650	6,950,030	619,030	2,619,030	2,619,030	2,619,030
<b>Subtotal Revenues</b>	<b>19,520,371</b>	<b>19,233,731</b>	<b>25,555,111</b>	<b>19,424,111</b>	<b>20,624,111</b>	<b>20,624,111</b>	<b>20,624,111</b>
<b>Transfers</b>							
Transfers to General Fund	(491,273)	(433,485)	118,515	(447,518)	(454,583)	(461,682)	(468,813)
Indirect Costs	(491,273)	(433,485)	(440,485)	(447,518)	(454,583)	(461,682)	(468,813)
Telecommunications NDA	-	-	-	-	-	-	-
Lot 43 Current Appraisal Delta	-	-	559,000	-	-	-	-
<b>Transfers to Special Funds : Tax Supported</b>	<b>(1,619,864)</b>	<b>(1,609,890)</b>	<b>(1,841,756)</b>	<b>(1,878,777)</b>	<b>(1,916,435)</b>	<b>(1,954,984)</b>	<b>(1,987,311)</b>
Bethesda Urban District	(1,619,864)	(1,609,890)	(1,841,756)	(1,878,777)	(1,916,435)	(1,954,984)	(1,987,311)
<b>Transfers to Other Funds</b>	<b>(400,000)</b>	<b>(220,000)</b>	<b>(3,000,000)</b>	<b>(1,200,000)</b>	<b>(1,200,000)</b>	<b>-</b>	<b>100,000</b>
Transfer to Wheaton PLD	(400,000)	(220,000)	-	-	-	-	100,000
Transfer to Silver Spring PLD	-	-	(3,000,000)	(1,200,000)	(1,200,000)	-	-
<b>Subtotal Transfers</b>	<b>(2,511,137)</b>	<b>(2,263,375)</b>	<b>(4,723,241)</b>	<b>(3,526,295)</b>	<b>(3,571,018)</b>	<b>(2,416,665)</b>	<b>(2,356,124)</b>
<b>Total Resources</b>	<b>34,684,558</b>	<b>30,677,107</b>	<b>31,362,219</b>	<b>28,547,926</b>	<b>27,884,062</b>	<b>29,042,232</b>	<b>30,103,550</b>

<b>CIP Current Revenue Appropriation Expenditure</b>	<b>(6,108,000)</b>	<b>(5,183,000)</b>	<b>(5,098,000)</b>	<b>(3,955,000)</b>	<b>(3,155,000)</b>	<b>(3,155,000)</b>	<b>(3,155,000)</b>
<b>Appropriations/Expenditures</b>							
Operating Budget	(10,205,838)	(10,305,939)	(10,472,360)	(10,639,558)	(10,807,536)	(10,976,299)	(11,145,847)
Personnel Costs	(2,235,307)	(2,325,564)	(2,363,117)	(2,400,846)	(2,438,751)	(2,476,833)	(2,515,092)
Operating Expenses	(7,970,531)	(7,980,375)	(8,109,242)	(8,238,712)	(8,368,786)	(8,499,466)	(8,630,756)
Existing Debt Service	(4,640,400)	(4,634,250)	(3,104,200)	(3,091,100)	(3,078,800)	(3,068,200)	(3,053,300)
Retiree Health Insurance Pre-Funding	-	-	4,680	10,930	10,720	11,490	2,370
Labor Agreement	-	-	(18,660)	(18,660)	(18,660)	(18,660)	(18,660)
<b>Subtotal PSP Operating Budget Appropriation</b>	<b>(14,846,238)</b>	<b>(14,940,189)</b>	<b>(13,590,540)</b>	<b>(13,738,388)</b>	<b>(13,894,276)</b>	<b>(14,051,669)</b>	<b>(14,215,437)</b>
Other Claims on Fund Balance	(23,569)	(23,569)	(23,569)	(23,569)	-	-	-
<b>Total Use of Resources</b>	<b>(20,977,807)</b>	<b>(20,146,758)</b>	<b>(18,712,109)</b>	<b>(17,716,957)</b>	<b>(17,049,276)</b>	<b>(17,206,669)</b>	<b>(17,370,437)</b>

<b>Year End Fund Balance</b>	<b>13,706,751</b>	<b>10,530,349</b>	<b>12,650,110</b>	<b>10,830,969</b>	<b>10,834,786</b>	<b>11,835,563</b>	<b>12,733,113</b>
<b>Bond Restricted Reserve</b>	<b>(7,487,599)</b>	<b>(7,741,483)</b>	<b>(7,787,839)</b>	<b>(7,829,120)</b>	<b>(7,870,699)</b>	<b>(7,914,194)</b>	<b>(6,804,406)</b>
<b>Year End Available Fund Balance</b>	<b>6,219,152</b>	<b>2,788,866</b>	<b>4,862,271</b>	<b>3,001,849</b>	<b>2,964,087</b>	<b>3,921,369</b>	<b>5,928,707</b>
<b>Available Fund Balance as a % of Next Year's PSP Expenses</b>	<b>42%</b>	<b>21%</b>	<b>35%</b>	<b>22%</b>	<b>21%</b>	<b>28%</b>	<b>45%</b>
<b>Target Balance</b>	<b>3,735,047</b>	<b>3,397,635</b>	<b>3,434,597</b>	<b>3,473,569</b>	<b>3,512,917</b>	<b>3,553,859</b>	<b>3,316,669</b>

