

Office of Legislative Oversight Report 2009-7

ORGANIZATION OF RECREATION PROGRAMS ACROSS THE DEPARTMENT OF PARKS AND DEPARTMENT OF RECREATION

APPENDIX

Description	Circle Number
Report on the Planning, Housing, and Economic Development Committee's Consideration of the Merger Report Prepared by the M-NCPPC Montgomery County Department of Parks and Montgomery County Department of Recreation	©1
Executive Regulation 12-05, "Department of Recreation Fee Procedure"	©48
M-NCPPC Montgomery County Department of Parks' "Policy for Public/Private Partnerships"	©55
Breakdown of Allocated "Management" Workyears for M-NCPPC Department of Parks' Recreation Programming	©69
Sample of Recreation Programs Offered by the Department of Parks and Department of Recreation in 2008	©70
Special Events Provided by M-NCPPC Department of Parks and County Department of Recreation, Winter 2008 to Fall 2008	©85
Montgomery County Department of Recreation Financial Assistance Application for 2008	©87
M-NCPPC Department of Park and Planning, Montgomery County Fee Reduction Program Procedures and Fee Reduction Program Application	©89
Memorandum of Understanding between the Maryland-National Capital Park and Planning Commission's Montgomery County Department of Park and Planning and the Montgomery County Department of Recreation	©93
Montgomery County Department of Parks, M-NCPPC Athletic Field Use Permit Policy	©105



Montgomery County Government

MEMORANDUM

March 5, 1993

TO: County Council

VIA: William H. Hanna, Chair ^{WEL}
Planning, Housing, and Economic Development Committee

FROM: Karen Orlansky, ^{KO} Program Evaluator
Office of Legislative Oversight

SUBJECT: Report on PHED Committee's Consideration of the Merger Report
Prepared by the M-NCPPC Montgomery County Department of Parks and
Montgomery County Department of Recreation

A. PURPOSE OF MEMORANDUM

Last year, the PHED Committee identified the possible merger of the M-NCPPC Montgomery County Department of Parks and Montgomery County Department of Recreation as a FY93 budget project. The two affected department directors were requested to prepare a report on the feasibility of consolidating the two departments.

The final report from the Directors of the Departments of Parks and Recreation was submitted to the Council in January 1993, and the PHED Committee held a worksession on the Merger Report on February 25, 1993. The purpose of this memorandum is to report back to the full Council on the PHED Committee's consideration of the Merger Report.

B. PHED COMMITTEE CONCLUSIONS AND RECOMMENDATIONS

Recommendation (1): The PHED Committee concludes that, based upon the estimated cost data contained in the Merger Report, the merger of the Departments of Parks and Recreation does not appear practical at this point in time.

The Committee's conclusion that a merger of the Department of Parks and Department of Recreation does not appear practical at this time is based primarily upon the estimated costs of merger contained in the Merger Report. Specifically, the Merger Report data indicate that a merger (in either direction) has both one-time and ongoing costs associated with it, and that net long-term savings from a merger become apparent only if significant legislative and regulatory barriers are removed.

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The Committee's recommendation not to pursue a merger of the two departments at this time is consistent with the positions taken by the County Executive (Circle 38), and Chairman of the Park Commission (Circle 34).

The Committee identified the laws, regulations, and practices of our personnel and retirement systems that appear to be driving the estimated costs of merger, and recommends that the MFP Committee further examine these issues. (See Recommendation No. 2.) If and when some changes are made to these underlying laws and regulations, then the Committee may want to revisit the estimated costs and potential savings of merging the two departments.

Recommendation (2): Based upon issues identified in the Merger Report, the PHED Committee recommends that the Council's MFP Committee further examine ways to make our personnel and retirement systems more flexible.

The PHED Committee concluded that the Merger Report is valuable as a case study for identifying "roadblocks" in our personnel and retirement systems that need to be addressed. The Committee recommends that the MFP Committee further examine ways to make our personnel and retirement laws, regulations, and practices able to react with greater flexibility to changing circumstances.

As discussed generally by the PHED Committee, specific issues that deserve review include: the Discontinued Service Retirement benefit; the lack of salary comparability between agencies; the differences in agency approaches to annual merit increases; and the unfunded pension liability that results from the transfer of service credits from one agency to another. (A more detailed explanation of each of these issues can be found at Circles 3-13.)

In his comments on the Merger Report (Circle 38), the County Executive also voices an interest in pursuing a number of issues related to retirement and compensation policies that were outlined in the report. As the Executive notes, "Resolution of these issues has the potential of reducing both the cost and administrative complexity of a Recreation and Parks merger, which, at some future time, still could be a desirable action."

Recommendation (3): The PHED Committee recommends taking a new approach to reviewing the FY94 operating budgets of the Parks Department and Recreation Department. The Committee suggests that, if it works well, then perhaps this new approach could serve as a model for how the Council approaches other operating budgets.

The PHED Committee recommends that a new approach be taken to reviewing the FY94 operating budgets of the Parks Department and Recreation Department. The new approach would focus on the goals and objectives of improving service delivery and accountability for results, as opposed to line-item budgeting. Characteristics of the new approach would include:

- a. Concurrent review of the proposed operating budgets of the Department of Parks and Department of Recreation.

- b. A kick-off discussion on the missions of the two departments.
- c. A review of what the citizens' current and projected future needs are for services in the two departments. This would include analysis of data on the current use of Parks and Recreation programs and facilities, and ideas for developing specific ways to measure the departments' progress towards meeting future needs.
- d. A focus on ways to maintain or improve service delivery without additional resources with an emphasis on the following:
 - (1) Opportunities for cooperation/coordination between the two departments. This would include following-up on the specific suggestions offered in the Merger Report for possibly achieving some of the benefits of merger in a non-merged situation, (Circle 27) and the Executive's recommendation for a Memorandum of Understanding between the two departments (Circles 38-39).
 - (2) Opportunities for re-aligning some of the current responsibilities of the two departments. This would include looking at the suggestion raised at the PHED Committee meeting to place all responsibilities related to program activity in the Department of Recreation, and all facility development and maintenance responsibilities in the Department of Parks.
 - (3) Other opportunities for increasing general operating efficiency and effectiveness. This would include identifying specific rules and regulations that inhibit improved service delivery, and figuring out a plan for modifying the obstacles. One suggestion that has been made is to provide the departments with additional management flexibility on a pilot basis.
- e. After having spent the majority of its time focusing on the delivery of services, the Committee would then review and make decisions on the specific appropriation requests of the two departments. As time permits, the Committee would identify meaningful measures of performance and accountability that would accompany specific budget decisions.

C. BACKGROUND MATERIAL

For the Council's background, attached to this memorandum is the packet that the PHED Committee used on February 25, 1993, for its worksession on the Merger Report.* The packet includes a chronology of the Parks/Recreation Merger Report, (Circle 1), and a discussion of the major issues that impact the cost of merger (Circles 3-13).

* A number of technical corrections have been made on Circle 6 and Circle 9 of the packet.

The packet also contains:

Merger Report transmittal letter	Circle 17
Executive Summary of the Merger Report	Circle 19
Summary of Estimated Merger Costs	Circle 29
Comments from the Chairman of the Park Commission	Circle 34
Comments from the County Executive	Circle 38
Comments from the Recreation Advisory Board	Circle 40

KO/cca
703/38



Montgomery County Government

MEMORANDUM

February 22, 1993

TO: PHED Committee

FROM: Karen Orlansky^{YO}, Program Evaluator
Office of Legislative Oversight

SUBJECT: The Merger Report Prepared by the M-NCPPC Montgomery County
Department of Parks and Montgomery County Department of Recreation

On February 25, 1993, the PHED Committee is scheduled to receive a briefing on the Merger Report from the Director of the Department of Parks and Director of the Department of Recreation.

This packet is organized as follows:

- I. Chronology of the Parks/Recreation Merger Report Circle 1
- II. General OLO Staff Comments on the Merger Report Circle 2
- III. Major Issues that Impact the Cost of Merger Circle 3
- IV. Options for Committee Action Circle 14

This packet also contains:

- Merger Report transmittal letter Circle 17
- Executive Summary of the Merger Report Circle 19
- Summary of Estimated Merger Costs Circle 29
- Comments from the Chairman of the Park Commission Circle 34
- Comments from the County Executive Circle 38

I. A CHRONOLOGY OF THE PARKS/RECREATION MERGER REPORT

February 1992: The PHED Committee identifies the possible merger of the Department of Parks and the Department of Recreation as part of the FY93 Budget Project. The Committee requests the two affected department directors to prepare a report by July 1, 1992 on the possibility of consolidating the two departments.

March 1992: The County Executive's Recommended FY93 Operating Budget expresses support for the merger study.

April 1992: The Directors of the Departments of Parks and Recreation inform the PHED Committee that the July 1, 1992 deadline is not realistic given the complexity of issues that needed to be addressed. In response, the PHED Committee indicates that the Directors should take the time that they need to produce a thorough study of the merger question.

October 1992: The Directors of the Departments of Parks and Recreation complete the Draft Merger Report (blue cover). Copies are shared with the Planning Board and Recreation Advisory Board. An executive summary is sent to the Council and the County Executive.

November 1992: The Directors meet in public session with the Planning Board to discuss the Draft Merger Report.

November/December 1992: Parks and Recreation staff rewrite some sections of the Draft Merger Report in response to comments received.

January 8, 1993: The Directors transmit the final Merger Report (green cover) to the Council and County Executive. Written comments from the Chairman of the Park Commission are included with the final report.

January 28, 1993: The PHED Committee reviews the status of FY93 Budget Questions. The Committee indicates its interest in scheduling a briefing as soon as possible from the Directors of Parks and Recreation on the Merger Report. The Committee sends a memorandum to the County Executive requesting the Executive's written comments on the Parks/Recreation merger issue.

February 25, 1993: The PHED Committee is scheduled to receive a briefing from the Directors of Parks and Recreation on the Merger Report.

II. GENERAL OLO STAFF COMMENTS ON THE MERGER REPORT

The Directors and staff of the Department of Parks and Department of Recreation deserve recognition for the significant time and effort they dedicated to preparing the Merger Report. The end product represents literally thousands of hours of staff time.

Although no additional funds were appropriated for this assignment, there were costs of the study in terms of staff time being diverted from other projects. Work on the Merger Report was performed primarily by Parks Department and Recreation Department employees. Other Executive Branch and M-NCPPC staff were involved on the 11 staff committees that were formed to study different functional areas.

The Parks/Recreation Merger Report provides the Council with a number of constructive things:

- It provides a general framework for discussing the question of merging the Parks and Recreation Departments.
- It shows that many of the arguments concerning the direction of merger are based on factors other than cost. (See the two sections in the Executive Summary of the Merger Report, Implications of a Merger Outside of the Commission, and Implications of a Merger Outside of the Executive Branch, Circle 23.)
- It outlines how a merger of the two departments to either the County Government or the Commission will require legislative action by the County and the General Assembly, and budget action by the County and the Bi-County Commission.

With respect to the fiscal impact of a merger, the Merger Report demonstrates that even after specific budget issues are identified, it is difficult to place a price tag on them and reasonable people can disagree about how to cost them out. Although the details behind some of the specific cost estimates are debatable, the bottom-line conclusion of the Merger Report is that:

- A merger of the two departments (in either direction) has both one-time and ongoing costs associated with it; and
- A merger (in either direction) is not guaranteed to realize net cost savings over time.

It is my view that the Merger Report also makes an important contribution as a case study of why "Reinventing Government" is not a simple task. In particular, if we can use the Parks/Recreation Merger Report to identify the critical pieces of our personnel laws, personnel regulations, and other practices that limit the flexibility of government and make change so difficult and expensive, then the value of the Parks/Recreation Merger Report has potential beyond the specific decision of whether to merge these two departments.

The following section of this memo identifies and discusses the factors that significantly impact the estimated costs of merging the Department of Parks and Department of Recreation.

III. MAJOR ISSUES THAT IMPACT THE COST OF MERGER

The Merger Report divides the costs of merging the Department of Parks and the Department of Recreation into one-time costs and ongoing annual costs. The table in the Merger Report that summarizes the range of one-time and annual costs is attached at Circle 29.

One-time costs. The estimates for total upfront expenses (to merge in either direction) range between \$320,000 and \$481,100. Almost half of this is for a Classification Study and Organizational Review (estimated cost: \$160,000). The remaining one-time costs are primarily to purchase the necessary hardware and software to integrate the Management Information Systems of the two departments.

Annual Costs. The estimates for net budget impact that will be incurred on an annual basis range between potential savings of \$390,000 to cost increases of \$6.5 million.

As outlined on Circle 29, the Merger Report shows that a merger in either direction will cost the new parent organization additional amounts each year for: administrative overhead; unfunded pension liability; and upgrades/modifications to existing Management Information Systems. A merger in either direction also shows potential savings (over the long term) from the eventual reduction in managerial and supervisory staff.

A merger in either direction would incur additional costs (or potential savings) to adjust employees' compensation for differences between the County Government and M-NCPPC on: work week; base salaries; and approaches to annual merit increases. Because the Discontinued Service Retirement benefit only applies to County Government employees, it is listed as an ongoing cost only if the Recreation Department merges to the Commission.

Using the Merger Report as a guide, the following pages provide some basic information about seven of the major issues that impact the potential costs of merger. All of these issues (except for integration of MIS systems) relate to personnel and retirement laws, regulations, and practices of the County Government and M-NCPPC:

- Issue A: The Discontinued Service Retirement Benefit;
- Issue B: Inconsistent work weeks between agencies;
- Issue C: Lack of salary comparability between agencies;
- Issue D: Differences in agency approaches to annual merit increases;
- Issue E: Job retention policies;
- Issue F: Unfunded pension liability that results from the transfer of service credit from one agency to another; and
- Issue G: Compatibility of computer and communications hardware/software.

Beginning on page 6, information on each of these issues is organized as follows:

Section 1 contains a brief description of the issue.

Section 2, Merger Costs, shows the one-time and/or ongoing costs of the Park/Recreation merger that are associated with the issue, as these costs are estimated in the Merger Report. The costs are shown separately for a merger of Parks to the County Government vs. a merger of Recreation to the Commission. (Although some of these costs deserve additional scrutiny, they provide an order of magnitude for purposes of the Committee's immediate discussion.)

Section 3, Authority, identifies the authority that governs the relevant law, regulation, or practice.

Section 4, When Will it Apply?, explains whether the issue will apply only if Parks merges to Recreation, or only if Recreation merges to Parks, or both; and whether the issue has implications outside of the Parks/Recreation merger question.

Section 5, Merger Report Recommendation, summarizes how the Directors of Parks and Recreation recommend dealing with the issue. In a number of cases, the Merger Report recommends an approach to reduce or minimize the potential cost.

ISSUE A: DISCONTINUED SERVICE RETIREMENT (DSR) BENEFIT

1. Brief Description:

Any County Government employee who has ten years of continuous service may elect to receive the DSR benefit if the employee's job has been abolished or employment has been terminated by an administrative action. The calculation of the DSR benefit varies depending upon when the employee enrolled in the retirement plan. Employees who resign or who are dismissed for cause are not eligible to elect the DSR benefit.

In general, for employees who enrolled in the retirement system prior to July 1, 1978, the DSR benefit adds five percent to what the employee would normally receive for retirement, and allows retirement payments to begin when the employee reaches his/her early retirement date (age 55 with 10 years of service or age 45 with 20 years of service). For employees who enrolled after July 1, 1978, the DSR benefit allows early retirement payments to be calculated without application of the reduction factor.

2. Merger Costs (as estimated in Parks/Recreation Merger Report):

- a. If Parks merges to Recreation: DSR does not apply.
- b. If Recreation merges to Parks: The net cost (over time) of DSR to the County's Retirement Fund is estimated to be \$1 million for every seven employees who elect the DSR benefit; 37 Recreation Department employees have at least 10 years of service. The Merger Report estimates that the annual ongoing cost to the Retirement Fund would be \$113,150 to \$565,000, depending upon the number and salaries of employees who elect the DSR benefit.

3. Authority:

- a. For County Government: County Retirement Law, County Code Section 33-45(d)
- b. For Commission: N/A

4. When Will it Apply?

DSR is a cost factor to consider whenever County Government jobs are being abolished, and is not unique to the Parks/Recreation merger question. As currently written and interpreted, eligible County Government employees (meaning employees who have 10 years of service and whose job is abolished) must be offered the option to retire and receive the DSR benefit, even if the employee is offered another County Government job, or a job in another County/Bi-County agency.

