



**Committee:** Joint  
**Committee Review:** Completed  
**Staff:** Vivian Yao, Legislative Analyst  
**Purpose:** To make preliminary decisions – straw vote expected  
**Keywords:** #Recreation

AGENDA ITEMS #43 & 45  
 May 10, 2023  
**Worksession**

**SUBJECT**

Department of Recreation FY24 Operating Budget: School Based and Out-of-School Time Programs and Skills for the Future Non-Departmental Account (NDA)

**EXPECTED ATTENDEES**

- Robin Riley, Director, Montgomery County Recreation Department (MCRD)
- Adriane Clutter, Division Chief, MCRD
- Charlotte Keys, Administrative Specialist, MCRD
- Alicia Singh, Office of Management and Budget (OMB)

**FY24 COUNTY EXECUTIVE RECOMMENDATION**

Department of Recreation	FY23 Approved	FY24 CE Recommended	Change from FY23 Approved
<b>Recreation Fund</b>	<b>\$51,443,711</b>	<b>\$56,350,479</b>	<b>9.5%</b>
Personnel Costs	\$32,313,139 569.98 FTEs	\$36,343,953 587.36 FTEs	12.5% 17.38 FTEs
Operating Costs	\$19,130,572	\$20,006,526	4.6%
<b>Non-Tax Supported</b>	<b>\$3,600,000</b>	<b>\$3,600,000</b>	<b>0.0%</b>
Operating Expense	\$3,600,000	\$3,600,000	0.0%
<b>Grant Fund</b>	<b>\$154,096</b>	<b>\$154,096</b>	<b>0.0%</b>
Personnel Costs	\$154,096 4.41 FTEs	\$154,096 4.41 FTEs	0.0% 0.0
<b>Total Expenditures (All Funds)</b>	<b>\$55,197,807</b> <b>574.39 FTEs</b>	<b>\$60,104,575</b> <b>591.77 FTEs</b>	<b>8.9%</b> <b>17.38 FTEs</b>

**COMMITTEE RECOMMENDATIONS**

- The Committee recommended approval of the following increases proposed by the Executive and adding them to the reconciliation list as high priorities:

- **\$549,261 to expand the Excel Beyond the Bell (EBB) Elementary to two new sites.**  
Expanding comprehensive OST activities for vulnerable children and families who lack access to these services has been a high priority for the Council and is consistent with advancing RESJ goals. This funding continues expansion of elementary school OST offerings in Title I communities, which have historically seen fewer opportunities for care and enrichment because of the costs of services.
  - **\$444,411 to expand the TeenWorks programming.** TeenWorks, a youth development learn-to-work program, giving “at promise” youth their first experiences in the workforce with training and mentorship by career professionals and provides income for themselves and their families. Moreover, the County and the community benefit from the important work that participants perform that includes teaching older adults basic technology skills; marketing and outreach activities for the Department, assisting staff at afterschool programs; planning executing special recreation events; performing conservation activities with Maryland State Parks; and participating in apprenticeship in County departments.
  - **\$8,294 attributable to a three percent increase to nonprofit service contracts in the Skills for the Future NDA.** The total amount recommended for the NDA is \$284,774 in FY24. The NDA is administered by the Recreation Department and provides for high-quality Science, Technology, Engineering and Arts, and Mathematics (STEAM) programming delivered by contract in both academic and recreation settings to low-income youth. Committee members indicated that the priority for this item should be consistent with how the Council treats non-profit contracts across Departments and Council Committees.
- E&C Chair Jawando requested information about Summer Wrap sites in summer 2022 and targeted for summer 2023. That information is attached at ©20-23.
  - Councilmember Albornozy requested coming back to the level of cost recovery expected from the Department’s youth classes and programming and the extent to which this limits access to programming for more vulnerable communities.
  - Councilmember Fani-Gonzalez requested that the Department assess the availability of summer programming for students with disabilities and summary of work with private sector. Councilmember Mink suggested connecting with the new Intellectual and Development Disabilities Commission to get their feedback on serving the students with disabilities.
  - E&C Chair Jawando requested that the OST strategic plan be completed before consideration of the FY25 Operating Budget and requested that the planning group brief the Joint Committee on progress during the year with an update at the end of the summer. Councilmember Albornozy recommended that the planning group look at previous work of Excel Beyond the Bell and the Kennedy Cluster Project to inform planning efforts. Councilmember Friedson emphasized the needs to take a system approach to evaluating and expanding OST programming.

**This report contains:**

Staff Report	Pages 1-7
Recommended FY24 Operating Budget for Recreation	©1-10
Recommended FY24 Operating Budget for Skills for the Future NDA	©11
Feb 22 Letter to Executive from PHED and E&C Chairs	©12-14
DHHS responses to Council staff questions	©15-17
Description of OST Workgroup	©18-19
Additional Responses from Recreation Department	©20-23

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## MEMORANDUM

April 19, 2023

TO: Planning, Housing, and Parks Committee  
Education & Culture Committee

FROM: Vivian Yao, Legislative Analyst

SUBJECT: FY24 Operating Budget: Recreation School-Based and Out-of-School Time Programs and Skills for the Future Non-Departmental Account (NDA)

PURPOSE: Review and made recommendations on FY24 Operating budget items involving Out-of-School Time programming delivered by the Department of Recreation, or in partnership with the Department

*Those expected to attend this worksession:*

- Robin Riley, Director, Montgomery County Recreation Department (MCRD)
- Adriane Clutter, Division Chief, MCRD
- Charlotte Keys, Administrative Specialist, MCRD
- Alicia Singh, Office of Management and Budget (OMB)
- Thylan Singleton, Collaboration Council
- Jennifer Strouble, Out of School Time Coordinator, Office of Curriculum and Instructional Programs, Montgomery County Public Schools

The Executive's Recommended FY20 Operating Budget for the Department is attached on ©1-10 and Skills for the Future NDA at ©11.

### I. BACKGROUND

#### *Council President's Approach to the FY24 Operating Budget Council*

President Glass sent a memorandum to Councilmembers outlining his intended approach to reviewing tax-supported additions in the FY24 Operating Budget above the FY23 approved funding level. This memorandum is attached on ©12-14. Council staff highlights the following aspects that are particularly relevant to PHP Committee review:

- All tax supported additions, whether originated by the Executive or Councilmembers, are to be placed on the reconciliation list.
- Items on the reconciliation list must be identified as “high priority” or “priority”; items can be split with funding in both categories.
- Committees should work to identify other base budget reductions to the extent possible.
- Budget cost shifts between departments and increases due to annualization of previously approved compensation/staffing costs do not need to be placed on the reconciliation list.
- Staff should indicate the role of Federal funding in the budgets, either ongoing or being replaced by County funds.

Council staff has structured this memo according to these elements and will identify relevant considerations for the Executive’s recommended changes and propose a priority designation.

### ***Racial Equity and Social Justice***

The Office of Racial Equity and Social Justice (ORESJ) concluded that the Department’s responses to the Operating Budget Equity Tool “demonstrates a strong commitment to advancing equitable outcomes. Responses utilized data and other research to demonstrate an understanding of the systemic issues affecting their department’s service area. Department efforts align with the expectations outline in Bill 44-20 and also align with the GARE framework.”

The Department’s OBET responses include the following points:

- Approximately, 73% of the current operating budget is allocated to programs, activities, and services designed to support and accommodate underserved populations including minorities, youth, and seniors.
- The Department is re-establishing a policy committee to work collaboratively with the RESJ Core Team to review policies and procedures using GARE principles and practices.
- The Department has established a team of eleven diverse career employees with a shared commitment to racial equity and social justice to be ambassadors for equity, maintain open communications, and discuss recreation trends and challenges and work to establish a fair and equitable workplace.
- The Department is monitoring the number of diverse and inclusive programs that appeal to a wide variety of participants and seeking customer feedback to respond to community needs.
- The Department is starting to offer programming in Spanish and Chinese and provide recreation offerings for people with disabilities.
- The Department identified the following factors restricting its ability to maintain a level of services that advances racial equity and social justice:
  - Aging infrastructure: The Department has aging infrastructure that is improperly equipped to meet changing needs and highlights the importance of an adequate PLAR budget that supports high impact use.
  - Cost Recovery for Programming: The Department’s offering of classes and programs through non-tax supported funds require cost recovery at price points that limit access for more vulnerable communities. There is a need to

examine and adjust the current revenue mark to ensure a more equitable cost recovery strategy and distribution of recreational offerings.