### Assumptions:

- These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY21-26 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.
- Net Proceeds from the sale of Lot 43 in FY22 in the amount of \$6.331M assuming gross sales price of \$8.441M and HIF retainage of 25% of the sales amount.
- Transfer from the General Fund to cover the appraisal difference for Lot 43 sale of \$559K.
- Revenue growth starting in FY24 as a result of increased occupancy associated with the Marriott development (Net increase of \$1.2M per year).
- Increased capital expenditures primarily for the renovation of G47 (assumed \$6.5M total project costs).
- Reduction to revenues in FY21-22 due to G47 renovation limiting available spaces (\$200K in FY21 and FY22).
- Debt repayment to Silver Spring fund in the amount of \$3M in FY22.
- Transfer to Silver Spring fund to cover half the costs of the new PLD Service Center in the amount of \$1.2M in FY23 and 24 (Service Center costs \$4.8M, Bethesda's share is \$2.4M).
- CIP Amendment Request (\$3.85M in FY21-23) required for: G49 waterproofing, drainage and concrete repair; G35 concrete, steel, asphalt and sinkhole repairs; playstations for G11 and G49.

**Silver Spring PLD**

<b>FY21-26 Public Services Program: Fiscal Plan Silver Spring Parking Lot District</b>	<b>Estimated 2020</b>	<b>Recommended 2021</b>	<b>Projected 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>	<b>Projected 2025</b>	<b>Projected 2026</b>
<b>Assumptions</b>							
Indirect Cost Rate	20.45%	18.64%	18.64%	18.64%	18.64%	18.64%	18.64%
CPI (Fiscal Year)	0.00%	1.53%	1.61%	1.60%	1.58%	1.56%	1.54%
Investment Income Yield	1.85%	1.40%	1.35%	1.35%	1.35%	1.35%	1.35%
<b>Beginning Fund Balance</b>	<b>15,945,593</b>	<b>14,605,308</b>	<b>9,927,755</b>	<b>10,017,906</b>	<b>9,370,786</b>	<b>9,767,852</b>	<b>8,934,160</b>
<b>Revenues</b>							
<b>Charges for Services</b>	10,840,413	12,920,413	14,420,413	15,730,413	15,730,413	15,730,413	15,730,413
<b>Fines &amp; Forfeits</b>	1,897,689	1,897,689	1,897,689	1,897,689	1,897,689	1,897,689	1,897,689
<b>Miscellaneous</b>	2,965,040	277,330	268,140	268,140	268,140	268,140	268,140
<b>Subtotal Revenues</b>	<b>15,703,142</b>	<b>15,095,432</b>	<b>16,586,242</b>	<b>17,896,242</b>	<b>17,896,242</b>	<b>17,896,242</b>	<b>17,896,242</b>
<b>Transfers</b>							
<b>Transfers to General Fund</b>	(553,157)	(489,681)	(497,507)	(505,371)	(513,271)	(521,207)	(529,181)
Indirect Costs	(548,157)	(484,681)	(492,507)	(500,371)	(508,271)	(516,207)	(524,181)