Although DSR will almost certainly be a factor in any proposed inter-agency reorganization, it is also a factor in any within-County Government change that results in the abolition of specific County Government positions.

5. Merger Report Recommendation:

In order to implement a merger of Recreation to Parks, the Directors recommend amending the law to allow the voluntary transfer of Recreation employees to the Commission, and to state that employees who voluntarily transfer are not entitled to DSR. The Legal Committee of the Merger Report advises that while the Council can amend the law for employees who have not yet qualified for DSR, the Council probably cannot divest employees to rights to which they are already entitled.

ISSUE B: INCONSISTENT WORK WEEKS

1. Brief Description:

The Commission defines full-time work as 37.5 hours/week, except for the Park Police who work 40 hours/week. The County Government defines full-time work as 40 hours/week.

2. Annual Merger Costs (as estimated in Parks/Recreation Merger Report):

- a. If Parks merges to Recreation: \$1,482,000
- b. If Recreation merges to Parks: (\$422,000) to \$2,425,200 (a similar adjustment to the Prince George's County side of the Commission is estimated to cost an additional \$3.4 million/year)

3. Authority:

- a. For County Government: County Personnel Law, County Code Chapter 33, and Personnel Regulations
- b. For Commission: Merit System Rules and Regulations (adopted by the Bi-County M-NCPPC)

4. When Will it Apply?

The issue of inconsistent work weeks between the County and M-NCPPC is not unique to the Parks/Recreation merger question. It has come up before as both an equity and cost issue. Inconsistent work weeks will be presented as a cost factor whenever there is a proposed inter-agency change that involves employees who currently work different numbers of hours.

5. Merger Report Recommendation:

To minimize ongoing costs, the Merger Report recommends that if Recreation were to merge with Parks, former County employees coming to the Commission should be able to choose either to retain their 40 hour work week and salary level, or to reduce their hours and compensation to 37.5 hours. When employees who retained their 40 hour work week left their jobs, they would be replaced by 37.5 hour employees. The immediate cost impact of allowing employees to retain their current work week and compensation is zero.

The Merger Report recommends that if Parks were to merge with Recreation, Commission employees should be given the option of increasing their work week to 40 hours and receiving a 6.7 percent salary adjustment. The Directors recommend that Commission employees who want to continue to work a 37.5 hour work week should be allowed to do so. (If all Parks employees opted for the 40 hour work week, the estimated annual cost increase is \$1,482,000.)

ISSUE C: SALARY COMPARABILITY - BASE PAY

1. Brief Description

The County and M-NCPPC have different pay scales. A salary survey conducted jointly by the personnel departments of the County and M-NCPPC concluded that, on average, the Commission pay scale (adjusted for work week differences) is 2.61 percent below the County pay scale. The range was from 3.91 percent (Commission salaries above County) to 22.4 percent (Commission salaries below County).

2. Merger Costs (as estimated in Parks/Recreation Merger Report):

One-time Costs: The Merger Report estimates that a one-time classification study will cost \$160,000

Annual Costs: (for salary differential adjustment)

- a. If Parks merges to Recreation: \$0 to \$694,800
- b. If Recreation merges to Parks: (\$174,700) to \$1,062,300, plus unknown amount for similarly adjusting salaries of Prince George's Commission employees.

3. Authority:

- a. For County Government: County Personnel Law, County Code Chapter 33, and Personnel Regulations; the Regulations state that the County's salary schedule may be amended by the CAO, subject to Council approval.
- b. For Commission: Merit System Rules and Regulations (adopted by the Bi-County M-NCPPC)

4. When Will it Apply?

As a cost factor, the issue of salary differentials will generally not arise with respect to organizational changes within a single agency because employees remain within the same merit system, which has agency-wide classification and salary schedules.

The issue of salary differentials between County agencies, however, has been raised before and is not unique to the Parks/Recreation merger question. It is a cost and equity issue that has been identified with or without proposals for organizational change.

5. Merger Report Recommendation:

The Directors recommend that a classification and organizational review of the merged department be conducted (one-time cost \$160,000).

To minimize ongoing costs, the Directors recommend that after a classification study is conducted, employees should retain their current salaries and increment dates so long as their salaries fall somewhere in the range of the class to which they are assigned. Under this scenario, the only salaries that would be adjusted upward would be for employees whose current salary is below the starting point of the class to which they are assigned.

The Director of Recreation also suggests that the Montgomery County and Prince George's County Councils and the Bi-County Commission consider establishing separate pay scales for the Commission's Montgomery and Prince George's Commission employees. This would reduce the potential cost impact that changes to Montgomery County Commission employees would have on Prince George's County Commission employees, or vice versa. The Parks Director opposes this suggestion because he believes it is inequitable to treat employees within the same agency who are subject to the same merit system differently.

ISSUE D: DIFFERENCES IN ANNUAL MERIT INCREASES

1. Brief Description:

At present, County Government employees, who are not yet at the top of their grade and who perform their duties in a satisfactory manner, are eligible to receive a 3.5 percent annual increase in salary. In the past, County Government also had a program of cash awards and outstanding service increments based upon employee performance. The County's employee awards program was suspended in FY91 due to fiscal constraints. For FY93, \$90,000 was appropriated for an interim awards program to be shared among all County Government employees.

Commission employees, who are not yet at the top of their grade, are eligible to receive a 3 percent annual increase in salary. The Commission's current pay-for-performance program provides that employees who are rated "very good" receive the 3 percent salary increment plus a 2 percent cash award, and employees who are rated "exceptional" receive the 3 percent salary increment plus a 3 percent cash award.

2. **Annual Merger Costs** (as estimated in Parks/Recreation Merger Report):

- a. If Parks merges to Recreation: (\$280,900) to \$78,000
- b. If Recreation merges to Parks: (\$25,000) to \$91,300

3. **Authority**

- a. For County Government: Personnel Regulations and annual budget action.
- b. For Commission: Merit System Rules and Regulations (adopted by the Bi-County M-NCPPC) and annual budget action.

4. **When Will it Apply?**

As a cost factor, differences in annual merit increases generally will not arise with respect to organizational changes within a single agency because employees remain within the same merit system. Within County Government, there may be some exceptions to this because a number of departments/offices (e.g., the County Council) have developed differing pay-for-performance plans.

However, the issue of different approaches to merit increases and pay-for-performance between County agencies has been raised before and is not unique to the Parks/Recreation merger question. It is a cost and equity issue that has been identified with or without proposals for organizational change.

5. **Merger Report Recommendation:**

The Directors recommend that if Recreation merges to the Commission, then the employees should all come under the Commission's pay-for-performance system. The estimated annual cost increase is \$65,900 (\$25,000 in savings because the annual salary increment would be 3 percent instead of 3.5 percent, but an increase of \$91,300 to provide cash awards for those who perform at a very good or exceptional level).

The Directors recommend that if Parks merges to the County Government, then the employees should all come under the County's system of annual merit increases. The estimated annual cost savings is \$202,900 (an increase of \$78,000 to pay for increments of 3.5 percent instead of 3 percent, but a savings of \$280,900 for not providing cash awards).

ISSUE E: JOB RETENTION

1. Brief Description

The Merger Report recommends that no person in either organization should be involuntarily eliminated from public sector employment because of the merger.

2. Costs (as estimated in the Merger Report):

The Merger Report does not include cost estimates for reducing the number of Parks/Recreation employees at the time of merger. Both Directors agree that a merged organization could, over time, allow the phasing out of some supervisory or management positions. The Recreation Director is willing to estimate that eventually this would translate into a reduction of 8-10 positions, for an annual savings up to \$500,000. At this time, the Parks Director is not willing to estimate a specific number of positions that will be able to be eliminated.

3. Authority:

The number of positions funded is directly related to annual budget action. For the County Government, the relevant actors are the County Executive and County Council. For the Commission, the relevant actors are the County Council, Montgomery County Planning Board, and Bi-County Commission. (The County Executive also makes a recommendation to the County Council regarding the Commission's budget.)

4. When Will it Apply?

The County's policies with respect to job retention are fundamental to all strategies for downsizing the government.

5. Merger Report Recommendation:

As indicated above, the Directors recommend that no person in either organization should be involuntarily eliminated from public sector employment because of the merger. The Directors recommend that employees should be offered the opportunity to voluntarily transfer to the newly merged organization. Employees who wish not to transfer should be provided RIF rights to access other vacant positions in either the Commission or the County Government, and be retained until a qualified position opens.

**ISSUE F: UNFUNDED PENSION LIABILITY
RESULTING FROM TRANSFER OF SERVICE CREDITS**

1. Brief Description:

State law sets forth requirements concerning the transfer of employees between retirement systems of the State and political subdivisions of the State. In addition to requiring the retirement systems of the State and local government agencies to permit employees to transfer service credits, State law also provides for the transfer between retirement systems of some employer and employee contributions under certain circumstances.

In 1981, the retirement systems of the Commission and the County Government entered into a Reciprocal Agreement regarding the transfer of individual employees between the two agencies. The Agreement requires a transfer of assets to cover the present value of accumulated plan benefits. According to the Merger Report, the provisions of the Reciprocal Agreement offset approximately 35 percent of the unfunded pension liability resulting from the transfer.

According to the Merger Report:

- If Parks were to merge to Recreation, the County's Retirement Fund would incur an unfunded liability for each Commission employee who transferred Commission service credits to the County.
- If Recreation were to merge to Parks, the Commission's Retirement Fund would incur an unfunded liability for each County employee who transferred County service credits to the Commission.

2. Annual Merger Costs (as estimated in Parks/Recreation Merger Report):

- a. If Parks merges to Recreation: The unfunded pension liability would require an annual payment of \$700,000 for 40 years.
- b. If Recreation merges to Parks: The unfunded pension liability would require an annual payment of \$175,000 for 40 years.

Note: The overall cost to cover the unfunded liability in one retirement system is offset by a reduction of liability in the other retirement system. If the reduction in liability is taken into account, the net cost to the public sector may in fact be zero.

3. Authority

State law: Article 73B, Subtitle 4, Transfers Between Retirement or Pension Systems of the State or Political Subdivisions of the State (Annotated Code of Maryland, 1992 Supplement)

Reciprocal Agreement: Entered into December 3, 1981, and signed by the CAO for the Retirement System of the County Government and the Chairman, Board of Trustees for the M-NCPPC Retirement System.

4. When Will it Apply?

The County Government, M-NCPPC, MCPS, Montgomery College, and WSSC each operate their own retirement system(s). The unfunded pension liability issue arises whenever employees transfer from one retirement system to another.

5. Merger Report Recommendation:

The Directors recommend that the enabling legislation (to implement a merger in either direction) provide that employees be given the option of remaining within their current retirement plan and system. Once a year, there would be an administrative transfer of funds to cover the employees involved.

If employees do not remain within their current retirement system, the Directors recommend that a transfer of assets be made to cover the present value of accumulated plan benefits. For all employees, the estimated cost of this is \$175,000/year over 40 years for a merger to the Commission, and \$700,000/year over 40 years for a merger to the County.

ISSUE G: MANAGEMENT INFORMATION SYSTEMS (MIS)

1. Brief Description:

At present, the computer and communications hardware and software of the Department of Recreation and Department of Parks are not readily compatible. The merger costs related to MIS are both one-time and ongoing costs to integrate and upgrade these systems as needed for the merged organization to function efficiently.

2. Merger Costs (as estimated in Parks/Recreation Merger Report):

- a. If Parks merges to Recreation: One time costs of \$159,800 to \$321,100, and annual costs of \$50,800 to \$57,800.
- b. If Recreation merges to Parks: One-time costs of \$200,368 to \$262,500, and annual costs of \$44,000.

3. Authority:

- a. For County Government: Annual budget action by the County Executive and County Council.
- b. For Commission: Annual budget action by the County Council and Bi-County Commission.

4. When Will it Apply?

The issue of computer and communications hardware and software not being compatible between agencies is not unique to the Park/Recreation merger issue. It is likely to be a cost factor to consider in any organizational change, whether it be within a single agency or between agencies.

5. Merger Report Recommendations:

The Directors recommend making the investment to integrate and upgrade these systems as needed for the merged organization to function efficiently.

IV. OPTIONS FOR COMMITTEE ACTION

This section outlines several options for the Committee to consider. Under each option is outlined the related decisions that the Committee would need to discuss.

OPTION (A): Decide to support a merger Parks/Recreation Department

Under this options, the Committee must decide:

- The direction of merger;
- The target date for implementation; and
- How much to appropriate in additional funds for the estimated one-time and ongoing costs of merger.

If the Committee decides to proceed towards a merged Parks/Recreation Department, then the Committee may want to establish a process for receiving public input on the direction of merger. So far, the study of merging the two departments has been largely an internal staff project. The only representatives of the general public who have been somewhat involved have been members of the County's Recreation Advisory Board.

With respect to the target date of implementation, it is staff's understanding that because of the need for State legislation (for a merger in either direction), the earliest target date for implementation is July 1, 1994. Once a decision is made on the direction of merger, then the appropriate State legislation could be prepared for introduction during next year's session of the General Assembly.

With respect to the costs of merger, the Committee would need to decide how much to appropriate in additional funds for some or all of the one-time and ongoing costs identified in the Merger Report. As discussed earlier in this memorandum, many of the bottom-line costs relate to what decisions are made about the treatment of personnel.

OPTION (B): Decide not to support a merger at this time, but pursue selected budget, personnel, and service delivery issues raised by the Merger Report.

If the Committee decides not to support a merger of the Department of Parks and Department of Recreation at this time, then there are a number of related follow-up actions the Committee may wish to pursue. Three possibilities are outlined below.

Follow-up Action (1): Pursue improvements that can be achieved in a non-merged scenario.

Under the chapter heading, Alternatives to Merger, the Merger Report lists opportunities for realizing some of the benefits of merger in a non-merged scenario. The areas for potential improvements in a non-merged situation include enhanced coordination between the two Department in the areas of:

- Facility scheduling and permitting;
- Ballfield and facility maintenance
- Facility planning and development;
- Budget and policy development;
- Community relations/publications; and
- Volunteer recruitment.

As a follow-up action to the Merger Report, the PHED Committee could request the Directors of the Departments of Parks and Recreation to pursue some or all of these opportunities for improving planning, programs, and services in a non-merged scenario. The Committee can deal with the budget impact of implementing these ideas (either cost increases or cost reductions) within the context of the Committee's review of the budgets of the two departments.

Follow-up Action (2): Examine whether increasing the Commission's work week (and associated compensation) from 37.5 to 40 hours per week would be a good investment, regardless of merger.

As indicated earlier, the issue of inconsistent work weeks between the County Government and the Commission is not unique to the Parks/Recreation merger question. In 1988, the Merit Rules and Regulations of the Commission were amended to increase the Commission's work week from 35 to 37.5 hours, and employees received a 6.7 percent salary increase to compensate them for the additional hours worked.

As a budget issue, the PHED Committee could investigate whether increasing the Commission's work week from 37.5 to 40 hours would be a good investment, regardless of merger. The increase in compensation is estimated to be \$2.4 million for Montgomery County Commission employees and another \$3.4 million for Prince George's County Commission employees. This increase needs to be evaluated against the potential savings that may be available from: paying fewer hours of overtime; providing fewer hours of compensatory time, and in the long run, the potential for reducing the total work force because of the additional hours worked per week by each employee.

(Staff recognizes that undertaking this analysis is not a simple task, and that there are many variables that need to be taken into account. If the Committee is interested in pursuing this issue, staff recommends that the work week analysis be conducted in close coordination with Parks Department staff.)

Follow-up Action (3): **Recommend that the MFP Committee further examine a number of personnel issues that were identified by the Merger Report.**

As reviewed earlier in this memorandum, most of the estimated costs of merging the Departments of Parks and Recreation are driven by laws, regulations, and practices of the personnel and retirement systems of the County Government and M-NCPPC. Regardless of merger, the Committee may feel that a number of the underlying issues deserve additional review.

In particular, the County's Government's Discontinued Service Retirement benefit, and the complexities of transferring employees between the various retirement systems of County and Bi-County agencies stand out as issues that have an impact beyond the Parks and Recreation merger question. The PHED Committee may wish to recommend that these (and/or other) personnel and retirement related issues be taken up by the MFP Committee.

KO/cca
713/18



THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

Department of Parks, Montgomery County, Maryland
9500 Brunett Avenue • Silver Spring, Maryland 20901

January 8, 1993

The Honorable Marilyn J. Praisner
President
Montgomery County Council
100 Maryland Avenue
Rockville, Maryland 20850

Dear Mrs. Praisner:

We are pleased to transmit to the County Council our final Merger Report which represents our study on the feasibility of merging the Department of Parks and the Department of Recreation.