Council staff recommends that the Committee return after budget to discuss strategies for addressing these issues to advance RESJ in the delivery of recreation services in the County.

In response to a question about the current demographics, the Department has explained that it is unable to report on the current fiscal year’s demographics due to “complexities associated with migration into our recently implemented registration system (Vermont Systems).” However, the Department has reported that the sampling of historical trends have been relatively consistent with seeing “notable increases in Hispanic participants. The Department has a data sharing agreement with MCPS and is currently waiting for final FY22 data analysis.”

<b>Historical Trends</b>	EBB Middle (7yr Trend FY13-FY19)	EBB Elem (3yr Trend Fy17-19)	EBB Elem FY22*
African American	40%	35%	33%
Hispanic	34%	58%	62%
Caucasian	9%	2%	1%
Asian	13%	4%	2%
Multiple/ Other	4%	1%	2%
ESOL	13%	51%	
Free & Reduced Meal	57%	87%	
Special Education	13%	11%	

\*From manual records

**The Joint Committee should request that the FY22 data analysis be provided when it becomes available. Participant demographics and outcomes data are critical to informing the Department on the efficacy of program design and delivery and efforts to advance RESJ goals.**

***Recent Investment in OST***

The Joint PHED E&C Committee has long been concerned about the importance of quality Out-of-School Time (OST) to support healthy youth development. Because of the negative impact of social isolation and disrupted schooling from the COVID-19 pandemic on County youth, particularly Black and Brown and low-income youth, the Joint Committee has supported the expansion of quality OST programming to counter some of the harmful effects of the pandemic.

For FY23, the Council approved the following OST expenditures that continued services added in response to the pandemic:

Item	Description	Amount
Community-Based Program Support	Continued funding for community-based summer programming for low-income children or Title I communities through the Collaboration Council	\$530,000

Summer Fun Centers Enhanced Programming	Provided 26 summer school wrap around camps from 12:30-6:30 with the potential to serve 2600 youth, <b>One-time funding of \$504,360 from the ECE NDA.</b>	\$520,000
Excel Beyond the Bell Elementary Program and Support	Continued programming at Wheaton Woods and Cresthaven launched in FY22.	\$384,891
Kids Day Out Non-School Day Programming	Out-of-school programming at 13 Recreation facilities running on 17 non-school days	\$333,320
Excel Beyond the Bell and RecXtra Reopenings	Continued program delivery at 4 EBB and 3 RecExtra sites opened in FY20 but taken for savings in FY21	\$330,000
Extended Summer Camp	Summer camp options at five locations that bridge the gap when Summer Fun Centers end and school begins.	\$103,750

In addition, the Council approved \$500,000 in funding to support access to sports for historically underserved population through PlayMontgomery and expansion of girls sports leagues and \$200,000 to expand OST programming through the KID Museum.

**The Joint Committee may be interested in asked Recreation Department representatives about the plans for Summer School Wrap programming without the contribution of funding from the ECEI NDA, including the number of school to host programming compared to last year and the process for selecting those sites.**

**Public Testimony**

The Council received testimony that supported after school programming and recreational programming for youth.

**II. SCHOOL-BASED AND OST PROGRAMMING EXPENDITURE ISSUES**

**A. Executive Recommended Changes**

Item	Recommended	FTE	One-time only?	Notes
	Increase (Decrease)			
<b>Tier I: High Priority</b>				
Expand Excel Beyond the Bell to two new sites	\$ 549,261	7.20	N	
Expand TeenWorks Programming	\$ 444,411	8.68	N	
Net Total	\$ 993,672	15.88		
<b>Tier II: Priority</b>				
3% inflationary increase to non-profit service provider contracts in Skills for the Future NDA	\$ 8,294	0.00	N	
Net Total	\$ 8,294	0.00		

**1. Expand Excel Beyond the Bell (EBB) Elementray to two new sites \$549,261**

The Joint Committee has recognized the need for and value of comprehensive afterschool programming for children and families in Montgomery, which has only increased since the pandemic. Thus, there has been steady, incremental expansion of OST offerings by the Department, particularly at the elementary school level in Title I communities, which have historically seen fewer opportunities for care and enrichment because of the costs of these services.

Currently the program is located at 14 Title I elementary Schools: Burnt Mills, Cresthaven, Gaithersburg, Georgian Forest, Greencastle, Harmony Hills, JoAnn Leleck, New Hampshire Estates, Roscoe Nix, Oakview, South Lake, Weller Road, Whetstone and Wheaton Woods. The proposed new sites would be Watkins Mill and Harriet Tubman Elementary Schools. These sites have been chosen based on a Strategic Programming Index developed by CountySTAT, which examines quantitative and qualitative factors for data driven decision making and future resource allocation. Factors include FARMS, ESOL, Test Scores, space availability, existing childcare, PYD continuum, and school readiness.

**Council staff recommends approval of this budget item and recommends categorizing the item as a high priority. Expanding comprehensive OST activities for vulnerable children and families who lack access to these services has been a high priority for the Council and is consistent with advancing RESJ goals. These services provide structured enrichment activities during work hours.**

**2. Expand TeenWorks Programming \$444,411**

The Executive is recommending an expansion of the TeenWorks program, a youth development learn-to-work program, giving “at promise” young people their first experiences in the workforce with training and mentorship by career professionals. The following table shows the budgets, FTEs and services numbers for the program from FY22 to the FY24 recommended budget:

	Budget	FTEs	Participation
FY22	\$637,787	12.71	120
FY23	\$564,907	12.71	132
FY24 Rec	\$941,392	18.39	~180-200

The program is in large demand, and 1,732 youth have expressed interest in participating in the program. Applicants are selected based on referral, interest application and interviews. The Department prioritizes youth who have never been employed and need extra supports. The Department targets equity areas for teen outreach and black and brown youth make up large majority of participants in the program.



Increased funding will allow for an additional 50-75 participants. The funding supports employee supervision and oversight as well as the work performed by participants (compensation). Participants are able to work on average 200-300 hours throughout the school year and summer in roles that include teaching older adults basic technology skills; marketing and outreach activities for the Department, assisting staff at afterschool programs; planning executing special recreation events; performing conservation activities with Maryland State Parks; and participating in apprenticeship in County departments.

**Council staff recommends approval of this budget item and recommends categorizing the item as a high priority on the reconciliation list. TeenWorks engages “at promise” youth in activities that help them gain productive skills and provide income for themselves and their families. Moreover, the County and the community benefit from the important work that participants perform. The timing of this expansion is critical as youth participation in the labor force has declined over the decades, which downward trend was exacerbated by the COVID-19 pandemic.**

**3. Skills for the Future NDA (includes increase of \$8,294) \$284,774**

The Executive is recommending \$284,774, an increase of \$8,294 or 3% increase from the FY23 level. The increase in the NDA is attributable to a 3% inflationary increase for nonprofit service provider contracts. The funding provides for high-quality Science, Technology, Engineering and Arts, and Mathematics (STEAM) programming in both academic and recreation settings to low-income youth.

The following organizations delivered services funded through the NDA:

- FY23: MOCO KIDSCO, Inc (doing business as the KID) Museum, Inc.
- FY22: MOCO KIDSCO, Inc (doing business as the KID) Museum, Inc., Unicorn and Woodsman, LLC.

The inflationary adjustment is proposed for services provided through the NDA, similar to the inflationary increase provided to non-profit services contracts in the based budget of various County departments. For those contracts, Executive staff has explained that the amount of the FY24 and FY23 increases are tied to the increase in the Consumer Price Index (CPI) over the last 24 months.

**Council staff recommends supporting the recommended inflationary of 3%.**

### **III. OST SYSTEM PLANNING UPDATE**

The Joint Committee has recognized the need to invest in OST system improvements as well as direct OST programming. The Joint Committee has requested that key stakeholders develop a multi-year plan, similar to the four-year Early Care and Education Initiative, that

implements a robust out-of-school-time system in the County and lays out the strategies, services, and timeline for implementing the system.

A County-wide Youth Support/OST System-Building workgroup, made of youth-serving County agency leaders (MCPS, DHHS, Recreation, CUPF) and the County’s local management board, the Montgomery County Collaboration Council for Children, Youth and Families (Collaboration Council), has begun the work to identify strategies to make out-of-schooltime programming supports accessible to all county youth.