Telecommunications NDA	-	-	-	-	-	-	-
General Fund - Other	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
<b>Transfers to Special Funds : Tax Supported</b>	(2,529,843)	(2,813,959)	(2,827,000)	(2,917,292)	(3,019,367)	(3,112,338)	(3,211,930)
Silver Spring Urban District	(2,529,843)	(2,813,959)	(2,847,286)	(2,946,465)	(3,034,945)	(3,136,828)	(3,237,154)
<b>Transfers to Other Funds</b>	-	-	3,000,000	1,200,000	1,200,000	-	-
Transfer to Bethesda PLD	-	-	3,000,000	1,200,000	1,200,000	-	-
<b>Subtotal Transfers</b>	<b>(3,083,000)</b>	<b>(3,303,640)</b>	<b>(344,793)</b>	<b>(2,251,835)</b>	<b>(2,348,216)</b>	<b>(3,658,035)</b>	<b>(3,766,335)</b>
<b>Total Resources</b>	<b>28,565,735</b>	<b>26,397,100</b>	<b>26,169,204</b>	<b>25,642,027</b>	<b>24,869,354</b>	<b>23,941,022</b>	<b>22,974,541</b>
<b>CIP Current Revenue Appropriation Expenditure</b>							
<b>Appropriations/Expenditures</b>	<b>(2,618,000)</b>	<b>(4,822,000)</b>	<b>(4,320,000)</b>	<b>(4,285,000)</b>	<b>(2,960,000)</b>	<b>(2,700,000)</b>	<b>(2,700,000)</b>
<b>Operating Budget</b>							
Personnel Costs	(11,323,572)	(11,628,490)	(11,816,267)	(12,004,922)	(12,194,457)	(12,384,876)	(12,576,183)
Operating Expenses	(2,334,517)	(2,600,219)	(2,642,207)	(2,684,392)	(2,726,774)	(2,769,353)	(2,812,130)
Retiree Health Insurance Pre-Funding	(8,989,055)	(9,028,271)	(9,174,060)	(9,320,530)	(9,467,683)	(9,615,524)	(9,764,052)
Labor Agreement	-	-	3,380	7,920	7,760	8,330	1,710
Adjustment	-	-	-	-	-	-	-
<b>Subtotal PSP Operating Budget Appropriation</b>	<b>(11,323,572)</b>	<b>(11,628,490)</b>	<b>(11,832,729)</b>	<b>(12,016,844)</b>	<b>(12,206,539)</b>	<b>(12,396,388)</b>	<b>(12,594,315)</b>
Other Claims on Fund Balance	(18,855)	(18,855)	(18,855)	(18,855)	-	-	-
<b>Total Use of Resources</b>	<b>(13,960,427)</b>	<b>(16,469,345)</b>	<b>(16,171,584)</b>	<b>(16,320,699)</b>	<b>(15,166,539)</b>	<b>(15,096,388)</b>	<b>(15,294,315)</b>
<b>Year End Fund Balance</b>	<b>14,605,308</b>	<b>9,927,755</b>	<b>9,997,620</b>	<b>9,321,328</b>	<b>9,702,815</b>	<b>8,844,633</b>	<b>7,680,226</b>
<b>Bond Restricted Reserve</b>	-	-	-	-	-	-	-
<b>Year End Available Fund Balance</b>	<b>14,605,308</b>	<b>9,927,755</b>	<b>9,997,620</b>	<b>9,321,328</b>	<b>9,702,815</b>	<b>8,844,633</b>	<b>7,680,226</b>
<b>Available Fund Balance as a Percent of Next Year's</b>	<b>126%</b>	<b>84%</b>	<b>83%</b>	<b>76%</b>	<b>78%</b>	<b>70%</b>	<b>59%</b>
<b>Target Balance</b>	<b>2,907,123</b>	<b>2,958,182</b>	<b>3,004,211</b>	<b>3,051,635</b>	<b>3,099,097</b>	<b>3,148,579</b>	<b>3,233,468</b>