Our work over these past several months focused on identifying and analyzing the many issues involved in determining the feasibility of merger. Our efforts will have succeeded if we have brought before you all of the issues and all of the options that should be discussed and evaluated prior to making a merger decision. You will find that for many of the issues involved we have identified what we believe must be done for a merger to occur and what policy decisions need to be addressed. You will also note that the report includes a significant emphasis on implementation. As the study evolved we concluded that the process of implementation was the most appropriate factor by which each of the merger options could be tested. This approach to the merger study required certain assumptions which provided a basis for evaluating each option.

We confirmed early in the study that there is really very little duplication between the two Departments. Our Departments provide basically discrete services and a very high percentage of both staffs are directly involved in the delivery of those services. Most of the report, as a result, deals with implementation matters.

The costs for merger can vary widely depending on how certain policy matters are addressed and whether the consolidation takes place within the Executive Branch or within the Bi-County Commission. There are so many variables that it is virtually impossible to provide you with one projected bottomline merger cost. We have, however, provided comprehensive cost details for the various scenarios included in each of the options which will assist in the decision making process.

Yours for life

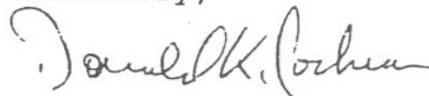
MONTGOMERY COUNTY PARKS

We believe the report to be a comprehensive review of critical issues with specific findings and proposals for solving those issues if a determination is made to merge the two departments under either of the two scenarios. The report also includes a series of recommendations in the event there is a decision not to merge the departments. We believe there are numerous ways by which the departments can forge a stronger and more effective relationship, and we have provided specific proposals to accomplish that goal.

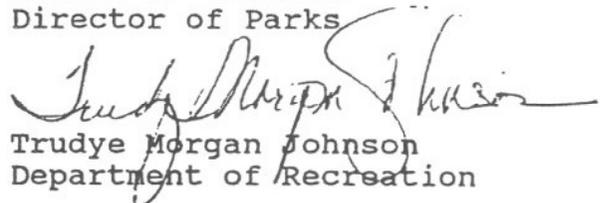
We are indebted to the many staff from both agencies who contributed to this report. We believe their professional dedication and commitment to ensuring the delivery of high-quality service to the citizens of Montgomery County are obvious, and we sincerely appreciate their efforts. We also want to especially recognize the talent and selfless contribution of Bill Gries and Jennifer Hodges from the Department of Parks, and Charles Steinbraker from the Department of Recreation. Without question, their efforts and strong professional commitments were essential to the completion of this report.

We hope the Council finds this report useful in this deliberation of this obviously important issue. We stand ready to work with the Council and look forward to the Committee worksessions.

Sincerely,



Donald K. Cochran
Director of Parks



Trudye Morgan Johnson
Department of Recreation

DKC:TMJ:ymw
Enclosure

EXECUTIVE SUMMARY

I. Introduction

Background

The idea of combining the Department of Parks and the Department of Recreation in Montgomery County has surfaced from time to time over the years. In February, 1992, as the County Council discussed the major financial concerns confronting the government, it requested the Directors of the Parks and Recreation Departments to prepare a study outlining the potential for merger. The County Executive endorsed this study in his Fiscal Year 1993 budget submission.

Eleven Committees were formed from staff of both Departments to evaluate all functional areas in both Departments. Each Committee examined how a merger would work, what service improvements could be gained, and what efficiencies could be realized or what additional costs would be incurred. The Directors reviewed the staff findings and worked with data developed to address the key issues related to a potential merger.

History and Current Status of the Organizations

The M-NCPPC was established in 1927 by the State Legislature for the acquisition, development and maintenance of lands adjacent to the District of Columbia. In 1951, an effort was made to establish a Recreation Department in the County Government and merge Parks into this new agency. A state delegate from Rockville was not convinced that both Department of Parks and Department of Recreation should transfer to the County, and successfully negotiated in Annapolis the splitting of the functions between the Commission and the County Government.

Today, the Department of Parks is made up of 671 career positions with a mission to "provide a park system in harmony with our natural resources, which conserves and enhances the environment, offers a variety of leisure opportunities and is accessible, safe and enjoyable to all." Its Fiscal Year 1993 budget is \$33.3 million and is supported by a 14.9 cent per \$100 assessed valuation Metropolitan District Tax (Park Tax). The Fiscal Year 1993 budget for Enterprise (golf, skating, and tennis) is \$7 million and is a self supporting operation.

The Department of Recreation has 157 career staff (123 full time and 34 part time) with a mission to "provide and maintain quality programs and facilities to meet the recreational, social, cultural and physical needs of a diverse and changing community". Its

Fiscal Year 1993 budget is \$16.5 million, supported by a 4.5 cent per \$100 assessed valuation Recreation District Tax and \$5.7 million in program revenues.

National, State and Local Perspectives/Prince George's Experience

According to the National Recreation and Parks Association, there was a national trend to merge Parks and Recreation Departments in the late 1950's and throughout the 1960's. Now, most in the nation are combined operations. In Maryland, thirty of the thirty-eight government entities have merged Parks and Recreation Departments. Of the seven largest counties, only Montgomery has separate Parks and Recreation operations. Prince George's County merged Parks and Recreation under the Bi-County Commission in 1970. Both citizens and staff report this was a very positive decision, though controversial at the time. This Department has an operating budget equal to approximately 5.6% of the total Prince George's County Fiscal Year 1993 government expenditure. In Montgomery County approximately 3.2% is budgeted for parks and recreation expenditures in Fiscal Year 1993.

II. Significant Issues and Recommendations

Community Implications

Parks and Recreation continue to play an increasingly important role in the quality of life for Montgomery County residents. Parks and Recreation are not just important for personal enjoyment, fitness and development, but also for economic growth and stability. Parks and Recreation facilities and programs promote a sense of community. This becomes ever more important as we grow in our diversity.

The Directors believe that the community would realize a number of significant advantages from a merger of Parks and Recreation including:

- o a single identity with less confusion to the public
- o consistent philosophy, mission and set of priorities
- o "one stop shopping" at decentralized locations for classes, registrations, permitting
- o coordinated long-range planning for programs and facilities
- o broadened volunteer and staff capabilities

Long term, a combined Parks and Recreation Department will offer the most efficient and effective means to deliver leisure facilities and services to Montgomery County residents. One time and ongoing annual costs to achieve this gain should be reviewed in this light.

Merged Organizational Structure

A review of the Departments of Parks and Recreation conducted during the course of this study uncovered minimal functional overlaps or duplicative positions. A very high percentage of staff in both organizations are involved in the direct delivery of services, primarily maintenance and program activities.

If the Department of Recreation merges into the Commission, an additional fifteen and a half jobs (or equivalent contracts) would be needed to support the merged organization. Funding for these contracts or positions is currently in the budget, in either administrative overhead or chargebacks. Nine positions or equivalent contracts would replace functions that are presently provided to the Department of Recreation from County Government agencies and funded through direct chargebacks. The majority of these positions relate to building and grounds maintenance now provided by the Department of Facilities and Services. These positions would also be necessary if the Department of Parks were to merge into the County Government since it combines like functions and provides the most effective service delivery at no additional cost.

The remaining six and one half positions have been identified by the various M-NCPPC Department Heads, as needed to support the Central Administration Services Unit of the Bi-County Commission. These positions would be added to Human Resource Management, Finance, and Legal. These services are currently provided to Recreation by centralized County agencies.

The exact number of positions to support County centralized administrative functions if the Department of Parks merged into the County was not provided by the Executive Branch. The current County policy provides for an assessment against Special Funds to support administrative overhead at 12.89%. The number of positions needed for this purpose would be determined at time of merger.

Over the long term, pending completion of a classification and organizational study, the Recreation Director believes that some management and supervisory efficiencies could be realized through the successful integration of parks and recreation supervisory structures. There are several levels of supervision in each of the departments, as well as a few duplicative management positions. The Recreation Director believes it is possible to phase out and eliminate some eight to ten supervisory or managerial positions after thorough analysis (gained from the organizational study). This would flatten and streamline the supervisory structure and allow for an annual cost reduction of at least \$500,000 that should have very little effect on actual service delivery.

The Director of Parks is of the opinion that the reduction of eight to ten supervisory or managerial positions cannot be guaranteed as a result of merger. He further believes that it is a mistake for this report to assert such an expectation. The Director agrees that there will be opportunity for reducing the overall workforce through attrition resulting from retirement and normal turnover. However, that process may not provide the level of reduction of upper management positions and the scope of dollars projected. The Director of Parks agrees that an organizational study and classification review is essential to the process of determining the existence of duplicative management functions. If those studies show position duplication or indicate opportunities where efficiencies can be found, then strategies for achieving those efficiencies can be implemented.

Depending on the direction of merger, some central administrative staff positions (Bi-County Central Administrative Services and/or County Agencies and Departments) could be reduced or transferred. It is, however, difficult at this time to determine how many. Therefore, we cannot provide an exact estimate of the net gain or decrease in positions or contracts that would result from merger. Much depends on the direction of the merger and the decisions on several key policy matters.

Treatment of Employees In a Merger

Three of the most significant impacts on employees are the subject of specific recommendations: job retention, salary implications and retirement. It is believed that no person in either organization (who chooses not to retire) should be involuntarily eliminated from public sector employment simply because of the merger. Employees should be offered the opportunity to voluntarily transfer to the newly merged organization either in the Commission or the County Government. Employees who wish not to transfer should be provided RIF rights to access other vacant positions. If there are any employees (which is doubtful) who would find themselves not with a job after full implementation of the new organizational structure, they should be given RIF rights to access jobs in either the Commission or the County Government and be retained until a qualified position opens. Employees also should be able to stay within their current retirement system and plan if they so choose. This would have to be detailed in the enabling legislation.

Two issues impact salary levels, the length of the workweek and salary differentials.

The Commission works 37-1/2 hours while the County works 40. It is recommended that if County staff merged to the Commission, they retain their 40-hour work week. These positions would ultimately be reverted to 37-1/2 hours after they were vacated by the incumbents. If the Commission merged into the County, Commission employees should be given the option of moving to a 40-hour work week and being compensated an additional 6.7% for the extra hours worked, or retaining their existing 37-1/2 hour week.

With respect to salary levels, a recent study conducted by departmental staff, of comparative salary levels indicates inequities exist between Commission and County employees occupying similar jobs. The survey of annual salaries at the mid-point of the range for selected classes indicates that the Commission salaries range from 3.19% higher than the County salary scale to 22.4% below the County scale. The "average salary differential" (adjusted for workweek) between the Commission and County was 2.61% below the County scale. This can be dealt with in one of two ways.

The scope of the classification study to be done after the merger could be expanded to include an assessment of salary inequities by class. The classification team would recommend a percentage adjustment for each class affected to balance the salary differentials. Another option would be for employees to retain their current salaries and increment dates, assuming these would be somewhere in the range of the class to which they were assigned. If any employees were below the range, they would have to be brought up to the first step. Employees beyond the range would retain their salary levels. While this doesn't immediately deal with the potential inequity issue, it does provide employees with a full retention of their current compensation. There would be minimal or no cost to the merger for this option while the first option has a potential cost of \$695,000 in a merger to the County and \$1.1 million in a merger to the Commission.

The Recreation Director suggests that the Prince George's and Montgomery County Councils and the Bi-County Commission deal with the issue of salary inequities by considering the establishment of separate salary scales for the Commission's Prince George's and Montgomery employees. The Director of Parks strongly disagrees with this suggestion, as he believes it is inequitable to treat employees within the same agency who are subject to the same merit system differently.

Implications of a Merger Outside of the Commission as Perceived by the Director of Parks

The Director of Parks believes there will be several broad policy impacts, resulting from removal of the Department of Parks from the Commission. In summary, these impacts include:

- o Significant eroding of the philosophical underpinnings supporting creation of The Maryland-Washington Regional District. The Regional District has been the geographical basis for long-term land use planning in the County since 1927.
- o Significant reduction in coordination between Parks and Planning Department staffs who routinely interact on specific land use proposals and general planning matters affecting all types of development. County-wide planning impacts may result in less effective master planning (i.e., incomplete identification of size and location of parks necessary for

future recreational needs); less effective implementation of master plans (i.e., fragmented selection of parkland to be acquired through dedication at subdivision); and loss of Department of Parks' role in negotiating for the advance land acquisition (ALARF) of master planned road rights-of-way and other public facilities.

- o Reduction of cooperation and coordination between Montgomery County's Department of Parks and Prince George's County's Department of Parks and Recreation on bi-county efforts (i.e., master planning Fairland Recreational Park, joint efforts to ensure that Commission facilities comply with the Americans with Disabilities Act).
- o Potential for negative impact on the bond rating for the Prince George's side of the Commission.
- o Alteration of unique public review and comment process for park development projects and major policy decisions.
- o Conflict with Regional District Act Task Force Report, which noted that "current Commission structure [is] preferable because of the close linkage between the park function and the planning function."
- o Possible dissolution of the entire Commission.

**Implications of a Merger Outside of the Executive Branch as
Perceived by the Director of Recreation**

The Director of Recreation believes that there are several key impacts on the Executive Branch that should be considered prior to a decision removing the Department of Recreation from the County. These include:

- o Reducing Executive Branch contact and touch with communities and neighborhoods. The Department of Recreation enjoys special relationships with low income groups, seniors, those facing physical challenges and youth groups. There would be some loss of County Government's touch with these groups that could have an important impact.
- o Removes key prevention component of the Human Service Delivery System. Recreation staff and programs are the government's key prevention component in dealing with such issues as drug and alcohol use, delinquency and youth fitness.
- o Reduce Executive management and control of a majority of their community based facilities. Community identity and access to local government information and services are critical problems that are being addressed through the developing system of community recreation centers.

- o Reduces a "positive" contact citizens now make with government through participation in leisure programs. People need to feel better about government and the use of their tax dollars. Special events, community festivals, adult sports leagues, children's sports programs, summer camps, programs for the elderly and disabled create a positive image and feeling about County Government through the Department of Recreation.

Key Issues That Impact a Merger

There are five key issues that require additional focus prior to a merger decision.

- o Discontinued Service Retirement (DSR): The Discontinued Service Retirement Benefit is a provision of the County retirement law that applies to employees with ten continuous years of service. Commission employees do not have this benefit. Over (50) Department of Recreation employees would be eligible for DSR benefits (drawing retirement early with 5% added to the payments), if their positions were abolished due to a merger into the Commission. If legally sustainable, Enabling Legislation should be written so that employees voluntarily transferring to the Commission would not be eligible for this benefit since they would not be losing their public employment. The present value of the DSR benefit is \$7.3 million. The potential cost to the retirement fund, if every employee accepted DSR, would be \$22.63 million amortized over a 40 year period, or \$565,750 annually. A more realistic expectation may be to assume that 20% of those eligible may accept a DSR. The low cost to the retirement fund would be \$4,526,000 or \$113,150 annually.
- o Inconsistent Workweeks: The Commission works 37.5 hours, the County 40. It is recommended that County employees going to the Commission be "grandfathered" to continue working 40 hours (no cost). If Commission staff came to the County, they should have the option of going to 40 hours (potential cost \$1.5 million).
- o Administrative Overhead Charge: This pertains to the cost of legal, personnel, finance and other services provided by various departments to the Department of Recreation and Central Administration Services to the Department of Parks. It is difficult to breakout exact costs related to the administrative support services. To merge the Department of Recreation into the Commission, it is estimated that the cost for administrative support services would be \$308,000 annually. The County Government uses a percentage of 12.89% of salaries and benefits to calculate overhead costs. If the Department of Parks came into the County Government, this policy becomes an issue since additional funds would have to be appropriated to cover this annual \$3.8 million charge (12.89% of the Department of Parks Fiscal Year 1993 salaries and benefits). This is approximately \$900,000 more than the current costs for these services. If the Department of

Recreation left the County Government, the cost to provide administrative support in the Commission, would not nearly equate to the \$1.1 million now being charged for overhead.

- o Unfunded Liability: This refers to the deficit that would be created in either retirement fund due to the transfer of large numbers of employees. Enabling legislation would be needed to allow employees to retain membership in their current retirement plans and systems, if desired. If this cannot be accomplished, or a large number of employees wish to transfer from one system to the other, the unfunded liability could have an annual operating impact of \$700,000 (Parks to County) or \$175,000 (County to Parks). Advice has been provided from retirement experts indicating that this could potentially be an offsetting adjustment.
- o Collective Bargaining Implications: Because many of the issues related to the merger involve conditions of employment, discussion/negotiations need to take place with Local 400 prior to a merger decision or drafting of enabling legislation.