During FY23, the workgroup received coaching from a consultant from the Forum for Youth Investment, a nationally recognized subject matter expert on OST system-building and system and program quality assessments, to support a collective impact approach to the further development of the County’s OST system. Results from the coaching work are described at ©18-19 and include:

- Clarification of workgroup mission to “create more accessible, sustainability, equitable and high-quality OST opportunities in Montgomery County.”
- Identification of OST Program Outcome categories: Achievement, Health and Safety (Individual and Community), Development Supports & Relationships, and Leadership.
- Beginning an opportunity scan whereby participants identify current opportunities and barriers within their own organizations that will inform the development of future coordination efforts.
- Identification of key stakeholders that must be included in strategic planning efforts, including community and youth participants as equal leaders.

Workgroup participants focused time through the middle of the fiscal year on assessing and strengthening their individual organizational efforts and reconvened in March 2023 to continue the strategic planning process.

**Council staff recommends that the Committee return after budget to hear from the workgroup on its plan and timeline for developing an OST strategic plan, along with resources needed to accomplish this task.**

The packet contains the following attachments:

	<u>Circle #</u>
Recommended FY24 Operating Budget for Recreation	©1-10
Recommended FY24 Operating Budget for Skills for the Future NDA	©11
Feb 22 Letter to Executive from PHED and E&C Chairs	©12-14
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Additional Responses from Recreation Department	©20-23



# Recreation

## RECOMMENDED FY24 BUDGET

\$60,104,575

## FULL TIME EQUIVALENTS

591.77

☀️ ROBIN RILEY, DIRECTOR

## MISSION STATEMENT

The mission of the Department of Recreation is to provide high quality, diverse, and accessible programs, services, and facilities that enhance the quality of life for all ages, cultures, and abilities.

## BUDGET OVERVIEW

The total recommended FY24 Operating Budget for the Department of Recreation is \$60,104,575, an increase of \$4,906,768 or 8.89 percent from the FY23 Approved Budget of \$55,197,807. Personnel Costs comprise 60.72 percent of the budget for 189 full-time position(s) and no part-time position(s), and a total of 591.77 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 39.28 percent of the FY24 budget.

The Debt Service for the Recreation Fund is appropriated in the Debt Service Fund and is, therefore, not displayed in this section. To pay for the Debt Service, a transfer of funds from the Recreation Fund to the Debt Service Fund of \$11,350,400 is required to cover General Obligation bond costs.

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:

- ◆ **Thriving Youth and Families**
- ◆ **A Greener County**

## INITIATIVES

- ★ Increase Excel Beyond the Bell Elementary (EEBE) services and expand existing out of school time programming with the addition of two new sites: Harriet Tubman and Watkins Mills Elementary School.
- ★ Expansion of TeenWorks youth development program, which provides job readiness training and skill building workshops.
- ★ Launch an electronic health management platform to modernize health record submissions for activities and programs.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ☀️ Starting January 3, 2023, Montgomery County Recreation fitness passes are free for Montgomery County residents. Free passes

provide access to fully equipped fitness rooms, open gym (drop-in) activities, and game rooms at any recreation center during regularly scheduled hours.

- ✦ Continue implementation of REC ZIP, an improvement strategy designed to digitize and automate several business processes allowing internal and external customers to interact virtually with Recreation's administrative team without delay. Customer refunds, contractor and vendor invoices, and bank deposits are examples of improvements which allowed for seamless continuation of financial services throughout the pandemic.
- ✦ Enhance and expand outreach efforts through the weekly Recreation newsletter to provide information about program and services, as well as health and wellness information.
- ✦ Continued implementation of the new, fully integrated recreation and parks management software solution in partnership with Community Use of Public Facilities and Montgomery Parks. This new platform is designed to increase efficiency and productivity while providing extensive reporting and statistical data and a more intuitive and interactive experience for customers.

## PROGRAM CONTACTS

Contact Charlotte Keys of the Department of Recreation at 240.777.6942 or Alicia Singh of the Office of Management and Budget at 240.777.2780 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 FY23 estimates reflect funding based on the FY23 Approved Budget. The FY24 and FY25 figures are performance targets based on the FY24 Recommended Budget and funding for comparable service levels in FY25.

## PROGRAM DESCRIPTIONS

### ✦ Administration

The Administration Program provides oversight, leadership, management, and supervision to accomplish the Department's mission. The Administration Program includes the Department's senior management, the Director's Office and staff, as well as business and information technology services, communications and outreach, facility planning, asset replacement, and fixed-cost management.

The Business Services and Information Technology Teams provide key infrastructure and support to the Department's operations. The Business Services Team provides human resource management, procurement and contracting services, budget and financial administration, and customer services. The Information Technology Team ensures availability and efficiency of technical tools, equipment and interfaces, responds to help tickets from the Department's centers and other satellite locations, and delivers training related to the Department's business operations software. Both teams collaborate with agencies of County government, community, and other partners to address the needs of internal and external constituencies.

The Administration Program includes development and management of the Department's capital improvement projects and plans and implements the lifecycle asset replacement activities to protect the Department's investments and efficient-reliable operations of all facilities and equipment in service to County residents. The Program also includes fixed costs associated with utilities, property insurance, Workers' Compensation Insurance, and community grants. This Program also includes Communications and Public Outreach, which supports marketing of, and media relations concerning, all recreation and leisure activities in collaboration with the County's Public Information Office (PIO), Maryland-National Capital Park and Planning Commission (M-NCPPC), and Community Use of Public Facilities (CUPF). Outreach activities include summer camps and employment fairs, holiday events and commemorations, and coordination of visits from local, State, and Federal dignitaries and agencies as requested.

Program Performance Measures	Actual FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of administrative services transactions <sup>1</sup>	9,135	22,000	25,000	25,000	25,000
Number of human resources transactions <sup>2</sup>	760	2,272	2,726	2,780	2,836

Program Performance Measures	Actual FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of seasonal employees	1,988	2,000	2,160	2,200	2,200
Percent of allocated recreation financial assistance dollars used <sup>3</sup>	30%	46%	60%	70%	80%

<sup>1</sup> The Department continues to be a vital quality of life service and expects to see moderate program growth as it rebounds from the pandemic and demand for programs and services which improve overall health and quality of life continues to rise. The reduced volume of FY21 transactions was related to limitations on the numbers of recreation-specific activities, programs, and services provided due to COVID-19 restrictions.

<sup>2</sup> In addition to hiring a high volume of seasonal staff, as part of the Department's safety plan, REC conducts background checks for staff, volunteers, coaches, youth services providers, non-profit partners, and contractors. The reduced volume of FY21 transactions reflect limitations on Departmental operations due to COVID-19. The Department expects to see moderate program growth as it rebounds from the pandemic, and therefore moderate increases in HR transactions.

<sup>3</sup> The Department allowed RecAssist funds to be carried over from FY21 into FY22 due to limited program availability in FY21 as result of the pandemic and a software migration. As result, the percent of funds utilized for FY22 is likely to be an underrepresentation of public utilization.

FY24 Recommended Changes	Expenditures	FTEs
<b>FY23 Approved</b>	<b>11,060,086</b>	<b>45.43</b>
Technical Adj: Budgeted Lapse Adjustment	391,128	0.00
Shift: Community Grants Moved From the Community Grants Non-Departmental Account to the Department of Recreation's Base Budget	244,728	0.00
Add: Information Technology Enhancements to Modernize Health Record Submissions for Activities and Programs	145,100	0.00
Shift: One Administrative Specialist II Position from OMB	122,483	1.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	99,195	0.00
Technical Adj: FTE from Part-time to Full-time position	0	0.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	998,904	3.00
<b>FY24 Recommended</b>	<b>13,061,624</b>	<b>49.93</b>

## ☀ Aquatics

The Aquatics programs provide recreational, fitness, instructional, competitive, therapeutic, and rehabilitative water activities that serve all residents. The broad ranges of programming include lessons, instructional wellness classes, and competitive programming such as dive and swim teams. Facilities also host a wide variety of local, regional, and national events and competitions each year. The Department operates seven regional outdoor pools, four indoor aquatics facilities, and partners with Adventist Community Services to operate the Piney Branch Elementary School pool.