**Assumptions:**

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY21-26 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. Increase in revenue from FY21 to FY26 are based on a proposed increases to rates and hours of operation (\$1.5M in FY21 and \$3.5M in FY22, \$5M total).
3. Increase in operating expense starting in FY21 based on the increased hours and rates to cover enforcement, security, and cashier management (\$400K).
4. Repayment of debt from Bethesda fund in the amount of \$3M is projected to occur in FY22.
5. Transfer from Bethesda fund to cover half the costs of the new PLD Service Center in the amount of \$1.2M in FY23 and 24 (Service Center costs \$4.8M, Bethesda's share is \$2.4M).
6. CIP Amendment Request to upgrade elevators that are at the end of their useful life along with stormwater/sewer drain valve replacement. Assumed \$5.6M to be spent from FY21 - FY24 for G9, G5, G55, G60, and G61.

## Wheaton PLD

FY21-26 Public Services Program: Fiscal Plan Wheaton Parking Lot District	Estimated 2020	Recommended 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026
<b>Assumptions</b>							
Indirect Cost Rate	20.45%	18.64%	18.64%	18.64%	18.64%	18.64%	18.64%
CPI (Fiscal Year)	0.00%	1.59%	1.61%	1.60%	1.58%	1.56%	1.54%
Investment Income Yield	1.85%	1.40%	1.35%	1.35%	1.35%	1.35%	1.35%
<b>Beginning Fund Balance</b>	<b>911,856</b>	<b>491,269</b>	<b>288,463</b>	<b>383,209</b>	<b>362,219</b>	<b>316,878</b>	<b>331,591</b>
<b>Revenues</b>							
Charges for Services	725,000	1,375,000	1,975,000	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	16,110	12,190	11,750	11,750	11,750	11,750	11,750
<b>Subtotal Revenues</b>	<b>1,217,110</b>	<b>1,863,190</b>	<b>2,462,750</b>	<b>2,462,750</b>	<b>2,462,750</b>	<b>2,462,750</b>	<b>2,462,750</b>
<b>Transfers</b>							
<b>Transfers to General Fund</b>	<b>(80,618)</b>	<b>(71,213)</b>	<b>(72,363)</b>	<b>(73,518)</b>	<b>(74,679)</b>	<b>(75,845)</b>	<b>(77,017)</b>
Indirect Costs	(80,618)	(71,213)	(72,363)	(73,518)	(74,679)	(75,845)	(77,017)
Telecommunications NDA	-	-	-	-	-	-	-
<b>Transfers to Special Funds : Tax Supported</b>	<b>(36,537)</b>	<b>(468,052)</b>	<b>(468,052)</b>	<b>(468,052)</b>	<b>(468,052)</b>	<b>(468,052)</b>	<b>(468,052)</b>
Wheaton Urban District	(36,537)	(468,052)	(468,052)	(468,052)	(468,052)	(468,052)	(468,052)
<b>Transfers to Other Funds</b>	<b>400,000</b>	<b>220,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(100,000)</b>
Transfer to Bethesda PLD	400,000	220,000	-	-	-	-	(100,000)
<b>Subtotal Transfers</b>	<b>282,845</b>	<b>(319,265)</b>	<b>(540,415)</b>	<b>(541,571)</b>	<b>(542,731)</b>	<b>(543,898)</b>	<b>(645,069)</b>
<b>Total Resources</b>	<b>2,411,811</b>	<b>2,035,194</b>	<b>2,210,797</b>	<b>2,304,389</b>	<b>2,282,237</b>	<b>2,235,730</b>	<b>2,149,271</b>
<b>CIP Current Revenue Appropriation Expenditure</b>	<b>(356,000)</b>	<b>(157,000)</b>	<b>(157,000)</b>	<b>(245,000)</b>	<b>(245,000)</b>	<b>(157,000)</b>	<b>(157,000)</b>
<b>Appropriations/Expenditures</b>							
<b>Operating Budget</b>	<b>(1,561,006)</b>	<b>(1,586,195)</b>	<b>(1,661,809)</b>	<b>(1,688,341)</b>	<b>(1,714,997)</b>	<b>(1,741,777)</b>	<b>(1,768,681)</b>
Personnel Costs	(365,956)	(382,045)	(388,214)	(394,412)	(400,639)	(406,895)	(413,181)
Operating Expenses	(1,195,050)	(1,204,150)	(1,273,595)	(1,293,928)	(1,314,357)	(1,334,881)	(1,355,501)
Labor Agreement	-	-	(2,881)	(2,881)	(2,881)	(2,881)	(2,881)
Retiree Health Insurance Pre-Funding	-	-	(160)	(210)	(280)	(280)	(280)
<b>Subtotal PSP Operating Budget Appropriation</b>	<b>(1,561,006)</b>	<b>(1,586,195)</b>	<b>(1,664,850)</b>	<b>(1,691,432)</b>	<b>(1,718,158)</b>	<b>(1,744,938)</b>	<b>(1,771,842)</b>
<b>Other Claims on Fund Balance</b>	<b>(3,536)</b>	<b>(3,536)</b>	<b>(3,536)</b>	<b>(3,536)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Use of Resources</b>	<b>(1,920,542)</b>	<b>(1,746,731)</b>	<b>(1,825,386)</b>	<b>(1,939,968)</b>	<b>(1,963,158)</b>	<b>(1,901,938)</b>	<b>(1,928,842)</b>
<b>Year End Fund Balance</b>	<b>491,269</b>	<b>288,463</b>	<b>385,411</b>	<b>366,623</b>	<b>323,484</b>	<b>340,399</b>	<b>229,237</b>
<b>Bond Restricted Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Year End Available Fund Balance</b>	<b>491,269</b>	<b>288,463</b>	<b>385,411</b>	<b>366,623</b>	<b>323,484</b>	<b>340,399</b>	<b>229,237</b>
<b>Available Fund Balance as a % of Next Year's PSP Expenses</b>	<b>31%</b>	<b>17%</b>	<b>23%</b>	<b>21%</b>	<b>19%</b>	<b>19%</b>	<b>13%</b>
<b>Target Balance</b>	<b>397,433</b>	<b>417,647</b>	<b>423,742</b>	<b>429,539</b>	<b>436,234</b>	<b>442,961</b>	<b>454,899</b>

### Assumptions:

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY21-26 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. Increase in revenue in FY21 the result of the Wheaton Revitalization Program (\$650K total).
3. Increase in operating expense in FY21 due to the completion of the Wheaton Revitalization Program (\$174K).
4. Increase in revenue starting in FY22 based on proposed rate increase of \$600K.
5. Increase in operating expense starting in FY22 based on the increased security hours and rates (\$50K).
6. Increase in transfer to Wheaton Urban District
7. Repayment to the Bethesda Parking District for a \$660K loan in FY26.

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