III. Potential Merger Costs

A merging of Parks and Recreation, regardless of the direction, will generate both one-time costs and ongoing or annual costs. It was not possible to provide a "single bottom-line cost" to merge the two departments due to the following reasons:

- Many of these costs involve multiple, complicated policy issues, that vary depending on decisions from policy makers.
- After one-time costs are expended, there will be ongoing annual costs that result from merger. The differing nature of one-time versus annual costs require that they be viewed separately.
- Two sets of annual costs were developed. The first set of estimates is the "Annual Merger Costs - All Options." This set depicts all variables that effect merger. The second set of estimates is the "Annual Merger Costs - Directors' Recommendations". This set conveys specific recommendations of the Directors, regarding treatment of employees and ways to control the costs of merger.
- Costs are arrayed in a range of low to high to encompass the various sets of possibilities in each area.
- There is also a potential cost to the Prince George's County side of the Commission, in a merger to the Commission.

In a merger of the Departments, estimated incremental costs or cost reductions include:

One-Time Costs. These costs cover upfront expenses that are necessary to facilitate the merging of the departments.

These costs range from \$320,000 to \$423,000.

Annual Costs. The ongoing annual costs are incremental costs that will be incurred on an annual basis and largely result from elements of the personnel and retirement systems, management information systems and Administrative Overhead. Costs for the Discontinued Service Retirement benefit, Administrative Overhead and the unfunded liability related to the retirement systems are also included. Two sets of annual costs are provided:

Annual Merger Costs - All Options. These costs range from cost reductions of (\$390,000) to costs of \$6,532,000.

Annual Merger Costs - Directors' Recommendations. These costs range from \$206,000 to \$5,837,000.

For detailed information relating to these costs, refer to Potential Merger Costs section of this report.

IV. Alternatives to Merger

Opportunities for Cooperative Efforts

A number of areas have been identified through this study process where closer coordination/cooperation could produce enhanced and/or more efficient service delivery if a decision is made not to merge or if a merger is delayed. These include:

- Improved coordination of staff functions, delivery of service and planning for classes, leagues and special events.
- Facility Planning and Development, CIP and Operating Budget Coordination. Increased interagency involvement in the budgetplanning and preparation process could produce a better integration of programs and facilities.
- Community Relations/Publications. Materials and messages could be jointly developed and distributed.
- Volunteer Recruitment. Joint recruitment and a broader range of opportunities could enhance volunteer efforts.
- Personnel Exchange. An agreement could be reached for the temporary exchange of personnel for purposes of occupational development.

V. Conclusion

From a philosophical and professional point of view, a merger between the Parks and Recreation Department will ultimately provide the best level of recreational services to the citizens of Montgomery County. From a practical and political point of view, this decision becomes less clear or easy. The initial and ongoing annual costs could range from several hundred thousand to several million, although a streamlined management structure of a merged organization could recover some of these costs over the long term through potential cost reductions of over half a million dollars each year.

Impacts on employees can be mitigated by enabling legislation permitting them to retain their employment and salary levels.

The most difficult aspect of the decision comes when examining the implications of removing Department of Parks from the Bi-County Commission, or Department of Recreation from the Executive Branch. For a variety of sound reasons, neither Director is comfortable with a recommendation that would remove their Department from its existing parent organization.

The final decision should be based on the initial and ongoing merger costs, potential long term cost reductions and what is in the best long term interests of the residents of Montgomery County and the Regional District.

ONE-TIME MERGER COSTS

CATEGORY	RECREATION MERGES INTO THE COMMISSION			PARKS MERGES INTO THE COUNTY		
	LOW	HIGH	NOTE	LOW	HIGH	NOTE
ONE-TIME MERGER COSTS						
Personnel			(A)			(A)
Classification Study & Organizational Review	\$160,000	\$160,000		\$160,000	\$160,000	
Management Information Systems			(B)			(B)
Central Administrative	\$168,900	\$182,900		\$128,000	\$171,500	
Departmental Systems	(\$9,000)	\$39,300		(\$8,500)	\$109,300	
Telecommunications	\$8,900	\$8,900		\$8,900	\$8,900	
Office Functions	\$33,400	\$33,400		\$33,400	\$33,400	
TOTAL ONE-TIME COSTS	\$360,200	\$422,500		\$319,800	\$481,100	

ANNUAL MERGER COSTS - ALL OPTIONS

CATEGORY	RECREATION GOES TO PARKS & COMMISSION			PARKS GOES TO RECREATION & COUNTY		
	LOW	HIGH	NOTE	LOW	HIGH	NOTE
ANNUAL MERGER COSTS						
Discontinued Service Retirement	\$113,200	\$565,800	(C)			
Administrative Overhead	\$308,000	\$308,000	(D)	\$3,800,000	\$3,800,000	(D)
Unfunded Liability	\$175,000	\$175,000	(E)	\$700,000	\$700,000	(E)
Personnel						
Work/Week Adjustment	(\$421,600)	\$2,425,200	(F-1a)	\$1,482,000	\$1,482,000	(F-1b)
Salary Differential Adjustment	(\$174,700)	\$1,062,300	(F-2a)	\$0	\$884,800	(F-2b)
Annual Merit	(\$25,400)	(\$25,400)	(F-3a)	\$78,000	\$78,000	(F-3b)
Pay Performance	\$91,300	\$91,300	(F-4a)	(\$280,900)	(\$280,900)	(F-4b)
Management Information Systems			(G)			(G)
Departmental Systems	\$700	\$700		\$50,000	\$57,000	
Telecommunications	\$800	\$800		\$800	\$800	
Office Functions	\$42,500	\$42,500		\$0	\$0	
Reductions in Managerial/Supervisory Staff	(\$500,000)	\$0	(H)	(\$500,000)	\$0	(H)
TOTAL ANNUAL COSTS	(\$390,200)	\$4,646,200		\$5,329,900	\$6,531,700	

ANNUAL MERGER COSTS - DIRECTORS' RECOMMENDATIONS

CATEGORY	RECREATION GOES TO PARKS & COMMISSION			PARKS GOES TO RECREATION & COUNTY		
	LOW	HIGH	NOTE	LOW	HIGH	NOTE
ANNUAL MERGER COSTS						
Discontinued Service Retirement	\$113,200	\$565,800	(C)			(C)
Administrative Overhead	\$308,000	\$308,000	(D)	\$3,800,000	\$3,800,000	(D*)
Unfunded Liability	\$175,000	\$175,000	(E)	\$700,000	\$700,000	(E)
Personnel						
Work/Week Adjustment	\$0	\$0	(F-5a)	\$1,482,000	\$1,482,000	(F-5b)
Salary Differential Adjustment	\$0	\$0	(F-6a)	\$0	\$0	(F-6b)
Annual Merit	(\$25,400)	(\$25,400)	(F-3a)	\$78,000	\$78,000	(F-3b)
Pay Performance	\$91,300	\$91,300	(F-4a)	(\$280,900)	(\$280,900)	(F-4b)
Management Information Systems			(G)			(G)
Departmental Systems	\$700	\$700		\$50,000	\$57,000	
Telecommunications	\$800	\$800		\$800	\$800	
Office Functions	\$42,500	\$42,500		\$0	\$0	
Reductions in Managerial/Supervisory Staff	(\$500,000)	\$0	(H)	(\$500,000)	\$0	(H)
TOTAL ANNUAL COSTS	\$206,100	\$1,158,700		\$5,329,900	\$5,836,900	

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NOTES OF EXPLANATION

- (A) Estimated cost of classification study and organizational review as recommended by the Personnel Committee.
- (B) Includes one time costs that are beyond estimated costs in the current 3-5 Year Systems Plans for both agencies. Includes the following:
- Central Administrative Systems: costs for conversion of personnel/payroll, accounting/finance, retirement systems, and upgrades to computer hardware.
 - Departmental Systems: ranges from a possible savings from merging some systems to the highest cost of combining Parks' Facility Scheduling and Recreation's Class Registration systems. Includes cost for Recreation's connection to the Parks local area and wide area networks.
 - Telecommunications: purchase of additional FAX machines to effectively communicate in merged environment.
 - Office Functions: costs to upgrade 75% of Recreation's computers and to upgrade Recreation's software to meet M-NCPPC standards for compatibility in merged agency.
- (C) Recreation employees who have 10 continuous years of service are eligible to receive a Discontinued Service Retirement benefit in a merger to the Commission. If all eligible employees (52) elect to choose this benefit, the potential long term net cost to the retirement system would be approximately \$7.3 million. This would increase to \$22.6 million over the amortization (40 years) of the program, or \$565,000 annually. If 20% of eligible employees elect to choose this benefit, the estimated cost is \$1.4 million. This would increase to \$4,526,000 over the amortization (40 years) of the program, or \$113,150 annually.
- (D) Both Bi-County operations of the Commission and General Government departments/agencies provide assistance in common functions including personnel, finance, systems & programming, and legal. The impact on administrative resources in a merger to the Commission is estimated to cost \$308,000 based on input from M-NCPPC Department Heads. The impact on administrative resources in a merger to the County is estimated to cost \$3.8 million, based on current chargeback assessment to Special Funds of 12.89% of salaries and benefits. (* The Directors do not recommend \$3.8 million for administrative overhead charges in a merger to the County, however, this amount is reflected given the County's current policy).

- (E) Maryland State law does not require the transfer of employer contributions to the Retirement Plan of the "receiving" retirement system. If a transfer of assets were made to cover the present value of accumulated plan benefits, the cost of the unfunded liability in a merger to the Commission would be \$7 million, or \$175,000 annually over 40 years. In a merger to the County, the costs would be \$11.8 million, or \$700,000 annually over 40 years. Overall, the cost to cover the unfunded liability may be offset by a "relief" of cost in the other agency.
- (F-1a) Low end of range reflects estimated savings in salary adjustment if Recreation employees were to convert to a 37.5 hour workweek. High end of range reflects estimated adjustment to salaries of all employees in the Montgomery County side of the M-NCPPC to convert to a 40 hour workweek. A similar adjustment for the Prince George's County side of the Commission is estimated at \$3,415,300.
- (F-1b) Reflects estimated cost for average salary increase of 6.7% for Parks employees, excluding Park Police, to convert to a 40 hour week.
- (F-2a) Low end of range reflects estimated savings in salary adjustment if Recreation employees' salaries were reduced on the average of 2.61% in attempt to establish equity between the pay scales. High end of range reflects estimated adjustment to salaries of all employees in the Montgomery County side of the Commission. This adjustment would consist of an average increase of 2.61% in attempt to establish equity between the pay scales. A similar adjustment for the Prince George's County side of the Commission is \$1,468,100.
- (F-2b) Low end of range reflects no salary adjustment for Parks employees to compensate for the differential in pay scales. High end of range reflects estimated adjustment to salaries of Parks employees in attempt to establish equity between the pay scales. This adjustment would average 2.61%.
- (F-3a) Reflects a savings due to a .5% decrease in annual merit increases. (The Commission gives 3% annual merit increases, whereas the County gives 3.5%).
- (F-3b) Reflects an additional outlay due to .5% increase in annual merit increases. (The County gives 3.5% annual merit increases, whereas the Commission gives 3%).

- (F-4a) Estimated cost in providing pay performance to Recreation personnel consistent with the current Commission practice.
- (F-4b) Estimated cost reduction in not providing pay performance to Parks personnel.
- (F-5a) Directors' Recommendation: Estimated based on allowing Recreation employees to have the choice of retaining their 40 hour workweek. Positions would revert to a 37.5 hour workweek when vacated.
- (F-5b) Directors' Recommendation: Estimated based on Parks employees raising their workweek to 40 hours, and receiving a 6.7% salary adjustment. If all Parks employees opted for the 40 hour workweek, the estimated cost is \$1,482,000.
- (F-6a) Directors' Recommendation: Estimated based on placing Recreation employees in the new classification and grade at their pre-transfer salary level as long as the pre-transfer salary falls within the range of the new grade. If below the minimum of the new grade range, the employee's salary will be increased up to the minimum. If beyond the maximum, the employee will retain his salary, but would not receive pay increases or adjustments until the maximum exceeds the red-circled rate. An estimate of the potential costs could not be provided.
- (F-6b) Directors' Recommendation: Estimated based on placing Parks employees in the new classification and grade at their pre-transfer salary level as long as their pre-transfer salary falls within the range of the new grade. If below the minimum of the new grade range, the employee's salary will be increased up to the minimum. If beyond the maximum, the employee will retain his salary, but would not receive pay increases or adjustments until the maximum exceeds the red-circled rate. An estimate of the potential costs could not be provided.
- (G) Ongoing costs for communications and maintenance. Includes costs of an additional computer support person required for user support and system administration.

(H) Based on assumption that a merged organization could, over the long term, allow the phasing out of some supervisory or management positions, that would result in an annual reductions of costs. This would be contingent upon conducting a thorough organizational review. We believe that these cost reductions could range up to \$500,000.

It is important to note that costs have not been estimated and included for office modifications or relocation, movement of computer equipment, telephone and data wiring. Though some costs no doubt will be needed, this level of implementation analysis was not considered appropriate until a decision on merger and direction is made.

For additional information on these various costs, refer to the sections on Key Issues, Treatment of Employees, Administrative Overhead, Personnel, and Management Information Systems.

Summary

In the event of a decision to merge, it is recommended that additional analysis is conducted overall, to lay out a specific implementation plan and detailed cost estimates.



THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

8787 Georgia Avenue • Silver Spring, Maryland 20910-3760

January 8, 1993

The Honorable Neal Potter
Montgomery County Executive
101 Monroe Street
Rockville, Maryland 20850

The Honorable Marilyn J. Praisner
President
Montgomery County Council
100 Maryland Avenue
Rockville, Maryland 20850

Re: Department of Parks and Department of Recreation
Merger Report

Neal *Marilyn*
Dear Mr. Potter and Ms. Praisner:

The Montgomery County Park Commission has read and discussed the Merger Report prepared by the Director of Parks and Director of Recreation. We have also received a briefing on this report by the Directors and key staff involved in the study. Based on what we have read and discussed concerning this matter, we offer the following comments.

The Department of Parks has successfully operated for more than 65 years and the Department of Recreation has successfully operated for more than 40 years - each independent of but in harmony with the other. The successes and correspondingly strong citizen support that these departments have enjoyed over the years demonstrate that this arrangement not only works but works well, and that quality, cost effective parks and recreation services can be delivered to County citizens in a non-merged setting.

We agreed to cooperate fully with the Council and the Executive in the study and instructed the Director of Parks to participate in order to determine whether or not a merger of these two departments should occur. It became apparent to us that an obvious key in making this determination would be an identification of the efficiencies that might result that would translate into operating cost reductions while at the same time improving service delivery. We were clear from the beginning, however, that should a merger occur, it would involve the Department of Recreation coming to the Commission, for to do otherwise would destroy the Park and Planning Commission. Short of a merger, it is our judgement that both departments would benefit if they continued to operate as they do now but with improved communication, cooperation and a commitment to working even more closely together. A merger should not occur simply for "merger's sake."

The following are salient points to be gleaned from the report:

- o A merger in any direction will cost substantial dollars for several years. While the range of possible costs is considerable, any cost may very well be too much given the tight fiscal situation.
- o In the long term only eight to ten management and supervisory positions may be eliminated as a result of merger. This would amount to an estimated cost reduction of \$500,000 annually. There is no guarantee, however, that these positions will be eliminated. Even if these cost reductions are realized, ongoing annual costs of merger will still remain. In other words, these "cost reductions" do not outweigh the ongoing annual costs of merger except in a merger scenario where the Department of Recreation comes to the Commission.
- o Little, if any, duplication of services or functions occurs between the two departments. The cost reductions therefore expected from a merged department will be relatively small and perhaps not worth the effort or the anticipated merger costs.
- o County Council involvement in budget and policy matters of the Department of Parks would change dramatically if the Department of Parks were to become a part of the Executive Branch. Anything that would diminish the Council's role in parks affairs should be avoided.
- o The Planning Board, which also serves as the County's Park Commission, is the independent policy making body for the Department of Parks. In this role, the Park Commission sets policy only after communicating with the public through hearings and worksessions and giving every consideration to the needs and concerns of the community. In addition, the Park Commission provides County-wide input to the Council and the Executive for decisions they must make regarding budgets and priorities. A merger outside of the Park and Planning Commission would drastically alter the existing public process that guides the decision making in developing, managing and maintaining the County's park system. Under the Executive Branch, how would you replicate the function of the Park Commission and at what cost?