Program Performance Measures	Actual FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Revenue generated by aquatics programs <sup>1</sup>	\$1,865,440	\$4,884,155	\$4,981,838	\$5,081,474	\$5,081,474
Percent of total aquatics programs capacity enrolled <sup>2</sup>	34.3%	63.2%	64.5%	65.8%	67.1%

<sup>1</sup> The Department anticipates increased use of aquatics facilities, however, it's important to note that this measure may be influenced by future expanded subsidies and price adjustments.

<sup>2</sup> The Department continues to be a vital quality of life service and expects to see moderate program growth as it rebounds from the pandemic, and demand for programs and services which improve overall health and quality of life continues to rise. It's important to note swim lessons demand exceeds availability.

FY24 Recommended Changes	Expenditures	FTEs
<b>FY23 Approved</b>	<b>9,577,678</b>	<b>126.18</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,343,966	18.21
<b>FY24 Recommended</b>	<b>10,921,644</b>	<b>144.39</b>

## ☀ Countywide Programs

Countywide Programs offers essential and universally accessible recreation and leisure services to all residents across the region--an indicator of a healthy, affordable, and welcoming community. Program staff generates partnerships with local small businesses and non-profit

organizations to activate key public and private spaces and to offer culturally responsive programs, activities, and services such as classes, performing arts, camps, sports, workshops, therapeutic recreation, inclusion services, trips and tours, and special events which provide a wide range of economic, health, and social benefits. Additionally, community outreach such as events and festivals provide a wide platform to bridge diverse groups of people, generate social networks, and create community cohesion. Countywide Programs promote positive social capital through the provision of equal access to programs, which cultivates community ties through programs and services for all produces public benefits by connecting people more deeply to the fabric of the community. The benefits include public enjoyment and engagement; improved perception of community performance; economic well-being; quality recreation time with family and friends; strengthening social and familial bonds; improvement of mental and physical health thus reducing the impacts of chronic diseases; and measurable decreases in rates of crime and other detrimental activities making our communities safer.

Program Performance Measures	Actual FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of participants registered in countywide recreation programs <sup>1</sup>	12,122	N/A	15,000	15,300	15,600
Percent of recreation customers who report having a disability <sup>2</sup>	0.99%	0.81%	0.83%	0.84%	0.86%
Percent of planned countywide recreation programs completed <sup>3</sup>	44.7%	77.6%	78.0%	79.0%	80.0%

<sup>1</sup> The Department was unable to establish this information for FY22 due to challenges in software migration.

<sup>2</sup> Individuals with disabilities faced significantly greater challenges as result of the pandemic. During FY22, programs and services were still being delayed and/or cancelled, and many restrictions were still in place for vulnerable populations, due to the COVID-19 pandemic and the emergence of new variants. Reconnecting with vulnerable populations continues to be a top priority for the Department. It's important to note the percentage reported is largely based on those who choose to self-report during registration as having a disability and/or those who request an accommodation. Additionally, the Department faced challenges in reporting due to migration into a new software system.

<sup>3</sup> Recreation programs are critical indicators of quality of life in a community. The Department expects demand to continue to increase particularly as it examines ways to remove barriers to participation by reducing fees, improving accessibility, and offering more culturally diverse program offerings.

FY24 Recommended Changes	Expenditures	FTEs
<b>FY23 Approved</b>	<b>8,629,588</b>	<b>82.57</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	69,980	(2.00)
<b>FY24 Recommended</b>	<b>8,699,568</b>	<b>80.57</b>

## ☀ Recreation Community & Neighborhood Centers

The Department of Recreation has 23 recreation centers throughout the County. These facilities provide affordable programs featuring leisure activities, social interaction, family participation, and community civic involvement, as well as promote community cohesion and identity for all ages.

Centers are designed to support sports, fitness, dance, community/social activities, and art programs. Activities include instructional programs, organized competitions, performances and exhibitions, recreational clubs and hobby groups, and accessibility initiatives for special populations. Center spaces are available for community activities, party rentals, receptions, and civic group meetings. Designated sites offer afterschool programs for children and youth, such as Club Adventure and Club Friday, at affordable pricing. The centers are a place where individuals, families, communities, and government are connected, as well as a thriving hub of activities.

Program Performance Measures	Actual FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of recreation facility bookings <sup>1</sup>	38,409*	2,557	2,608	2,660	2,713
Percent of planned programs in recreation centers completed <sup>2</sup>	48.9%	72.2%	73.6%	75.1%	76.6%

<sup>1</sup> The variance in FY21 and FY22 is due to individual pool reservations established for safe social distancing. This practice was discontinued as restrictions lifted. Additionally, general facility bookings were suspended during COVID and continued to be suspended briefly during software migration. \*38,409 total. 37,700 were pool reservations (for laps) and 709 were facility usage (fields and rooms).

<sup>2</sup> The Department continues to be a vital quality of life service and expects to see moderate program growth as it rebounds from the pandemic and demand for programs and services which improve overall health and quality of life continues to rise.

FY24 Recommended Changes	Expenditures	FTEs
<b>FY23 Approved</b>	<b>9,870,302</b>	<b>146.89</b>

<b>FY24 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(287,041)	(20.21)
<b>FY24 Recommended</b>	<b>9,583,261</b>	<b>126.68</b>

### ☼ Senior Adult Programs

The Senior Programs Team offers a wide range of supports, opportunities, programs, services, and facilities, which are designed to enhance the quality of life and help community members 55 and over remain active, engaged, and independent in their communities. Lifestyle and leisure program offerings such as fitness & wellness, sports, arts and culture, social clubs, trips, and special events help to attract and retain active retirees while providing critical tools and resources to improve and maintain the health span and independence of those who are isolated or more vulnerable.

<b>Program Performance Measures</b>	<b>Actual FY21</b>	<b>Actual FY22</b>	<b>Estimated FY23</b>	<b>Target FY24</b>	<b>Target FY25</b>
Number of senior meals served <sup>1</sup>	194,736	51,826	52,862	53,919	54,998
Number of senior program registrants 55 or older <sup>2</sup>	8,535	15,006	15,306	15,612	15,924

<sup>1</sup> In FY21, the Department continued widespread meal distribution to vulnerable citizens 55 years of age or older. When the state of emergency was lifted, the Department discontinued its emergency response and restored congregate meals, which by State requirement, must be consumed on-site.

<sup>2</sup> Recreation programs for 55+ play a critical role in recovery from COVID-19, and are critical for an increased health span. Physical activity, social connections and life-long learning are effective strategies to improve mobility, combat depression, and slow cognitive decline. Reconnecting with vulnerable populations continues to be a top priority for the Department. FY21 number does not include senior meal delivery programs.

<b>FY24 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY23 Approved</b>	<b>3,394,712</b>	<b>33.39</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	359,264	1.00
<b>FY24 Recommended</b>	<b>3,753,976</b>	<b>34.39</b>

### ☼ Youth Development

The Youth Development team uses recreation to ensure young people are healthy, connected, and productive during out-of-school time. Program staff work to change the landscape of communities by tackling pressing and diverse issues, reducing barriers to participation, and improving equitable access to high quality out-of-school time opportunities which improve outcomes for young people. Positive youth development strategies are used to meet youth where they are and include opportunities, programs, and services which emphasize active and healthy living, youth leadership and social equity, engagement in learning, workforce readiness, and connection to caring adult role models.

<b>Program Performance Measures</b>	<b>Actual FY21</b>	<b>Actual FY22</b>	<b>Estimated FY23</b>	<b>Target FY24</b>	<b>Target FY25</b>
Number of participants registered in youth development programs <sup>1</sup>	1,171	8,300	10,990	11,209	11,433
Average daily attendance in youth development programs <sup>2</sup>	66.9%	58.7%	70.0%	73.0%	74.5%
Percent of youth development program participants who attend 11 or more sessions <sup>3</sup>	81.13%	56.74%	57.87%	59.02%	60.20%

<sup>1</sup> Our youth programs play a critical role in recovery because they are the environmental container where young people acquire developmental assets necessary for resilience. Therefore, restoring connections with youth is among our top priorities.

<sup>2</sup> Our youth programs play a critical role in recovery because they are the environmental container where young people acquire developmental assets necessary for resilience. Therefore, restoring connections with youth is among our top priorities.

<sup>3</sup> Many youth development programs were unable to complete 11 or more sessions in FY22 due to periodic COVID related closures. The Department is working hard to reconnect with youth and expects opportunities to continue to rise.