- o The valuable interactions between the planning and parks departments, the oversight provided by the same public body--the value of these land use intangibles to the public and elected officials cannot be overemphasized.
- o Twenty years ago, Prince George's County merged the Department of Parks and the Department of Recreation under the Commission. This arrangement has worked well and quality service is being provided. That merger, however, took place under much simpler financial and legal circumstances; it should not be assumed that merger could have occurred as easily today as it did then.
- o In September 1991, the County's Regional District Act Task Force Report concluded that the provisions of the Regional District Act are fundamentally sound and that the advantages of the present bi-county structure greatly outweigh the disadvantages. The County Council and the Executive accepted the findings of the Task Force and submitted state legislation, enacted in 1992, to strengthen Article 28. In that spirit, any merger considerations should not include the crippling effect of removing the Department of Parks from the Park and Planning Commission.
- o The Merger Report failed to look at additional cost implications that could result from a Department of Parks merger into the County that involve the loss of cost-sharing benefits derived from shared use of Central Administrative Services with the Commission's other Departments. The Department of Park's proportional share of the Montgomery County side of the FY 93 operating budget for Central Administrative Services amounts to 72%.
- o The annual cost of merger in the event the Department of Recreation comes to the Commission may be understated at the high end of the range by as much as \$4.9 million. This additional cost would result from treating the Commission's Prince George's County employees in the same fashion as the Commission's Montgomery County employees when eliminating salary differentials resulting from the 40 hour workweek issue and the existing pay inequity.

The Park Commission is not seeking or recommending a merger of the Department of Parks with the Department of Recreation. The departments are providing outstanding, efficient service as presently constituted. We do not believe that a merger should occur just because combined departments may be the rule rather than

the exception across the country. There are alternatives to merger that could improve service delivery, and these are effectively highlighted in the Merger Report. Unlike merger, pursuing these alternatives would have little or no major policy implications and would involve minimal costs.

If the Council and Executive determine that a merger should occur, we are prepared to cooperate in helping to make this a reality, provided the merged organization is under the umbrella of the Maryland-National Capital Park and Planning Commission. Because of the serious financial and policy costs, we would object greatly to any merger outside of M-NCPPC.

Sincerely,



Gus Bauman
Chairman
Montgomery County Park Commission

cc: Park Commission
Don Cochran
Trudye Johnson

bcc: J. Rhoads
R. Marriott
E. Navarre
L. Hedgepeth
R. Schiff
M. Godfrey
M. Joyce
M. Feinstone
K. Orlansky ✓
G. Lynch
J. Lawton
P. Goldberg



Montgomery County Government

ROCKVILLE, MARYLAND 20850

Neal Potter
County Executive
(301) 217-2500
TTY 217-6505

MEMORANDUM

February 22, 1993

TO: Marilyn J. Praisner, President, Montgomery County Council
FROM: Neal Potter, County Executive 
SUBJECT: Merger of the Recreation and Parks Departments

I have recently had the opportunity to read and discuss with the Recreation Director and others the study regarding the potential for merging the Recreation and Parks Departments. I am very appreciative and impressed with the staff effort that went into this report. However, I must admit to being a bit discouraged when I first read it. What seemed to be a simple idea with the potential of leading to a more efficient government operation turned out to be a web of complex policy issues and cost barriers.

I understand that nearly any restructuring of this nature typically requires some initial start-up costs and investment. However, I am very concerned about both the magnitude of the potential costs for this particular reorganization and our current ability to fund them. In my judgement, neither of these Departments could absorb these costs without an extremely serious reduction of services. This would not be either fair to the Parks and Recreation customers or in the best interest of the County. This is also not a cost that I am willing to recommend at the present time for support by the general taxpayer. Our other budget needs and priorities simply outweigh our ability this year to fund administrative restructuring which will not produce significant savings in the near term. Therefore, I am recommending that the County Council not move forward with plans to merge these two Departments.

However, there are matters such as retirement and compensation policies outlined in this report that need to be addressed. I am concerned about both the costs and the policy implications of the discontinued service retirement benefit as it apparently must be applied in such a merger. I want to explore further with you whether changes in this law are warranted and in the best long-term interests of the County. I am also interested in exploring whether or not we should have a more common classification and compensation system for all public employees. Though not covered in the Parks and Recreation study, these are public policy matters that really extend beyond this potential merger. Resolution of these issues has the potential of reducing both the cost and the administrative complexity of a Recreation and Parks merger, which, at some future time, still could be a desirable action.

Until such time, I believe we should endorse the concepts outlined in the report regarding service enhancements that can be achieved without a merger's taking place. Specifically, I am recommending that a Memorandum of Understanding be executed between

Marilyn J. Praisner
February 22, 1993
Page 2

the two Departments. It should cover all of the matters outlined in the report under Facility Planning and Development, Community Relations and Publications, Facility Scheduling/Permitting, Volunteer Recruitment, Ball Field and Facility Maintenance Contracts, Operating Budget and CIP Coordination, Personnel Exchange, and Park Commission/ Advisory Board relationship.

Regarding this final issue, I am prepared to go beyond the recommendation in the report and support legislation that changes the structure of the existing Area and Countywide Recreation Advisory Boards making them advisory to the Park Commission as well as the County Executive and County Council. For all other areas, the Memorandum of Understanding should be detailed enough to depict specific outcomes desired and processes to achieve these results. Concurrence of the Planning Board is essential for this to be achieved. I recommend that you urge the Planning Board to work with the Recreation Department to develop such an agreement. I am prepared to direct Trudye Johnson to work cooperatively with the Chairman and the Director of Parks to arrive at a working document that will come as close as possible to achieving the benefits that could be realized through a merger, particularly those that most directly impact the customers and users of these services. I will ask that we both receive progress reports and be advised if any major disagreements or stumbling blocks occur.

For the time being, I believe this is the best that we can do. I have been, as you know, a strong supporter over the years of both Recreation and Parks. I cannot recommend an expenditure of tax funds to support the administrative costs that are apparently necessary for merger and I will not further reduce services beyond what is already necessary to adjust to the fiscal situation to make this possible. When and if the cost factors change, I would be willing to reconsider what still appears to me could be worthwhile structural change.

I look forward to working with the Council on this issue.

NP/sa



Montgomery County
County-Wide Recreation Advisory Board

12210 Bushey Drive • Silver Spring, Maryland 20902 • 217-6820

RECEIVED COUNCIL

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PI: 19

February 22, 1993

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CC

The Honorable Neal Potter
County Executive
Executive Office Building
100 Maryland Avenue
Rockville, Maryland 20850

The Honorable Marilyn Praisner
President
Montgomery County Council
Stella Werner Office Building
Rockville, Maryland 20850

016447

Dear Mr. Potter and Mrs. Praisner:

The Recreation Advisory Boards have reviewed and discussed the Merger Report prepared by the Department of Recreation and Department of Parks. Our approach in following the development of this document has been to consider what is in the best interest of the residents of Montgomery County in the delivery of recreation and park services. To guide us in this effort, we viewed the primary function of the Department of Recreation to provide leisure programs and services to the community and the primary function of the Department of Parks is to provide and maintain leisure facilities. In most cases, we think the current system works well, but we feel there is room for improvement.

We have been concerned about the charge to the departments since we became aware of this study. The departments were asked to examine the feasibility of merging the two departments. The assignment triggered a heavy focus on identifying the differences between the parent organizations, most of which are very costly to remedy, and did not go far enough in our view, of exploring how consumer needs could be better served. This also resulted in a report which is too heavily focused on employee issues and the development of assumptions/ positions to resolved these concerns. The most meaningful section of the report, "Alternative to Merger," speaks to ways to improve current services which is the most important factor to us.

In representing the community of users interest, we are looking for the following service indicators:

- o Department(s) that are responsive and sensitive to the community's needs

Neal Potter
Marilyn Praisner
February 22, 1993
Page 2

- o Department(s) that establish and maintain direct lines of communication with the community
- o System(s) that enable the community to make maximum use of park and recreation facilities
- o An assurance of the most effective planning and location of public facilities
- o Innovation and flexibility to respond to community change
- o Responsiveness to information and referral needs and elimination of confusion in government services
- o Diversified programming that meets overall community needs which reach beyond those individuals or groups that already know how to access programs and facilities
- o Assurance that our present system(s) are the most cost effective way to delivery the services
- o Ways to gain economies if the Operating Budgets and Capital Improvements Programs of the departments are coordinated
- o Adequate input by residents into changes and development of policies that affect service provision

We believe that the bottom line for taxpayers and the using public must be the delivery of the highest quality services. This report speaks only indirectly to some of our interests largely due to the initial charge to the departments. The findings, as well as the tone of the report, reflect organizational and institutional adjustments that would be required to facilitate merger. We offer for your consideration, specific thoughts on some of the major findings:

COST. The cost represented in this report could be enormous and we are deeply concerned about this implication on existing services. The cost of merger range from \$300,000 to \$6,500,000 depending on how certain personnel, work week and retirement issues are resolved. We found the retirement unfunded liability issue particularly confusing and difficult to understand. These costs are not offset by significant savings from merging the two departments, long or short term in our opinion. We are concerned that money spent on implementing a merger would come at the expense

Neal Potter
Marilyn Praisner
February 22, 1993
Page 3

of program, which has already suffered serious cuts and adjustments at a time when program and service demands are increasing. There is a long list of service needs in each department that cannot be met within their budgets and we cannot support allocating scarce resource for a merger of these departments.

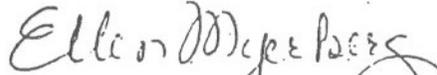
COMMUNITY CHANGE. Our County, very much like the rest of the world has experienced significant change in demography - its people, its cultures; and in growth and development over the past 20 years. The organizational structures and systems that worked for 65 years for Parks and 40 years for Recreation obviously need to be modified to respond to our changing community. We are not prepared to say that the Recreation and Parks Departments are broken, but like many of our fortune 500 corporations in the private sector, they may need organizational adjustments to respond to today's needs. We recommend that you look to the mission statements of these departments to determine appropriate adjustments where necessary. We offer one example that may lend itself to modification which we feel are major benefits to the users. The Parks Department provides and maintains athletic facilities and issues permits for their use. Recreation is the largest user of these fields and is the primary provider of public youth and adult athletic programs. Each of the agencies brings a different kind of expertise to this service area. To the users it is confusing to discern who does what and in reality it doesn't matter. It only matters that it be done well. In today's environment, organizational responsiveness and survival requires collaborative efforts often assisted with technology. A strategy should be forthcoming from these agencies to make athletic facility programming and scheduling this a seamless process for the users. After all, both are paid from the tax payers pockets.

MIDDLE GROUND. Perhaps you should explore a middle ground between leaving well enough along and merging the two departments. We believe there are clearly opportunities to improve coordination and service delivery that could be implemented without a merger and at minimum cost. Our Eastern Area Advisory Board indicated the government at minimum should "build a bridge between these department to ensure effective services." Some of these areas are detailed in the "Alternative to Merger" section of the report. We recommend these as a beginning point. We have outlined in this letter expectations and benefits that the community expects at a minimum from these departments. Your decision on this report we believe result in service improvements to residents.

Neal Potter
Marilyn Praisner
February 22, 1993
Page 4

We would like to acknowledge the staff work that went into this report, particular at a time of declining resources. We believe this effort has identified ways they can work closer and better together. Every year we've requested and received your support of these services because we believe they truly enhance the quality of life for all citizens. We would welcome an opportunity to speak and work with you on this matter.

Sincerely,



Ellen Myerberg, Chair
County-wide Recreation Advisory Board

cc: Area Boards

Resolution No: 15-1286
Introduced: January 24, 2006
Adopted: January 24, 2006

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

By: County Council

SUBJECT: Executive Regulation 12-05, Department of Recreation Fee Procedure

Background

1. On January 4, 2006, the County Council received Executive Regulation 12-05 from the County Executive. This Regulation establishes a procedure for fees for Department of Recreation programs.
2. The Council reviewed the regulation under method (2) of § 2A-15 of the County Code.
3. Under method (2), the regulation takes effect if the Council does not approve or disapprove it within 60 days after the Council receives it.

Action

The County Council for Montgomery County, Maryland approves Executive Regulation 12-05.

This is a correct copy of Council action.



Linda M. Lauer, Clerk of the Council



MONTGOMERY COUNTY EXECUTIVE REGULATION

Offices of the County Executive • 101 Monroe Street • Rockville, Maryland 20850

Subject Department of Recreation Fee Procedure	Number 12-05
Originating Department Department of Recreation	Effective Date January 24, 2006

Montgomery County Regulation on

DEPARTMENT OF RECREATION FEE PROCEDURE

Issued by: County Executive

Regulation No. 12-05

Authority: Montgomery County Code (1994) Section 41-4

Council Review: Method (2) under Code Section 2A-15

Register Vol. 2.2 No. 4

Effective Date: January 24, 2006

Comment Deadline: April 30, 2005

Summary: This regulation amends Executive Regulation No. 2-94AM which authorizes the Montgomery County Department of Recreation to establish program and facility fees.

Staff contact: Rita Howard
(240) 777-6810

Address: Department of Recreation
12210 Bushey Drive
Silver Spring, Maryland 20902



MONTGOMERY COUNTY EXECUTIVE REGULATION

Offices of the County Executive • 101 Monroe Street • Rockville, Maryland 20850

Subject Department of Recreation Fee Procedure	Number 12-05
Originating Department Department of Recreation	Effective Date

41.10.01.01 Definitions

- 1.1 **COMMUNITY BASED PROGRAMS AND SERVICES** means programs and services reduced in price and utilize tax or other funding support to recover a proportion of costs. These Programs and services are openly available to all residents on an equal basis. Qualification for this category may be one or more of the following:
 - Programs/services are not routinely provided by the private sector.
 - Programs/services primary benefit is to the entire community, or a large portion thereof.
 - Programs/services that imposing the full cost recovery would pose a hardship on specific service users.
 - Programs/services that indirectly provide some significant benefit to the community.
- 1.2 **COMPARABLE FEES** means the charges that are being levied by other public or private providers of similar services within the County, nearby jurisdictions, or similar communities.
- 1.3 **COUNCIL/EXECUTIVE INITIATIVES** are programs or services that have been assigned by the County Council or the County Executive.
- 1.4 **DEPARTMENT** means the Department of Recreation.
- 1.5 **DIRECTOR** means the Director of the Department of Recreation or the Director's designee.
- 1.6 **FACILITY** means any space used for a program or service that has a direct operating cost.
- 1.7 **FINANCIAL ASSISTANCE** means a fee reduction or waiver provided to an individual or group for whom the full fee would be a barrier to participation.
- 1.8 **MARKET** means the economic climate which managers consider when comparing themselves to others providing similar services. A market price is the prevailing value at which services are provided.
- 1.9 **OPERATING COSTS** means the expenditure the Department makes to provide a program or service.
- 1.10 **PARTNERSHIPS** mean programs, services, or facilities jointly sponsored by the Department and one or more profit or non-profit corporate entities. A Contract or approved MOU must exist.
- 1.11 **RENTAL** means payment made for the exclusive use of a facility or space there-in. Rental fees may be charged for specialized use depending on the activity's impact on the facility.



MONTGOMERY COUNTY EXECUTIVE REGULATION

Offices of the County Executive • 101 Monroe Street • Rockville, Maryland 20850

Subject Department of Recreation Fee Procedure	Number 12-05
Originating Department Department of Recreation	Effective Date

- 1.12 **SPECIALIZED PROGRAMS AND SERVICES** means programs and services made available by the County whose primary benefits accrue directly to the individual or group with only nominal public benefit. Qualification for this category must be one or more of the following:
- Programs/services that have substantial limitation on space and time.
 - Individuals or a group generate the need for the Program/Service.
 - Programs/services that require contractor services, and/or leadership, and/or instruction.
 - Programs/services that use consumable materials.
 - Programs/services that take place in facilities with high capital, operating, or maintenance costs.
 - Programs/services that require special preparation and/or conclusion.
 - Programs/services that have fees imposed by others.
- 1.13 **STAFF COSTS** means the salary and fringe benefit expenses associated with all temporary staff, career personnel, and contractors who are directly responsible for the planning and provision of programs or services.
- 1.14 **SURCHARGE** means an additional fee charged to those who do not reside in the County or the Recreation Tax District, and any extended services charges, and any other costs outside of the fee categories.

41.10.01.02 Statement of Purpose

- 2.1 The mission of the Department of Recreation is to emphasize Teamwork, Objectivity, Growth, Imagination, Value, and Excellence in providing recreation and leisure services and facilities in everything the Department does for all communities. The acronym "TO GIVE" represents the Department's commitment to achieving this mission.
- 2.2 To fulfill the mission, the Department offers widely diversified recreation programs and services, striving for maximum citizen participation in the context of a sound fiscal program. Consumer demands for recreation and leisure services are greater than the availability of tax funds to support them; therefore it becomes an economic necessity to charge fees in order to supplement the recreation tax. These fees and charges provide the flexibility to offer services beyond what could be offered based on tax revenues only. Most fees and charges should be adjusted so that their per unit revenues will keep up with inflation.



MONTGOMERY COUNTY EXECUTIVE REGULATION

Offices of the County Executive • 101 Monroe Street • Rockville, Maryland 20850

Subject Department of Recreation Fee Procedure	Number 12-05
Originating Department Department of Recreation	Effective Date

- 2.3 Pricing for programs/services are to be established on sound cost based and market criteria and integrated into a total revenue process that also includes the Recreation District Tax, the General Fund, investment income, grants, and other sources.
- 2.4 This regulation is built upon several propositions that together form the philosophical base for an appropriate balance of user fees, tax revenues, and partnerships. These include:
- 2.4.1 Tax support should be primarily directed toward debt services, special needs, and community based programs.
 - 2.4.2 User fees should be the primary source of revenue for specialized programs, services, and rentals.
 - 2.4.3 User fees and tax support may be used for partnership programs/services.
 - 2.4.4 The cost of constructing facilities should be covered by the Recreation Fund, General Fund, partnerships, grants, state funds, and other outside resources, as they become available.
- 2.5 The Director of Recreation is authorized to establish programs, services, and facility fees based on a combination of costs, comparable fees, and market factors.
- 2.6 Anytime a new program is established in the Recreation Department or an existing program undergoes a major revision, the Director will decide the price recovery category and the specific program price.
- 41.10.01.03 Fee Categories
- 3.1 There are five pricing categories. All Recreation Department programs are assigned by the Director to one of these pricing categories.



MONTGOMERY COUNTY EXECUTIVE REGULATION

Offices of the County Executive • 101 Monroe Street • Rockville, Maryland 20850

Subject Department of Recreation Fee Procedure	Number 12-05
Originating Department Department of Recreation	Effective Date

PRICE RECOVERY CATEGORIES	MINIMUM STAFF COSTS TO RECOVER	MINIMUM OPERATING COSTS TO RECOVER	MINIMUM SUPPORT STAFF COSTS TO RECOVER
Community Based Programs and Services	25%	50%	none
Specialized Programs and Services	100%	100%	50%
Partnerships	50%	50%	50%
Rentals	100%	100%	100%
Council/Executive Initiatives	0 – 50%	0 – 50%	0 – 50%

41.10.01.04 Financial Assistance

4.1 The Department recognizes there are families and individuals who do not have the financial ability to pay all or some portion of the fees associated with Recreation programs or facilities. The Director is authorized to waive or reduce fees to respond to situations of financial need.

41.10.01.05 Surcharges

5.1 Recreation District taxes subsidize a portion of Recreation programs and the operation of Recreation facilities. Individuals residing outside of the Recreation Tax District are assessed a surcharge to participate in fee based programs or facilities. Factors that may influence the surcharge include: market factors, overall revenue implications, cost retrieval, partnerships and grants.

5.2 Extended service charges may be applied to cover additional staff and operating costs incurred for participation beyond the initial program and/or service's intent.



MONTGOMERY COUNTY EXECUTIVE REGULATION

Offices of the County Executive • 101 Monroe Street • Rockville, Maryland 20850

Subject Department of Recreation Fee Procedure	Number 12-05
Originating Department Department of Recreation	Effective Date

5.3 When there is a surcharge, it should be advertised. It will not always be practical or efficient to check addresses or identification of participants to enforce the surcharge. The "honor" system may be used in such cases.

41.10.01.06 Advertisement and Evaluation of Program Fees

6.1 The Department will advertise its programs and fees in the *Montgomery County Recreation Guide*, in flyers, brochures, on the Internet, and through other media. A copy of all current program fees authorized by the Director will be maintained and available in Recreation Department Administrative Offices.

6.2 The Department will seek input regarding pricing levels from a sampling of program participants and facility users. This information will assist in determining market factors.

6.3 The Department will also seek input from the Countywide Recreation Advisory Board regarding pricing. This Board is appointed by the County Executive to represent citizen interests on matters related to recreation and leisure services. The Countywide Recreation Advisory Board will hold a public forum at least once each fiscal year to hear citizens thoughts, viewpoints and concerns about Recreation Department prices and provide advice and recommendations based on this forum to the Director, the County Executive and the County Council.

41.10.01.07 Effective Date

7.1 This regulation becomes effective immediately after approval by the County Council or 60 days after the Council receives the Regulation if the Council takes no action within 60 days after receipt.

Approved as to Form and Legality
Office of County Attorney

By [Signature]
Date 2/23/05
Walter E. Wilson

Approved: [Signature]
Douglas M. Duncan, County Executive



New Adopted Policy for Public/Private Partnerships

Effective September 19, 2007

Policy for Public Private Partnerships

Section 1: Introduction

1.1 Purpose

A partnership is a cooperative relationship between people or groups who agree to share responsibility for achieving some specific goals, while also achieving the respective goals of each partner. Public Private Partnerships are contractual arrangements between public agencies and private sector entities that provide the prospect for greater opportunities for the general public and greater benefits to the private sector partner by combining and leveraging the resources and risks of each through cooperation and consolidation of their respective resources.

We have entered an era of growing demand for additional programs, enhanced parks and recreational facilities, and limited resources in competition with the growing demand for other publicly funded projects. Public Private Partnerships, when properly applied, will work to the mutual advantage of the Maryland-National Capital Park and Planning Commission ("Commission"), users of services generally offered by the Commission, the taxpayers, and private companies seeking new business opportunities or a means in which to contribute to its community. However, only by establishing clear priorities and a user-friendly framework within which both the Commission and the private sector partner can reasonably operate, will Public Private Partnerships work and best serve the interests of all parties. The Public Private Partnership provide added value to each partner through its participation in the partnership.

According to the National Council for Public Private Partnerships, five critical components are required for successful public private partnerships:

- Political leadership;
- Public sector involvement;
- A well thought out plan that outlines all the expectations for the public private partnership project;
- Communication with all stakeholders, including affected employees, residents of the impacted community, the portion of the public receiving the service, and relevant interest groups; and
- Selection of the right partner.

This Policy for Public Private Partnerships (this "Policy") addresses all of these critical components by defining the expectations of the Commission and setting forth the parameters under which the Commission's program of public private partnerships will operate in order to assure success of its public private partnerships. This Policy is intended to achieve these results while adhering to the principles of preservation and use of parkland, Commission facilities and resources in the best interests of the public.

Public Private Partnerships should not be considered a 'silver bullet' remedy, but they can offer innovative and competitive solutions when:

- The value of the Partnership is demonstrated;
- Risk is allocated to the partner best able to manage and mitigate it; and
- Processes are open, fair and transparent.

Clearly, there are roles for both the public and private sectors. The challenge, which the Policy is designed to address, is to determine the optimum mixture of public and private resources that will lead to the optimum method of providing public services at acceptable levels of quality, cost, and risk. Furthermore, the Commission recognizes that public private partnerships require significant investment, and the Commission must consider all costs, including opportunity costs and operating budget impacts before committing its resources to a proposed Public Private Partnership. Prior to the Commission's entry into a Public Private Partnership, the essential terms of the Partnership as set forth in this Policy will be presented in open session to the Commission or the relevant Planning Board for approval after public review and comment.

1.2 Public Private Partnerships Defined

A Public Private Partnership (sometimes referred to herein as a "Partnership") is an agreement between the Commission and a private sector entity (sometimes referred to herein as "Partner" or "Private Partner"), through which the skills, assets and resources of the Commission and the Partner are shared in delivering a service or facility for the use of the general public¹. It is a cooperative relationship between the Commission and its Partner, who agree to share responsibility for achieving specific goals. The Commission and the Private Partner share in the risks assumed and rewards gained by the delivery of the service and/or facility. The roles, risks and rewards must be contractually agreed, setting forth incentives for maximum performance while allowing for the flexibility necessary to achieve the desired results.

Not every agreement between the Commission and a private entity is a public private partnership. For example, private donations or private sponsorships of Commission programs do not necessarily create a public private partnership. The proposal by the private entity must be evaluated to determine the true nature of the relationship, and what, if any, risks, resources, and responsibilities are shared. For example, donations may appear to be partnership. But they may be conditional donations instead of partnerships. A concessionaire, where a private party is simply given the right to undertake and profit from a particular activity on Commission property, is not a public private partnership. Leases that do not extend beyond a typical landlord-tenant relationship with the typical rights and obligations of the respective parties are not public private partnerships. And

¹ The Commission's entry into any agreement with a private entity under this Policy is not intended to, and does not create a legal partnership.

agreements with other public entities do not qualify as public private partnerships. That does not mean that any of those arrangements are not, or should not be guided by a clear set of priorities and establish the roles and responsibilities of each party. But such relationships do not fall within the framework of this Policy.

1.3 Types of Partnerships

Public private partnerships are developed in a wide variety of forms. The following are examples of existing or potential types of Partnerships appropriate for the Commission, which may be in the form set forth below, or take another form, so long as the terms of the Partnership and all Partnership Agreements (as defined later in this Policy) are in compliance with this Policy.

1.3.1. *Adopt a Field/Playground/Facility.* Private Partner agrees to maintain or upgrade a specified Commission-owned field, playground or facility, either due to the location of the field, playground or facility or in exchange for the benefit of use at particular times, and the maintenance or upgrade is in accordance with established Commission standards.

1.3.2. *Operations and Maintenance.* Private Partner operates and maintains a specified Commission-owned facility.

1.3.3. *Design-Build-Donate.* Commission provides access to the land to a Private Partner. The design and construction of the facility is fully or partially funded by the Private Partner, who donates the facility to the Commission. The Commission may be responsible for, or have oversight and review for a portion of the design or construction of the facility (including necessary infrastructure), as agreed in a development agreement between the Commission and the Partner, and the Commission operates the facility.

1.3.4. *Lease-Design-Build-Operate.* Commission leases the land to a private partner for the design, construction and, ultimately, operation of the facility. Responsibility of the respective partners for the design and construction of the facility (including necessary infrastructure) is negotiated through a development agreement. The Private Partner maintains and operates the facility under the lease.

1.3.5. *Commission Investment.* Commission provides resources, such as redevelopment or construction funding to a Private Partner to use on the privately owned property in exchange for an in-kind benefit to the Commission. For example, the Commission may prepay rent to the private partner to be used for construction funding of a facility in exchange for a long-term leasehold to the Commission in the facility.

Section 2: Guiding Principles

2.1 Review of Public Private Partnerships

In order for the Commission to efficiently and effectively manage its Public Private Partnership opportunities, all proposals will be vetted through an initial review process. The following questions must be addressed before the Commission considers the substantive benefits of entry into a Public Private Partnership:

- Is the proposal defined clearly enough for evaluation?
- Is the proposal aligned with the mission and values of the Commission?
- Is the proposed relationship a Public Private Partnership, or is the proposal best served through another arrangement with the Commission?
- Does the Commission have the legal authority to enter into the Partnership as proposed?
- Can the Secretary-Treasurer ensure that the tax exempt status of bonds or other financing mechanisms issued for the Commission assets to be impacted by the proposal will not be at risk?²

2.2 Benefits of Public Private Partnerships

If benefits inure to both partners, the Public Private Partnership may be justified.

2.2.1. *Benefits to the Commission.* First and foremost, a Public Private Partnership must have a clearly defined public purpose. An objective of the Commission is to provide standardized public services and facilities while making the most efficient use of public resources in an equitable manner with a strong emphasis on a stable baseline level of service. At the same time, staff and budgetary resources are often limited or fixed, and public regulations sometimes inhibit rapid innovation or technology upgrades. This does not mean that challenges related to delivery of services are unimportant, but rather that the Commission must consider alternative means of delivering services, or delegating them to appropriate non-public sector partners. Public private Partnerships allow the Commission the flexibility to minimize these constraints while achieving its public objectives.

2.2.2. *Benefits to the Private Partner.* Private businesses are generally seeking a return on company resources and/or a means by which to contribute to the community of which it is a part. Private businesses that operate as non-profit entities generally have purposes and goals aligned with the public sector. Private

² There are strict IRS regulations regarding tax exempt bond financing and the impact from private uses on projects with outstanding tax exempt bonds. There are some ways to structure a transaction with private use without triggering a tax-exempt bond problem, but the terms of the transaction must be vetted through the Commission's Secretary-Treasurer. They would involve very limited "private payments" to the Commission and/or an operating contract based on a fixed fee. Private payments include not just rent, but other investment such as private construction of facilities and private party operation/maintenance responsibilities.

businesses meet these objectives by making strategic investment decisions, seeking new business opportunities, and/or supplying needed services to its clients. Public private partnerships offer private businesses the opportunity to improve profitability, expand their markets, and meet their clients' needs.

2.3 Justification for Public Private Partnerships.

However, a Public Private Partnership should be considered if there is no legal, regulatory or legislative prohibition to involving the Private Partner in the provision of the service or the project, and one or more of the following conditions exist:

- a. The Partnership leverages the assets of both the public and the private sector while increasing the quality or level of service over that which the public resources alone would provide, such as relief for overburdened Commission staff in the development, construction or operations of parks facilities, or providing access to private investment and innovative financing to augment public resources;
- b. There is support from the users of the service for the involvement of a Private Partner;
- c. A project can be expedited by grouping multiple responsibilities in a single agreement (such as combined design and construction);
- d. The Commission will receive access to a specialized expertise, not otherwise available;
- e. The Partnership is reflective of new and emerging trends in the parks and recreation field and provides an opportunity for innovation;
- f. The Partnership provides access to proprietary technology not otherwise available;
- g. The Partnership provides the ability to apply special incentives and disincentives to improve project performance; or
- h. A service or project can be implemented sooner than the Commission's resources alone would allow.

2.4 Constraints

2.4.1. *Equity of Service.* The Commission attempts to maintain equity of service throughout Montgomery and Prince George's Counties, respectively. Partnership Agreements should include means to ensure that Partnerships do not create an imbalance of services and projects so that the county residents with greater economic needs are not underserved in relation to those residents who are more able to raise private funds for Partnerships.

2.4.2. *Access Not Limited.* Participation in the activity that is the subject of the Public Private Partnership must be available to all constituents of the Commission. The Private Partner cannot limit access in the form of a "private club," which would require membership in a particular organization in order to participate.

2.4.3. *Legal Authority.* Participation in the activity that is the subject of the Public Private Partnership, and all obligations of the Commission must be within the legal authority of the Commission.

2.4.4. *Lease Limitations.* Pursuant to Section 5-110, Article 28 of the Maryland Annotated Code, all leases exceeding 20 years must be approved by the County Council for the County in which the property is located, no lease of Commission land can be for a term exceeding 40 years, and at the expiration or termination of the lease, all improvements to the property must convey to the Commission at no cost to the Commission, regardless whether the improvements were added by the lessee during the term of the lease.

2.4.5. *Level of Maintenance.* All Partnership Agreements must include a requirement for the Private Partner, if responsible for maintenance of Commission assets, to maintain them at a level no less than the Commission's standards for maintenance. In order to assure such level of maintenance, in addition to specific maintenance obligations in a lease, the Private Partner will be required to maintain capital and operating reserve funds during the term of lease.

2.4.6. *Environmental Stewardship.* The mission of the Commission includes the responsibility to protect and steward natural resources. The Commission operates its parks and facilities consistent with that mission and in compliance with sound environmental practices. Therefore, all operations at or on parks or park facilities will be in a manner consistent with the environmental guidelines and programs of the Commission.

2.4.7. *Tax-Exempt Bonds.* A Public Private Partnership that includes or anticipates the use of Commission assets must be reviewed and approved by the Commission's Secretary-Treasurer to ensure that the tax-exempt status of Commission or publicly issued bonds is not impacted by the private contribution of or through such Partnership.

2.4.8. *Taxes.* Any taxes that are assessed or charged against the Partnership due to the activities of Public Private Partnership will be the responsibility of the Private Partner.

2.5 Compliance with Laws

The Partnership Agreements and the activities of all Partnerships must be within the authority of the Commission under Article 28 of the Maryland Annotated Code, and must be in compliance with Commission regulations, federal, state, and, if applicable, local laws. Partners must comply with Commission regulations such as the Commission's Anti-Discrimination Program, federal, state, and local laws.