<b>FY24 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY23 Approved</b>	<b>12,665,441</b>	<b>139.93</b>
Enhance: Excel Beyond the Bell - Expansion to Two New Sites	549,261	7.20
Enhance: Expansion of TeenWorks Programming	444,411	8.68

Recreation

Libraries, Culture, and Recreation 64-5

<b>FY24 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	425,389	0.00
<b>FY24 Recommended</b>	<b>14,084,502</b>	<b>155.81</b>

## BUDGET SUMMARY

	<b>Actual FY22</b>	<b>Budget FY23</b>	<b>Estimate FY23</b>	<b>Recommended FY24</b>	<b>%Chg Bud/Rec</b>
<b>RECREATION</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	20,010,569	27,239,926	25,596,476	30,462,446	11.8 %
Employee Benefits	4,261,473	5,073,213	4,828,770	5,881,507	15.9 %
<b>Recreation Personnel Costs</b>	<b>24,272,042</b>	<b>32,313,139</b>	<b>30,425,246</b>	<b>36,343,953</b>	<b>12.5 %</b>
Operating Expenses	16,927,089	19,130,572	18,538,699	20,006,526	4.6 %
<b>Recreation Expenditures</b>	<b>41,199,131</b>	<b>51,443,711</b>	<b>48,963,945</b>	<b>56,350,479</b>	<b>9.5 %</b>
<b>PERSONNEL</b>					
Full-Time	148	182	182	189	3.9 %
Part-Time	11	1	1	0	-100.0 %
FTEs	496.33	569.98	569.98	587.36	3.1 %
<b>REVENUES</b>					
Property Tax	47,774,140	49,559,780	48,999,380	65,083,529	31.3 %
Facility Rental Fees	294,593	120,000	295,000	120,000	---
Recreation Fees	4,512,785	5,800,000	4,500,000	4,500,000	-22.4 %
Miscellaneous Revenues	37,103	129,597	75,000	75,000	-42.1 %
Miscellaneous Revenues - Parks ActiveNet	0	45,232	45,232	45,232	---
Recreation Fee Subsidy	0	(800,000)	(800,000)	(800,000)	---
<b>Recreation Revenues</b>	<b>52,618,621</b>	<b>54,854,609</b>	<b>53,114,612</b>	<b>69,023,761</b>	<b>25.8 %</b>

### RECREATION NON-TAX SUPPORTED

<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	---
Employee Benefits	0	0	0	0	---
<b>Recreation Non-Tax Supported Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>---</b>
Operating Expenses	3,480,141	3,600,000	3,600,000	3,600,000	---
<b>Recreation Non-Tax Supported Expenditures</b>	<b>3,480,141</b>	<b>3,600,000</b>	<b>3,600,000</b>	<b>3,600,000</b>	<b>---</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	0.00	0.00	0.00	0.00	---
<b>REVENUES</b>					
Recreation Fees	6,433,522	8,100,000	8,100,000	8,100,000	---
Investment Income	1,402	3,100	0	3,100	---
<b>Recreation Non-Tax Supported Revenues</b>	<b>6,434,924</b>	<b>8,103,100</b>	<b>8,100,000</b>	<b>8,103,100</b>	<b>---</b>

### GRANT FUND - MCG

<b>EXPENDITURES</b>					
Salaries and Wages	109,721	143,145	143,145	143,145	---
Employee Benefits	11,637	10,951	10,951	10,951	---
<b>Grant Fund - MCG Personnel Costs</b>	<b>121,358</b>	<b>154,096</b>	<b>154,096</b>	<b>154,096</b>	<b>---</b>
Operating Expenses	250,000	0	0	0	---
<b>Grant Fund - MCG Expenditures</b>	<b>371,358</b>	<b>154,096</b>	<b>154,096</b>	<b>154,096</b>	<b>---</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	---
Part-Time	0	0	0	0	---
FTEs	2.71	4.41	4.41	4.41	---
<b>REVENUES</b>					
Federal Grants	121,358	154,096	154,096	154,096	---



**BUDGET SUMMARY**

	Actual FY22	Budget FY23	Estimate FY23	Recommended FY24	%Chg Bud/Rec
<b>Grant Fund - MCG Revenues</b>	<b>121,358</b>	<b>154,096</b>	<b>154,096</b>	<b>154,096</b>	<b>—</b>
<b>DEPARTMENT TOTALS</b>					
Total Expenditures	45,050,630	55,197,807	52,718,041	60,104,575	8.9 %
Total Full-Time Positions	148	182	182	189	3.8 %
Total Part-Time Positions	11	1	1	0	-100.0 %
Total FTEs	499.04	574.39	574.39	591.77	3.0 %
Total Revenues	59,174,903	63,111,805	61,368,708	77,280,957	22.5 %

**FY24 RECOMMENDED CHANGES**

	Expenditures	FTEs
<b>RECREATION</b>		
<b>FY23 ORIGINAL APPROPRIATION</b>	<b>51,443,711</b>	<b>569.98</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Excel Beyond the Bell - Expansion to Two New Sites [Youth Development]	549,261	7.20
Enhance: Expansion of TeenWorks Programming [Youth Development]	444,411	8.68
Add: Information Technology Enhancements to Modernize Health Record Submissions for Activities and Programs [Administration]	145,100	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY24 Compensation Adjustment	1,713,666	0.00
Increase Cost: Annualization of FY23 Compensation Increases	881,119	0.00
Increase Cost: Annualization of FY23 Lapsed Positions	463,400	0.00
Technical Adj: Budgeted Lapse Adjustment [Administration]	391,128	0.00
Shift: Community Grants Moved From the Community Grants Non-Departmental Account to the Department of Recreation's Base Budget [Administration]	244,728	0.00
Shift: One Administrative Specialist II Position from OMB [Administration]	122,483	1.00
Increase Cost: Motor Pool Adjustment	112,285	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	99,195	0.00
Increase Cost: Risk Management Adjustment	88,338	0.00
Increase Cost: Printing and Mail	25,994	0.00
Technical Adj: FTE from Part-time to Full-time position [Administration]	0	0.50
Decrease Cost: Retirement Adjustment	(14,278)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY23	(43,836)	0.00
Decrease Cost: Annualization of FY23 Personnel Costs	(316,226)	0.00
<b>FY24 RECOMMENDED</b>	<b>56,350,479</b>	<b>587.36</b>
<b>RECREATION NON-TAX SUPPORTED</b>		
<b>FY23 ORIGINAL APPROPRIATION</b>	<b>3,600,000</b>	<b>0.00</b>
<b>FY24 RECOMMENDED</b>	<b>3,600,000</b>	<b>0.00</b>
<b>GRANT FUND - MCG</b>		
<b>FY23 ORIGINAL APPROPRIATION</b>	<b>154,096</b>	<b>4.41</b>
<b>FY24 RECOMMENDED</b>	<b>154,096</b>	<b>4.41</b>

**PROGRAM SUMMARY**

Program Name	FY23 APPR Expenditures	FY23 APPR FTEs	FY24 REC Expenditures	FY24 REC FTEs
Administration	11,060,086	45.43	13,061,624	49.93
Aquatics	9,577,678	126.18	10,921,644	144.39
Countywide Programs	8,629,588	82.57	8,699,568	80.57

Recreation

*Libraries, Culture, and Recreation*

64-7

**PROGRAM SUMMARY**

Program Name	FY23 APPR Expenditures	FY23 APPR FTEs	FY24 REC Expenditures	FY24 REC FTEs
Recreation Community & Neighborhood Centers	9,870,302	146.89	9,583,261	126.68
Senior Adult Programs	3,394,712	33.39	3,753,976	34.39
Youth Development	12,665,441	139.93	14,084,502	155.81
<b>Total</b>	<b>55,197,807</b>	<b>574.39</b>	<b>60,104,575</b>	<b>591.77</b>

**CHARGES TO OTHER DEPARTMENTS**

Charged Department	Charged Fund	FY23 Total\$	FY23 FTEs	FY24 Total\$	FY24 FTEs
<b>RECREATION</b>					
Community Use of Public Facilities	Community Use of Public Facilities	32,212	0.20	33,826	0.20
CIP	Capital Fund	71,152	0.50	76,971	0.50
<b>Total</b>		<b>103,364</b>	<b>0.70</b>	<b>110,797</b>	<b>0.70</b>