Section 3: Communications Strategy and Public Accountability

3.1 Reporting and Monitoring

Once a Public Private Partnership has been established, the Commission must remain actively involved in the Partnership and the activities provided by the Partnership. On-going monitoring of the performance of the Partnership is important means of assuring its success by maintaining open, fair and transparent processes and sustaining the support of relevant interest groups, including the public receiving the service. Therefore, all Partnership Agreements must include provisions for regular reporting to the Commission and the right of the Commission to periodically audit the Partner's books and records.

3.1.1. *Financial Reporting.* In accordance with a reasonable schedule to be established between the Commission's Secretary-Treasurer and the Partner, the Partner will provide the following financial reports to the Commission's Secretary-Treasurer for review and comment. The extent of the financial information will be dependent on the type of partnership and complexity of the transaction. Required reporting may include:

- a. Audited financial statements, including an independent certification of the amount of payments, if any, due to the Commission that are based on performance;
- b. Annual Budget
- c. Quarterly income statements;
- d. Applicable income and/or operating projections, compared to budget, and prior year actual results; and
- e. Any other information reasonably requested by the Secretary-Treasurer.

3.1.2 *Audit.* The Commission, through its Secretary-Treasurer, will have the right to access the Partner's books, records, and financial accounts pertaining to any matters related to or derived from the Partnership and the Partnership Agreements to ensure compliance with the Agreements and this Policy. The Partner will maintain supporting data and accounting records for a period of three (3) years in accordance with generally accepted accounting practices.

3.1.3 *Public Reporting.* More people are affected by a public private partnership than the Commission and the Partner. Portions of the public receiving the service, impacted communities and relevant interest groups will all have opinions about a Public Private Partnership and its value to the public. It is important to communicate openly and candidly with these stakeholders to maximize continuing support for, and minimize potential resistance to establishing and maintaining a Partnership. Therefore, the Partner must make an annual presentation to the Commission, in open session before the appropriate Planning Board to report significant activities conducted in support of the Partnership during the previous year, provide details about its business plan for the forthcoming year, and any other information reasonably requested by the

Commission, including but not limited to volunteer activity and patronage use. Additionally, if requested by the Commission, the Partner will participate in the meetings of relevant advisory boards to advise the Commission on matters of interest to the Commission that impact the continued successful operations of the Partnership, including its impact on neighboring communities.

Section 4: Processes and Procedures

4.1 Incorporation into Commission Regulations

Public Private Partnerships are generally exempt from the Commission's procurement regulations under its Purchasing Manual [see Section 1-500(o)]. However, because public assets are involved, Public Private Partnerships are subject to certain competition procedures as outlined in Section 9 of the Purchasing Manual. If a prospective Private Partner is uniquely qualified, or if an unsolicited proposal is received, unless upon the recommendation of the Director of Parks/Parks and Recreation and after consultation with the appropriate Planning Board, the Executive Director determines that it is in the best interest of the Commission to competitively compete the partnership opportunity, an RFP for the partnership opportunity does not need to be issued. However, the Private Partner must engage in competitive processes in the provision of services to be provided by the Partnership, and MFD and Non-Discrimination requirements must be included in all Partnership Agreements. In order to assure the proper and uniform implementation of this Policy, upon adoption by the Commission, this Policy will be managed through amendments to Section 9 of the Commission Purchasing Manual.

4.2 Public Review and Comment

Subject to Section 4.5.3, prior to the Commission's entry into a Public Private Partnership, the essential terms of the Partnership will be presented in open session to the Commission or the relevant Planning Board for approval after public review and comment. The Planning Board may require that the Partnership Agreements be presented in open session, as well.³

4.3 Managing the Public Private Partnerships

4.3.1 *Staffing the Public Private Partnership Program.* Effective management of Public Private Partnerships requires special expertise at many levels. This includes evaluation of the proposed Partnership, project development and implementation, and ongoing contract management. It is essential to involve personnel that clearly understand the Commission's objectives and regulations, and private business and contracting conventions. Most Public Private Partnerships require assessment of the financial capabilities of the Private Partner, as well as impacts to public financing and budgets. At a minimum, staff from the following departments/divisions should be involved with Public Private Partnerships:

³ The Montgomery County Planning Board will review all of its Partnership Agreements.

- a. Prince George's County Department of Parks and Recreation or Montgomery County Department of Parks, as appropriate
 - i. Park Planning
 - ii. Park Development
 - iii. Park/Property/Facility Management
- b. Finance/Office of the Secretary-Treasurer
- c. Office of General Counsel
- d. Procurement
- e. Risk Management

To create responsive, efficient and effective management of Public Private Partnerships, any of the following organizational options could be undertaken and should reflect the present organizational structure and decision-making process within each County:

- a. Create a special or select committee to deal with Public Private Partnerships;
- b. Expand the role of an existing committee to include responsibility for Public Private Partnerships; or
- c. Delegate responsibility for Public Private Partnerships to a department with support from other departments and/or divisions.

4.3.2 *Responsibilities of the Public Private Partnership Staff.* The Commission must know what to expect of a Public Private Partnership before the Partnership is established. A carefully evaluated and developed plan for the Partnership and on-going monitoring of the performance of the Partnership will substantially increase the Partnership's probability of success. Within the parameters of this Policy, and in order to make appropriate and timely recommendations to the Commission or the relevant Planning Boards, the Public Private Partnership staff will:

- a. Act as the single point of entry for the private sector to approach the Commission with Public Private Partnership initiatives;
- b. Identify existing and future Public Private Partnership opportunities, and develop Requests for Expressions of Interest (REOIs) and/or Requests for Proposals (RFPs) to provide competitive Partnership opportunities that allows the Commission to compare and select the proposals that best serve the public interests;
- c. Evaluate proposals for Public Private Partnerships, whether such proposals are solicited or unsolicited, based on the criteria established in this Policy;
- d. Monitor existing Partnerships to ensure compliance with Partnership Agreements and this Policy, and evaluate revisions, expansions or changes to such Partnerships, whether requested by the Private Partner or by the Commission;
- e. Develop implementation strategies for specific Public Private Partnerships, including recommendations for designation of a project

manager and project team who will be responsible on behalf of the Commission to work directly with the Private Partner to assure successful project implementation and success of the Partnership on an ongoing basis; and

- f. Keep the Commission and/or the Planning Board regularly informed about the Public Private Partnership program and initiatives.

4.4 Evaluations and Recommendations

4.4.1 *Initial Submission.* In order for the Commission to appropriately evaluate proposals for Public Private Partnerships, whether solicited or unsolicited, the initial Partnership proposal must include, at a minimum:

- a. A clear and complete description of the purpose and outline of the expectations of the respective partners, sufficient to vet the proposal through an initial review process as set forth in Section 2.1 of this Policy;
- b. Justification why a Public Private Partnership is the appropriate mechanism for delivery of the project or activities of the proposed Partnership consistent Section 2.3 of this Policy;
- c. A description of the proposed Partner, including relevant experience and references, and the proposed form of the Partnership;
- d. A business plan, including a market analysis of the proposed activities and a financial plan for the Partnership;
- e. A facility plan, if relevant; and
- f. Any other information required by the Commission for staff to complete its evaluation of the initial submission.

4.4.2 *Review of the Proposal.* The following comprises the minimum criteria and/or conditions of a proposal that staff should consider in its evaluation of a specific Partnership proposal when making its recommendation to the Planning Board:

- a. Whether the proposal meets the guiding principles outlined in this Policy and is otherwise consistent with this Policy;
- b. Whether the activities and terms of the proposal are acceptable for coverage of the Commission's risk by the Montgomery County Self Insurance Fund;
- c. Whether a proposed project is consistent with existing Commission policy plans, or has been identified by the Commission and/or Planning Board for a potential Partnership;
- d. Whether the proposed project and the Partnership is commercially reasonable;
- e. Whether the Private Partner has the financial capability, a sound financial plan and an appropriate level of experience to deliver the project and/or conduct the activities required of it in the Partnership;
- f. Anticipated short and long-term costs to Commission in resources, including workload and CIP or operating budget impacts;

- g. Whether the proposed project has a clearly identified and dedicated funding source to support the obligations of the Private Partner;
- h. Whether the level of entitlements and rights of the Private Partner are supported by economic value consistent with such Partner's contribution to the Partnership in resources and risks;
- i. Whether the output of the service can be measured and valued in a manner that allows the Commission to easily determine compliance with the purpose of the Partnership;
- j. The level of support for the Partnership from the proposed users of the service or project proposed;
- k. Whether the Partnership provides opportunities for access for underserved communities;
- l. Park Police must be involved in review of the proposed partnership activities and the Partnership Agreements so that, if appropriate, Crime Prevention through Environmental Design Concepts (CPTED) are utilized; and
- m. Whether the Commission has the availability to effectively oversee the Partnership, including design and construction of the project, and on-going activities of the Partnership.

4.5 Implementation

4.5.1. *Public Private Partnership Agreements.* Public Private Partnerships are contractual arrangements. Allocating and assigning the proper roles, risks and rewards to the respective partners provides incentives for maximum performance, flexibility necessary to achieve the desired results, and is vital to the success of the Partnership. Therefore, every Partnership requires appropriate written documentation that sets forth the terms of the Partnership and the respective rights and obligations of the Commission and the Private Partner ("Partnership Agreements"). The Partnership Agreements can be in the form of one or more written agreements such as memoranda of understanding, leases, development agreements, joint use agreements and funding agreements. The Partnership Agreements, in addition to standard contractual provisions required in agreements between the Commission and third parties, will include, at a minimum the following detail of expectations and deliverables:

- a. The purpose of the Partnership;
- b. A description of the services to be provided or the activities to be conducted by the Partnership;
- c. Designation of the roles and responsibilities/risks and rewards of each partner, which should be based on a fair deal structure;
- d. A level of quality for the project consistent with standards established by the Commission for projects of a similar nature;
- e. The Partner must assign experienced and, if applicable, licensed professionals, dedicated to the project, to support the private sector responsibilities;

- f. Project milestones to assure the timely delivery of a Partnership project;
- g. Benchmarks that can be measured and valued to demonstrate the success of the Partnership, and that the purpose of the Partnership is being met;
- h. Appropriate obligations for sound financial management of the project or service offered by the Partnership;
- i. Obligations of the private Partner to provide regular reporting consistent with this Policy in order to assure that the activities and processes of the Partnership are open, fair and transparent to the community;
- j. Risk allocation to the partner best able to manage and mitigate such risks, with appropriate supporting indemnifications;
- k. The Private Partner must provide insurance with the types and amounts of coverage required by the Commission's Risk Management Office naming the Commission as an additional insured or loss payee, as appropriate;
- l. Provision of services or development of facilities in the park system must address the public's interests with regard to access, affordability, customer service, hours of operation, variety of programming, and diversity of staff;
- m. The Park Police must maintain jurisdiction in the parks;
- n. A clearly defined method of dispute resolution;
- o. The Private Partner will have no right to assign or otherwise transfer its obligations in the Partnership without the Commission's consent; and
- p. Provisions addressing the requirements that are otherwise set forth in this Policy.

4.5.2. *Construction on Park Property.* A hearing and review by the Planning Board of the proposed plans for the project may be required, which will follow the standards of review applicable to private development in the applicable County. Prior to commencement of construction on Commission-owned property, the Private Partner must apply to the appropriate department for a Permit to Construct on Park Property ("Park Permit"). Along with the application, the Private Partner must submit construction plans, a project schedule, and a project budget for review and approval. Construction of any improvements will be completed in a good and workmanlike manner, and in accordance with all applicable laws, regulations, approval and permitting processes, including any applicable CIP process for the County in which the property is located. Facilities must be constructed in accordance with the design, safety, maintenance standards, and construction specifications established or approved by the Commission. The Commission's issuance of a Park Permit will be conditioned upon the following:

- a. All necessary Partnership Agreements have been reviewed and endorsed by the Office of General Counsel, the Secretary-Treasurer, and Risk Management;
- b. All necessary Partnership Agreements have been fully executed by all authorized parties;
- c. The Commission has approved the construction plans and project schedule;

- d. The Commission has approved the project budget, and the Secretary-Treasurer has confirmed the Private Partner's certification that all funds as set forth in the approved budget are available for use in the project;
- e. The Commission has received all required insurance certificates and completion bonds;
- f. The Private Partner has provided the Commission with copies of all required governmental permits and approvals⁴;
- g. Any other requirements required by the Partnership Agreements have been met, such as public hearings and approvals of the appropriate Planning Board, or CIP funding approval by the County Council;
- h. The Private Partner must provide the Commission with as-built plans and assignment of any warranties upon completion of the construction of the improvements; and
- i. The Private Partner must, in a timely manner, meet all conditions required by relevant governmental agencies to close all permits issued for the project.

4.5.3. *Administrative Management.* Partnerships will be managed administratively if they do not meet a minimum threshold dollar value to the Commission of \$100,000 or more, or the active relationship will not extend beyond a six month time period.

⁴ The Private Partner will be the named applicant on such governmental permits. However, under extraordinary circumstances, including but not limited to financial hardship, the Private Partner may apply to the Commission for a waiver and request that the Commission be the named applicant. Regardless, the Partner must post any bonds that would be required for the issuance of such permits, without regard to the Commission being exempt from any such bonding requirements.

Breakdown of Allocated "Management" Workyears for Department of Parks Recreation Programming

Program	Director's Office	Enterprise Financial Operations	Enterprise Regional Operations	Northern and Southern Regions	ParkPass	Total Workyears
Boats	0.1	0.3	--	1.2	--	1.6
Brookside Gardens	0.2	0.4	--	--	0.1	0.7
Ice Rinks	0.1	0.9	0.7	--	0.2	1.9
Little Bennett Campground	0.3	0.4	0.1	0.2	0.2	1.2
Mini-Golf/Splash Playground	0.1	0.3	--	0.1	0.1	0.6
Nature Centers	0.4	0.7	--	--	0.2	1.3
Tennis	0.4	0.8	--	--	0.2	1.4
Trains/Carousel	0.1	0.3	0.4	0.7	--	1.5
Total	1.7	4.1	1.2	2.2	1.0	10.2

Sample of Recreation Programs Offered by the Department of Parks and Department of Recreation in 2008

As part of this assignment, the Council requested that the Office of Legislative Oversight (OLO) identify the array of recreational programs offered by the M-NCPPC Department of Parks and County Department of Recreation. OLO's definition of recreation programming for the purposes of this study is presented in Chapter II. OLO's inventory of recreation programs offered by the Department of Parks and Department of Recreation is based off of the "Montgomery County Guide: Recreation and Park Programs" (Program Guide) from winter to fall 2008; both departments' summer camp guides; and from discussions with staff from the two departments. OLO based its count of programs on the unique program titles offered. If a program was offered more than once, it was only counted once.

OLO compared the array of recreation programs offered by the Department of Parks and Department of Recreation by grouping the types of programs within the following categories:

- Sports programs;
- Summer camps and clinics;
- Classes and activities; and
- Trips and excursions.

In addition to the type of program, several other factors can impact the "uniqueness" of an individual program offered by the Department of Parks or Department of Recreation. To illustrate these factors, the charts below provide detailed information for 2008 summer camps and clinics and for the 2008 fall season of for the other three categories (sports, classes and activities, and trips and excursions). For each program, the charts indicate the location; number of classes, camps etc. offered; number of sessions; session duration (rounded to the nearest half hour); age group; and cost. The cost of each program provided below is the regular program cost listed in the Program Guide, which does not include any available discounts or additional trip, extended care, or material fees.