**FUNDING PARAMETER ITEMS**

CE RECOMMENDED (\$000S)

Title	FY24	FY25	FY26	FY27	FY28	FY29
<b>RECREATION</b>						
<b>EXPENDITURES</b>						
<b>FY24 Recommended</b>	<b>56,350</b>	<b>56,350</b>	<b>56,350</b>	<b>56,350</b>	<b>56,350</b>	<b>56,350</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY24</b>	<b>0</b>	<b>124</b>	<b>124</b>	<b>124</b>	<b>124</b>	<b>124</b>
New positions in the FY24 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
<b>Elimination of One-Time Items Recommended in FY24</b>	<b>0</b>	<b>(145)</b>	<b>(145)</b>	<b>(145)</b>	<b>(145)</b>	<b>(145)</b>
Items recommended for one-time funding in FY24, including Information Technology Enhancements will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>605</b>	<b>605</b>	<b>605</b>	<b>605</b>	<b>605</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>56,350</b>	<b>56,934</b>	<b>56,934</b>	<b>56,934</b>	<b>56,934</b>	<b>56,934</b>

**RECREATION NON-TAX SUPPORTED**

**EXPENDITURES**

<b>FY24 Recommended</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>
No inflation or compensation change is included in outyear projections.						
<b>Subtotal Expenditures</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>

**ANNUALIZATION OF FULL PERSONNEL COSTS**

	FY24 Recommended		FY25 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Excel Beyond the Bell - Expansion to Two New Sites	356,111	7.20	408,065	7.20
Expansion of TeenWorks Programming	433,411	8.68	504,957	8.68
<b>Total</b>	<b>789,522</b>	<b>15.88</b>	<b>913,022</b>	<b>15.88</b>





<b>FY24 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
Increase Cost: Contribution to City of Rockville	2,400	0.00
<b>FY24 Recommended</b>	<b>422,300</b>	<b>0.00</b>

### ✿ Skills for the Future

The Skills for the Future Non-Departmental Account was established in May 2019 to provide funding for high-quality Science, Technology, Engineering, Arts, and Mathematics (STEAM) programming in both academic and recreational settings to low-income youth. The intent of this funding is to build a pipeline of technical talent that will ensure equitable access to high-paying jobs and allow Montgomery County to continue to offer one of the best educated work forces in the world. The Department of Recreation administers these funds that will provide experiential learning engagement opportunities that give low-income youth access to STEAM programming.

<b>FY24 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY23 Approved</b>	<b>276,480</b>	<b>0.00</b>
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	8,294	0.00
<b>FY24 Recommended</b>	<b>284,774</b>	<b>0.00</b>

### ✿ Small Business Support Services

This NDA provides funding to support and augment the County Business Center's efforts through the County's resource partners that provide specialized assistance and programs for small businesses and entrepreneurs. Support includes technical assistance and coaching for business owners interested in starting and growing their business in the County. This NDA also supports the County's Minority, Female, and Disabled-Owned initiative that provides targeted programs and support for those businesses. For FY24, this funding was shifted from the Incubator Programs NDA to delineate better the small business support services that are not specifically performed by the County's Business Innovation Network.

<b>FY24 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY23 Approved</b>	<b>0</b>	<b>0.00</b>
Shift: Shift from Incubator Programs NDA to Small Business Support Services	1,675,000	0.00
Add: Funding for Procurement and Technical Assistance Center Services	50,000	0.00
<b>FY24 Recommended</b>	<b>1,725,000</b>	<b>0.00</b>

### ✿ State Positions Supplement

This NDA provides for the County supplement to State salaries and fringe benefits for secretarial assistance for the resident judges of the Maryland Appellate Courts.

<b>FY24 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY23 Approved</b>	<b>60,756</b>	<b>0.00</b>
<b>FY24 Recommended</b>	<b>60,756</b>	<b>0.00</b>

### ✿ State Property Tax Services

This NDA funds the reimbursement to the State for three programs that support the property tax billing administration conducted by the Department of Finance: the Montgomery County Homeowners Credit Supplement, the Homestead Credit Certification Program, and the County's share of the cost of conducting property tax assessments by the State Department of Assessments and Taxation. This NDA also funds the County Renters' Property Tax Relief Supplement (Bill 21-15) enacted in 2016 and administered by the Department of Finance.

<b>FY24 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY23 Approved</b>	<b>3,565,615</b>	<b>0.00</b>
<b>FY24 Recommended</b>	<b>3,565,615</b>	<b>0.00</b>

### ✿ State Retirement Contribution



**MONTGOMERY COUNTY COUNCIL**  
**ROCKVILLE, MARYLAND**

**EVAN GLASS**  
PRESIDENT

TRANSPORTATION & ENVIRONMENT COMMITTEE, CHAIR  
ECONOMIC DEVELOPMENT COMMITTEE

**M E M O R A N D U M**

DATE: April 4, 2023  
TO: Councilmembers  
FROM: Council President Evan Glass  
SUBJECT: Approach to FY 24 Operating Budget

Each year the Council President proposes an approach for reviewing the operating budget. This memorandum presents the process I believe will serve the Council and our residents well.

Determining the county's \$6.8 billion operating budget is an exercise in fiscal discipline and a reflection of the county's priorities. We must balance the needs of today with those of tomorrow, which include supporting our students, our teachers, our first responders, our healthcare professionals and other frontline workers. After all, budgets are moral documents.

The FY24 Operating Budget presents several challenges. From funding critical services and fairly compensating our employees to determining the impact of a potential tax increase, it is our responsibility to ensure that the budget meets the needs of our community and is fiscally sound.

My priority for this budget process is to ensure that schools are fully funded and that families can continue calling Montgomery County home. As such, these are the issues I believe we should consider:

- **The need to support MCPS.** The pandemic has significantly impacted our students, who lost valuable classroom time and suffered as a result. Our teachers have worked harder than ever and we must demonstrate our support for them. As part of this review, we also need to examine MCPS' current and proposed use of federal COVID relief funding.
- **The decrease in recordation tax revenue.** This has created significant gaps in the Capital Improvements Program (CIP). The Executive did not increase pay as you go (PAYGO) funding for the CIP by \$80 million, as requested by the Council, which would have decreased this gap. The Council will need to determine whether it supports the lower level of CIP funding proposed by the Executive.
- **The Executive has recommended a 10% property tax increase.** The Council will need to carefully evaluate whether we believe a tax increase is necessary and, if so, the appropriate size of the increase. Each 1-cent of the proposed tax increase is equivalent to \$22.3 million.
- **Use of reserves for ongoing expenditures.** The budget includes significant increases in the operating budget, in part by using unanticipated FY22 and FY23 income tax revenue.



**MONTGOMERY COUNTY COUNCIL**  
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TRANSPORTATION & ENVIRONMENT COMMITTEE, CHAIR  
ECONOMIC DEVELOPMENT COMMITTEE

Our adopted fiscal policies require that these funds be used for one-time expenditures, not ongoing operating costs that cannot be sustained by future revenues; yet only \$16 million of net new tax supported expenditures are categorized as “one-time”. Council staff will provide additional information regarding sustainability at the April 11 overview of the budget.

- **Additional county positions and county vacancies.** The proposed budget includes 137 new tax supported full-time equivalent (FTE) positions in County Government and hundreds of new positions in other agencies. At the same time the Executive is adding new positions, the County Government has approximately 1,500 job vacancies. The Council will need to determine if funding new positions is sustainable, as relying on lapses from vacant positions is not a sound fiscal practice.
- **Funding OPEB.** The Government Operations & Fiscal Policy Committee has taken the first steps toward creating a policy that ensures the long-term viability of our retiree health insurance (known as Other Post Employee Benefits or OPEB), which includes having the trust fund pay annual costs. Such a policy would allow the County’s general revenues to be used for other purposes. The Executive’s budget does not provide funding identified in this preliminary policy.

To fully fund MCPS, fund the CIP, reach our OPEB goals, and reduce the size of or eliminate the need for a property tax increase, we will need to find reductions in the operating budget. This goal is always challenging.

To meet the diverse needs of our community, I believe that all of the Executive’s recommended tax-supported additions to the operating budget should be placed on a reconciliation list. Any additional Council recommended priorities should be added to the same list. Each spending priority should be considered as a potential addition to the Council adopted FY23 budget, rather than a potential reduction from the Executive’s proposed FY24 budget.

**A recommended process and structure for implementing this approach for FY24 follows:**

1. Each tax supported increase, addition, enhancement, replacement, or restoration recommended by the County Executive would be placed on the reconciliation list. Similarly, any tax supported increases recommended by a committee would also be placed on the reconciliation list.
2. All items placed on the reconciliation list by a committee should be categorized as either a “priority” or “high priority” to assist our future decisions. When appropriate, an item should be divided into more than one category. Budgetary items should also be classified as one-time or ongoing expenses.



**MONTGOMERY COUNTY COUNCIL**  
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TRANSPORTATION & ENVIRONMENT COMMITTEE, CHAIR  
ECONOMIC DEVELOPMENT COMMITTEE

3. Committees should attempt to identify other reductions to departmental base budgets to free up ongoing resources for other priorities. While our current budget timeframe does not allow for a zero-based budgeting approach that would fully review each department's base expenditures, it is important to look for reductions as a first step.
4. Additional FY24 budget amendments received from the County Executive after March 15 would also be placed on the reconciliation list for Committee review.
5. Any cost shifts between departments (if budget neutral) and increases due to annualization of previously approved compensation/staffing costs do not need to be placed on the reconciliation list. We will ask staff to identify any increase due to a County or State law to determine if it must be funded or can be placed on the reconciliation list.
6. When creating the reconciliation list, staff should indicate whether the item was previously funded by federal funds, allowing us to carefully consider whether the County has the ability to maintain programs not previously supported by the County's general funds.
7. FY24 compensation and benefit enhancements will be reviewed separately by the Government Operations & Fiscal Policy Committee and the full Council.

This process is designed for the Council to fund the programs and policies that our residents need while also ensuring that taxpayer funds are used prudently.

Supporting our residents is our top priority. We must keep them in mind as we work collectively throughout this process.



**FY24 Montgomery County Recreation  
Operating Budget Responses**

Due to complexities associated with migration into Vermont Systems, we are unable to report on current FY demographics.

- o Transportation is available 5 days a week at 6 Senior Center locations from 9am-2pm. Wheaton does not have JCA transportation.

**Youth Programming**

**Please identify the programs site and budget for the following programs in FY23 and what is recommended in FY24 and the FY22 and FY23 numbers and demographics of participants served (unduplicated, if available). For proposed program expansion sites, please identify the positions and FTEs associated with each site.**

Due to complexities associated with migration into our recently implemented registration system (Vermont Systems), we are unable to report on current FY demographics.

*Sampling of historical trends have been relatively consistent. We are seeing notable increases in Hispanic participants. The Department has a data sharing agreement with MCPS and is currently waiting for final FY22 data analysis.*

<b>Historical Trends</b>	EBB Middle (7yr Trend FY13-FY19)	EBB Elem (3yr Trend Fy17-19)	EBB Elem FY22*
African American	40%	35%	33%
Hispanic	34%	58%	62%
Caucasian	9%	2%	1%
Asian	13%	4%	2%
Multiple/ Other	4%	1%	2%
ESOL	13%	51%	
Free & Reduced Meal	57%	87%	
Special Education	13%	11%	

*\*From manual records*

**EBB**

**Please describe the criteria for selecting expansion sites and provide the ranking of schools according to this criteria.**

The Department uses a Strategic Programming Index developed by CountySTAT, which examines quantitative and qualitative factors for data driven decision making and future resource allocation. Factors include FARMS, ESOL, Test Scores, space availability/ existing childcare, PYD continuum, and school readiness. Watkins Mill Elementary and Harriet Tubman (New) are the next two schools recommended for expansion. Watkins Mill has a weighted rank of 6 overall, and Harriet Tubman is a new student population pulling from a combination of Gaithersburg ranked 2 and Summit Hall Ranked 8.

## FY24 Montgomery County Recreation Operating Budget Responses

### Out of School Time Programs Sites and participation by fiscal year:

RECREATION OST PROGRAMS					NOTES
	FY22	#sites	FY23*	#sites	<b>*FY23 Data is Fiscal YTD and not yet completed</b>
Excel Beyond the Bell Elementary <sup>2</sup>	862	14	*1093	16	Parent engagement events continue to be successful serving more than 400 families. Partners with AIM, MCPS.
Excel Beyond the Bell Middle	1528	8	*1753	8	Partners with AIM, MCCC, MCPS.
RecXtra Middle School	1794	16	*1910	16	Added Bienvenidos after-school club for newly arrived students. Partners with MCPS.
RecZone	1911	4	*2601	6	Added two new ½ time sites in FY23 at Magruder and Seneca Valley. Added Bienvenidos adventure program. Partners with MCPS.
Soccer4Change	1148	9	*545	14	Approximately 90% of participants are ELL, with 30% identifying as newly arrived. Partners with City of Gaithersburg, SONS, Identity. The program increased from 24 teams to 32 teams in FY23.
TeenWorks Youth Employment	120	N/A	132	N/A	More than 1,732 youth have expressed interest in joining TeenWorks.
Club Adventure	1049 <sup>E</sup>	9	*1443 <sup>E</sup>	9	Monthly enrollment, fee based after-school program located at Recreation Centers.
Kids Day Out	2010 <sup>E</sup>	17	*2092 <sup>E</sup>	17	Offered Teens Day out enrolling 174 and offered a Therapeutic Recreation location for kids with disabilities. Partners with MCPS
Summer Fun Center	1793 <sup>1</sup>	22	1690	16	RecAssist was awarded to 1,148 households for summer programs. Partnered with Linkages to Learning for referral access for vulnerable families. Partners with Linkages to Learning.
Camp REC (Summer School Wrap Around)	N/A	N/A	1228	21	Partnered with MCPS to offer 764 camp stipends and full scholarships to 29 homeless families. Partners with Linkages to Learning.
Mobile Recreation (Fun, Food, Fitness)	829	16	206	2	Offered at Germantown Mobile Home community and Germantown Library in FY23. (Drop-in programs, not camps). Partners with MCPS DFNS.
PLAYMontgomery <sup>3</sup>	2774 <sup>E</sup>	N/A	*3792 <sup>E</sup>	N/A	Added volleyball in FY22 which has expanded 126% in FY23 and is 80% female. Partners with MCCC.

<sup>1</sup> There were many summer program adjustments in FY23 to include shifting school-based Summer Fun Centers and Fun, Food, Fitness locations to Camp REC, a summer school wrap around program. As result, FY22 summer numbers are not comparable to FY23 program to program.

<sup>2</sup>Harriet Tubman and Watkins Mill proposed for FY24

<sup>3</sup>PLAYMontgomery does not include Youth Basketball registrations totaling 5545 FY23.

<sup>E</sup> All data is unduplicated unless noted as enrollment (E).

**While this a wide range of comprehensive programs, this list is not inclusive of all Recreation OST offerings.**

## FY24 Montgomery County Recreation Operating Budget Responses

### EBB Elementary

#### **(Does funding for new sites include parent leadership?)**

Yes, funding for the new sites includes \$10,000 per site for parent leadership. As part of EBBE, each family is required to have a parent complete 2 hours of volunteer work at the school per month. One key way in which parents do this in through AIM. AIM trains parents in leadership skills that are important for building a closer relationship with the school and its staff, as well as with each other, community members, and other groups in the county. This includes county officials, the school system, police, etc.

### TeenWorks

#### **Please explain what the increased funding will provide.**

Increased funding will allow for an additional 50-75 TeenWorks youth employees—the range is based on varying hours worked, averaging between 200-300hrs per participant, earning between \$3,000-\$5,000 per year. The funding will also provide the needed employee supervision and program oversight.

#### **Did the program carry a wait list in FY22 or FY23, and if so, how many teens were on the wait list?**

1,732 young people have filled out a submission form indicating interest in participating in the program

**Budget Impacts:** Our career complement for Youth/ OST Programming allocations are as follows:

#### Allocated to Youth Development:

FY23 Approved		Sum of FTE	FY24 CE Recommended		Sum of FTE
000112: MANAGER III		1.00	000112: MANAGER III		1.00
000151: *ADMINISTRATIVE SPEC II		1.00	000151: *ADMINISTRATIVE SPEC II		1.00
001012: RECREATION SUPERVISOR		3.00	001012: RECREATION SUPERVISOR		5.00
001015: RECREATION SPECIALIST		19.00	001015: RECREATION SPECIALIST		21.00
001018: RECREATION COORDINATOR		2.00	001018: RECREATION COORDINATOR		2.00
009273: OFFICE SERVICES COORD		1.00	009273: OFFICE SERVICES COORD		1.00
<b>Grand Total</b>		<b>27.00</b>	<b>Grand Total</b>		<b>31.00</b>

Programs/Sites	FY22 Approved		FY23 Approved		FY24 CE Recommended	
	Budget	FTEs	Budget	FTEs	Budget	FTEs
EBB Elementary	\$3,759,793	43.47	\$4,776,040	50.85	\$5,140,204	56.05
EBB Middle	\$1,885,163	11.93	\$2,203,913	11.93	\$2,259,913	11.93
RecXtra	\$318,234	8.50	\$356,206	8.50	\$365,153	8.50
RecZone	\$554,520	13.60	\$769,985	20.86	\$785,601	20.86
Club Adventure	\$367,361	10.64	\$725,582	17.88	\$741,409	17.88
Summer School Wrap Around	\$0	0.00	\$504,360	0.00	\$0	0.00
PlayMontgomery	\$550,000	0.00	\$0	0.00	\$0	0.00
TeenWorks	\$637,787	12.71	\$564,907	12.71	\$941,392	18.39
<b>TOTAL ALLOCATION</b>	<b>\$8,072,858</b>	<b>100.85</b>	<b>\$9,900,993</b>	<b>122.73</b>	<b>\$10,233,672</b>	<b>133.61</b>

\*\* Seasonal PC and OE costs (does not include career complement support)

# Collective Impact Coaching Results

→ **The OST Workgroup's Mission was clarified.**

**We developed a proposed central values based-mission and outcomes for the workgroup's collective OST contributions/coordination efforts:**

\*Proposed Workgroup & Coordinating Entity Mission: "To create more accessible, sustainable, equitable, and high-quality OST opportunities in Montgomery County."

**Current OST Program Outcomes Identified**

Achievement, Health and Safety (Individual and Community), Developmental Supports & Relationships, and Leadership

→ **Opportunity Scan (Ongoing)**

Participating County agencies are working to identify the additional current opportunities and barriers within their own organizations/agencies to be aligned with the current and future agreed-upon Countywide OST visions, missions, values and future coordination efforts

# What the workgroup accomplished in 2022:

As a result of the coaching sessions, the workgroup was able to agree on a **central values based-mission and outcomes for the workgroup's collective OST contributions/coordination efforts to propose to the Montgomery County community :**

\*Proposed Workgroup & Coordinating Entity Mission: "To create more accessible, sustainable, equitable, and high-quality OST opportunities in Montgomery County."

\*Identified Current OST Program Outcomes Across Agencies/Community Stakeholders: Achievement, Health and Safety (Individual and Community), Developmental Supports & Relationships, and Leadership

-Through the exercises led by MCCC the workgroup developed a working mission statement and **identified gaps in the workgroup's current efforts and membership** based on the values stated in the mission (**see slides 5, 6 & 12 in this deck**). Gaps identified led to the identification of future protocols, one being that the workgroup and any resulting coordinating entity should include community and youth members as equal leaders and stakeholders as the County agency representatives and another protocol being that no proposals or plans should be presented to Council or approved by OST-service providing agencies that have not been vetted by the community as desired or needed by the community.

-Through exercises such as the "Moving Trains" HW, the workgroup **identified additional groups, stakeholders and groups** who are working towards/concerned about the availability of adequate OST supports for Montgomery County youth

- Can you provide the amount in the Department's FY24 OB that is **supporting Bienvenidos/Newcomers and indicate whether this funding is one-time or in the Department's base. How many kids are being supported with this funding at the high school? Middle schools?**

The Department received \$300,000. \$57K PC / \$243K OE.

We were able to add 16 middle school teams, and two additional high school teams totaling 222 additional players.

*Up to 13 players per team (13 kids and 2 adults in a 15-passenger van).*

The Department works closely with MCPS Newcomer Transition Coordinators, Parent Community Coordinators, and ESOL teachers to help identify students for the program. Partners from Identity, SONS, and City of Gaithersburg also help to identify newly arrived participants.

- **The responses refer to 14 EBB sites in FY22 and 16 sites in FY23 - Is that accurate? If not, can you correct numbers in attachment?**

FY22 12 sites

FY23 14 sites (current)

FY23 16 sites (proposed 2 new)

- **Can you provide a description of placements/work that Teen Works students participate in (if there is a way to quantify the benefits of this work to the Department/County/residents, it would be helpful).**

TeenWorks employees work in public service capacities. Teenworks are employed to support a wide range of community events, serve as apprentices in other County agencies, and help to support department programs, opportunities, and services.

The program has a significant economic impact, helping to alleviate financial stress and strain on families, in addition to providing a value to the community. (Additional time is needed to quantify the benefit.) However, outcomes from the program are clear and include: first employment experiences under the guidance of positive role models, gain positive view of personal future, obtain achievement motivation, adapt to high expectations, learn to compete in job market/ gain employability skills, develop financial literacy, foster a sense of purpose and positive identity. Furthermore, this program helps to remove labels and improve public perception of young people in the County.

Not only does this program provide first time employment opportunities for TeenWorks participants, it provides employment opportunities for young adults (traditional seasonal staff) serving as front line program job coaches and supervisors. It's most often the first supervisor experience for many young people involved with the administration and oversight of the program.

Teenworks gain skills through meaningful public service. Examples of experiences include but are not limited to:

- TechConnect, provide technology support to seniors, helping to teach use of device, setting up social media, assisting with use of apps such as uber and grocery delivery.
  - MD Park Service Conservation Job Corps, assisting with conservation, restoration and refurbishment of State Park lands.
  - National Park Service C&O Canal Trust, supporting environmental stewardship and making improvements for visitors and tourists.
  - July 4<sup>th</sup>, providing event support such as set/up and breakdown, crowd support and directions, information sharing, and safety monitoring.
  - Taste of Wheaton, work with local small business to greet customers, serve food, and assist with other event operations.
  - M-NCPPC Placemaking event, lead activities, engage community and youth, provide event set-up.
  - Maryland Senior Olympics, provide athlete support, assist with events, provide community support at information areas.
  - Bethesda Big Train, help with sports administration and public information to gain sports management experience.
- 
- **Are budget figures reported for Play Montgomery/Girls Sport Leagues accurate? If not, please correct for FY23 and FY24.**

While the initial \$500,000 of funding for PlayMontgomery was one time funding, Councilmember Hans Reimer added \$250,000 into the FY23 budget to enhance gender equity in sport. That funding should be in our base.

- **Please describe the impact of the lack of funding from the ECEI NDA in FY24 to support summer wrap? How many sites are planned and what**

**are the hours of operation for FY24 (this coming summer). How does this differ from last summer?**

\$504,360 was one time funding. The cost per site is approximately \$60,435. The Department cut 6 sites -\$362,610 and reduce the number of weeks at 7 locations -\$141,015 for a total savings of -\$503,625.

Below is a chart of CampRec Sites Operated in FY22 and those eliminated or reduced in FY23. Sites were chosen based on previous enrollment and school administration (demand). Other factors in site selection included summer school location, school construction, etc.

#	Summer 2022 / Summer 2023 Comparison	Reduced Weeks
1	New Hampshire Estates ES/ Oak View ES	Yes
2	Wheaton Woods ES	
3	Summit Hall ES	canceled
4	Cresthaven ES	Yes
5	Viers Mill ES	Yes
6	South Lake ES @ Emory Grove	
7	Capt. James Daly ES	Yes
8	Brown Station ES	Canceled
9	Gaithersburg ES	Canceled
10	Burnt Mills ES @ Fairland Center	Canceled
11	Leleck ES	
12	Weller Road ES	Yes
13	Sargent Shriver ES	
14	Key MS	canceled
15	Montgomery Village MS	canceled
16	Clemente MS	
17	Clopper Mill ES	
18	Galway ES	canceled
19	Greencastle ES	
20	Bel Pre ES	Yes
21	Kemp Mill ES	Canceled
22	Fairland ES	Canceled
	Watkins Mill Elem	Yes
	Argyle MS	
	Harmony Hills	



- **Please identify the contracts/associated funding for KID and expected deliverables. Please provide an update on OST services provided by KID useum? How many children have they served by program site?**