Department of Parks' Summer Camps and Clinics, Summer 2008

Title	Location	Camps Offered	Sessions Per Camp	Session Duration (hours)	Ages (years)	Cost
Nature/Science/Outdoors						
Animals in Danger!	Locust Grove Nature Center	1	3	3.5	7-10	\$130
Babes in the Park Camp	Black Hill Visitor Center	1	4	3	2-5	\$85
Be Kind to Animals Camp	Brookside Nature Center	1	4	5	9-12	\$140
Bug Camp	Brookside Nature Center	1	4	2	6-8	\$75
Butterfly Flutterby	Brookside Gardens	1	5	2	7-9	\$80
Camping Camp	Little Bennett Campground	1	5	6	8-13	\$210
Conservation Camp	Meadowside Nature Center	2	4	2.5-4	5-7, 7-10	\$95-120
Earthkeepers Camp	Black Hill Visitor Center	2	4	3	4-6, 4-7	\$85
Eco-Explorers Camp	Brookside Nature Center	1	4	3	8-10	\$110
Exploring Maryland's Water	Locust Grove Nature Center	1	5	5	9-12	\$200
Fishing Camp for Youth	Black Hill Visitor Center	1	4	9.5	11-17	\$175
Fossil Finds	Locust Grove Nature Center	1	4	3	7-9	\$115
Fun with Water Camp	Brookside Nature Center	1	4	2.5	10-13	\$100
Geology Camp for Youth	Black Hill Visitor Center	1	5	9.5	12-17	\$175
Green Gardening Camp	Brookside Gardens	1	2	2.5	8-10	\$100
Jurassic Camp	Meadowside Nature Center	1	4	4	8-13	\$175
Kinder Camp	Brookside Nature Center	1	4	1.5	5	\$60
Meteorology Camp	Meadowside Nature Center	1	4	4	8-13	\$175
Nature Discovery	Locust Grove Nature Center	1	4	2	5-6	\$70
Nature Time for Tots	Meadowside Nature Center	1	4	1	3-5	\$40
Nuts About Nature	Brookside Nature Center	1	4	2	6-7	\$70
Outdoor Adventure Camp	Little Bennett Campground	2	5	6	9-13	\$250
Outdoor Adventures Camp	Brookside Nature Center	1	4	6	14-17	\$180
Parent, Child and Mother Nature Camp	Locust Grove Nature Center	1	3	5	3-5	\$90
Parent and Child Craft Camp	Brookside Nature Center	1	4	2	3-6	\$80

Organization of Recreation Programs Across the Department of Parks and Department of Recreation

Title	Location	Camps Offered	Sessions Per Camp	Session Duration (hours)	Ages (years)	Cost
Parent and Child Nature Camp	Brookside Nature Center	2	4	4	2-5	\$75
Park Rangers.	Locust Grove Nature Center	1	5	6	8-12	\$195
Pick of the Parks Camp	Brookside Nature Center	1	4	5	8-10	\$140
Super Science	Locust Grove Nature Center	1	5	4	6-10	\$150
Survival: Wheaton Park	Brookside Nature Center	1	4	5	11-14	\$140
Wee Little Scientists Camp	Meadowside Nature Center	1	4	2	3-5	\$40
Wildlife Ecology Camp	Brookside Nature Center	1	4	5	13-15	\$140
Sports/Fitness						
Chill-Out Mini-Clinic	Cabin John Ice Rink	1	3	1.5	5-17	\$130
Figure Skating School	Wheaton Ice Arena	3	5	2	5-14	\$260
Ice Dance Clinic	Wheaton Ice Arena	3	5	4	All, 18+	\$260
Ice Skating Camp	Cabin John Ice Rink	12	5	4	6-12	\$195
Ice Skating Institute Freestyle Clinic	Cabin John Ice Rink	2	5	5	5+	\$275
River Adventures Kayak Camp	Black Hill Visitor Center	2	4	9	12-17	\$175
Summer Hockey Clinic	Cabin John Ice Rink	1	5	3	6-12	\$250
Synchronized Skating Clinic	Cabin John Ice Rink	1	3	1.5	5+	\$130
Tennis & Ice Skating Camp	Cabin John Regional Park	3	5	6	8-13	\$250
Tennis Camp: Beginner/Beginner Plus	Cabin John Indoor Tennis	18	4-5	2	7-12	\$80-100
Tennis Camp: Intermediate/Advanced	Cabin John Indoor Tennis	18	4-5	2	7-12	\$80-100
Art						
Budding Artists I	Brookside Gardens	2	5	1.5-2	5-7, 8-10	\$65-75
Budding Artists II	Brookside Gardens	2	5	1.5-2	5-7, 8-10	\$65-75
Multi-Dimensional						
Week in the Park: AM	Wheaton In-Line Rink	7	5	5	6-13	\$175
Week in the Park: Full Day	Wheaton In-Line Rink	8	5	8	6-13	\$260

Department of Recreation's Summer Camps and Clinics, Summer 2008

Title	Location	Camps Offered	Sessions Per Camp	Session Duration (hours)	Ages (years)	Cost
Nature/Science/Outdoors						
Challenger Jr.	Public schools	10	4, 5	2	3-5	\$78-98
Challenger Space & Rocketry	Public schools	10	4, 5	6.5	5-12	\$156-195
EIS (Explorations in Science) Camp	Public schools	4	5, 9-10	6.5	6-8	\$135, \$243-270
Explorer	Local park	4	5, 9-11	6.5	9-13	\$145, \$261-290
Hidden Spring	Regional park	4	5, 9-12	6.5	9-14	\$145, \$261-291
Seneca Creek	Local park	5	5, 9-13	6.5	9-15	\$145, \$261-292
Sports/Fitness						
Aqua Sports Camp	Aquatic centers	16	5	7	6-12	\$245
Baseball Camps by Bases Loaded	Public schools, regional parks	2	4	5	6-13	\$152
Baton, Cheerleading, and Poms for Summer	Community centers, public schools	3	5	6.5	7-11	\$140-145
Butch Beard Basketball	Public schools	1	6	4	13-16	Free
Fencing School	Public schools	8	9-10	2	7-16	\$142-158
Football Clinic	Public schools	1	5	7	7-14	\$201
Funfit Summer Fun	Various local parks	12	13	2	3-5	\$180
Horseback Riding Camp	Camp Olympia	4	4-5	6	8-14	\$324-405
Horses & Sports & More	Camp Olympia	4	5	6	8-15	\$320
Karate Clinics	Public schools	2	5	2.5	6-12	\$50
Kids, Keys 'n Sports	Public schools	10	4-5	6.5	5-12	\$156-195
Lacrosse Camp by Global Kids	Public schools	5	4-5	6	7-10	\$156-195
MD Sports Field Hockey Camp	Public schools	4	4-5	7	8-14	\$195-240
MD Sports Pro Star Sports Camp	Public schools	9	4-5	7	6-14	\$195-240
MD Sports Summer Basketball Clinic	Public schools	6	4-5	7	6-17	\$195-240
Microstars	Community centers	12	5, 9-10	6.5	6-8	\$125, \$225-250
Mini Football Camp	Recreational parks	1	5	6	13-16	Free

Organization of Recreation Programs Across the Department of Parks and Department of Recreation

Title	Location	Camps Offered	Sessions Per Camp	Session Duration (hours)	Ages (years)	Cost
MVP Soccer Camp for Girls	Public schools	1	5	6	6-14	\$230
One-on-One Basketball Clinic	Public schools	8	4-5	2	9-16	\$83-103
Philbin's Football Condition Camp	Philbin's Athletic Training Center	2	9	2	9-18	\$240
Shooting Stars Basketball Camp	Public schools	4	5, 9-10	6.5	8-12	\$130, \$234-260
Skateboard Clinics	Community centers, recreational parks	11	4-5	3.5	6-13	\$160-205
Skating Clinics In Line Basic		2	5	3.5	6-13	\$205
Soccer Clinic for Youth MVP Soccer Camps	Public schools	3	5	6	6-14	\$230
Soccer Skills Camp	Recreational parks	1	5	4	13-16	Free
Speed & Agility Camp	Public schools	1	5	4	13-16	Free
Sports Etc.	Public schools	4	5, 9-10	6.5	5-8	\$125, \$225-250
Sportzone	Community centers, public schools	24	5, 9-10	6.5	8-12	\$125, \$225-250
The Ultimate Boxing and Boot Camp -Youth	Public schools	1	4	3	7-15	\$100
UK Elite Soccer Half Day Clinic	Community centers, local parks, public schools	21	5	3	5-6, 7-10, 11-14	\$175
UK Elite Soccer Summer Petite	Community centers, local parks, public schools	12	5	1.5	3-4	\$120
UK Elite Sports Week	Public schools, local parks	2	5	3	7-14	\$175
Volleyball Clinics Mid-Atlantic	Public schools	2	5	3	11-14	\$120
Art						
AbraKadoodle: Anime (Cartooning)	Public schools	5	4, 5	3	7-12	\$95-118
AbraKadoodle: Another Crack at Wild & Wacky Art	Public schools	5	4, 5	3	6-12	\$95-118
AbraKadoodle: Art Outside	Public schools	3	4, 5	3	6-12	\$95-118
AbraKadoodle: Art Safari	Public schools	6	5	3	6-12	\$118
AbraKadoodle: Castles & Dragons	Public schools	3	5	3	6-12	\$118
AbraKadoodle: Icky Slimy Goocy	Public schools	5	4, 5	3	6-12	\$95-118
AbraKadoodle: Pirate Island	Public schools	5	4, 5	3	6-12	\$95-118
AbraKadoodle: Studio Two	Public schools	2	5	3	7-12	\$118

Organization of Recreation Programs Across the Department of Parks and Department of Recreation

Title	Location	Camps Offered	Sessions Per Camp	Session Duration (hours)	Ages (years)	Cost
Abakadoodle: Underwater Art Adventure	Public schools	4	5	3	6-12	\$118
Art Destinations Specialty Camp	Community centers, public schools	24	4, 5	3.5	7-15, 8-14, 9-15	\$189, 210-230
Art Expressions	Public schools	8	5, 9-10	6.5	6-8	\$133, \$239-265
Art in the Park	Local park	7	4, 5		4-9	\$50-75
Camp Little Linguists	Local park	1	5	6.5	5-8	\$210
Multi-Dimensional						
Club Holiday Endless Summer	Community centers	6	5	3-6	3-5, 3-12	\$98-170
Imagination	Community centers, public schools	40	5, 9-10	6.5	5-8	\$125, \$225-250
Little People Centers	Community centers, public schools	33	5, 9-10	4	4-5	\$85, \$153-170
On-the-Go	Community centers, public schools	12	5, 9-10	6.5	8-12	\$178, \$320-355
Summer Fun Centers	Community centers, local parks, public schools	41	29-30	3-7	5-13	\$60, \$150
Summer Teen Travel	Community centers, local parks, public schools	8	4-5	8.5	13-16	\$210-260
Summer Teen Centers	Community centers, local parks, public schools, public libraries	20	4-5	6.5	13-16	\$60-75
Teen Leadership Challenge/Career Quest	Public schools	4	4-5	7.5	13-16	\$50-65

Department of Parks' Classes and Activities, Fall 2008

Title	Location	Classes/Activities	Sessions Per Class/Activity	Session Duration (hours)	Ages (years)	Cost
Arts and Crafts						
After-School Art	Brookside Nature Center	1	1	1	3-12	\$5
American Girl Doll Craft	Brookside Nature Center	2	1	2	10-12	\$9
Art in the Garden	Brookside Gardens	3	1	2	8-12	\$25
Banana Bark Necklace	Brookside Gardens	1	1	2	18+	\$40
Children's Art and Adventure	Brookside Nature Center	1	1	1	6-12	\$6
Close-Ups in the Garden	Brookside Gardens	1	2	2	18+	\$46
Corn Cob Dolls	Brookside Nature Center	1	1	1	All	\$3
Family Craft Day	Black Hill Visitor Center	1	1	3	3+	\$15
Grandparents Day	Brookside Nature Center	1	1	1	All	\$2
Hats Off to the American Girls	Brookside Nature Center	2	1	1.5	10-12	\$8
Holiday Crafts	Brookside Nature Center	1	1	1	6-12	\$6
Indian Summer Centerpiece	Brookside Gardens	1	1	2	All	\$45
Kerchief Dolls	Locust Grove Nature Center	1	1	1	3-6	\$6
Make a Scarecrow	Meadowside Nature Center	2	1	1	3+	\$5
Make It and Take It	Brookside Nature Center	3	1	2	All	\$1-2
Make It from a Tree	Brookside Nature Center	1	1	1	6-12	\$9
New Thanksgiving Centerpiece	Brookside Gardens	1	1	2	18+	\$45
New Ways with Market Bouquets	Brookside Gardens	1	1	2	18+	\$43
Paint a Pair of Pears	Brookside Gardens	1	1	3	18+	\$60
Paper Bead Jewelry	Brookside Nature Center	1	1	1	6-12	\$6
Pinecone Wreath	Brookside Gardens	1	1	2	8-12	\$25
Pre-K Make It from Nature	Brookside Nature Center	2	1	1	3-5	\$4
Pumpkin Carving	Locust Grove Nature Center	1	1	1	7+	\$8
Pumpkin Painting Fun	Meadowside Nature Center	1	1	1	3+	\$5
River Stone Ornaments	Black Hill Visitor Center	1	1	3	18+	\$12
Thanksgiving Bird Mobile	Brookside Nature Center	1	1	1	3-5	\$5
Thanksgiving Centerpiece	Brookside Gardens	1	1	1.5	7-12	\$12
Cooking						
Apple Cider Making	Locust Grove Nature Center	2	1	1	3-12	\$4

Organization of Recreation Programs Across the Department of Parks and Department of Recreation

Title	Location	Classes/Activities	Sessions Per Class/Activity	Session Duration (hours)	Ages (years)	Cost
Apple Cider Pressing	Brookside Nature Center	2	1	1	All	\$2
Apple Cider Pressing on the Farm	Meadowside Nature Center	2	1	1.5	3+	\$8
Apple Festival and Campfire	Meadowside Nature Center	1	1	2	2+	\$8
Apple Pressing Plus	Locust Grove Nature Center	1	1	1.5	1+	\$3
Fireside Lunch Club	Locust Grove Nature Center	1	1	1.5	3-5	\$7
Fruits of Winter	Brookside Gardens	1	1	1.5	18+	\$25
Inspired Vegetarian Cooking	Brookside Gardens	1	1	1.5	18+	\$25
It's Apple Cider Pressing Time	Meadowside Nature Center	3	1	1	3+	\$4
Plants for Dinner	Meadowside Nature Center	1	1	1	3-6	\$5
Praising Braising	Brookside Gardens	1	1	1.5	18+	\$25
School Break Programs						
Park Play Day	Cabin John Ice Rink and Wheaton Ice Arena	8	1	8	6-13	\$35
Wellness/Exercise and Fitness: Yoga and Tai Chi						
Introduction to Yoga	Brookside Gardens	1	1	2	18+	\$30
Gentle Yoga	Brookside Gardens	1	13	1	18+	\$195
Yoga - Liberate Your Hips	Brookside Gardens	1	1	2	18+	\$30
Yoga in the Garden	Brookside Gardens	1	14	1	18+	\$188
Tai Chi in the Garden	Brookside Gardens	1	10	1	18+	\$120

Department of Recreation's Classes and Activities, Fall 2008

Title	Location	Classes/Activities Offered	Sessions Per Class/Activity	Session Duration (hours)	Ages (years)	Cost
Arts and Crafts						
Acrylic Painting Fun for Kids	Community centers	1	6	1.5	10-14	\$70
Acrylic Painting Techniques	Community centers	1	8	2	15+	\$127
Advanced Right Brain Drawing	Community centers	1	10	1.5	12+	\$118
Art Escapes	Community centers	1	10	2	16+	\$157
Art in the Park All Year Long	Community centers, local parks	3	9	1	4-8, 7-12	\$78
Awesome Artists	Community centers	1	8	1	6-9	\$90
Basic Drawing w/ Krittr	Krittr Studio	2	5, 6	2	18+	\$85, 102
Basic Photography	Community centers	1	6	2.5	13+	\$100
Bath and Beauty Products	Community centers	1	1	2	12+	\$35
Beautiful Etched Wine Glasses	Community centers	1	1	2	12+	\$35
Beginning Painting w/ Krittr	Community centers	1	1	2	12+	\$35
Beginning Pottery at East County	Krittr Studio	2	5, 6	2	18+	\$85, 102
Beginning Wire Work	Community centers	1	6	2	16+	\$95
Bracelets: Easy and Elegant	Community centers	2	1	2	12+	\$35
Cartooning with CREATE	Community centers	2	1	2	12+	\$35
Cartooning with Young Rembrandts	Create Arts Center	1	8	1.5	8-13	\$95
Chinese Landscapes	Community centers	3	6	1	6-12	\$80
Chinese Watercolors	Community centers	1	10	2	18+	\$157
Copper Foil	Public schools	1	10	2	18+	\$157
Draw and Clay	Community centers	1	2	6.5	18+	\$95
Draw and Paint with CREATE	Community centers	3	4	1	4-10	\$38
Draw Like the Masters with Art in the Park	Create Arts Center	1	8	1	7-10	\$80
Drawing Made Easy	Local parks	1	8	1	10+	\$80
Drawing Made Fun	Community centers	2	8	1	5-10	\$65
Drawing on the Right Side of the Brain	Community centers	1	6	1.5	8-13	\$72
Drawing or Painting	Community centers	1	6	1.5	12+	\$72
Drawing people w/ Krittr	Local parks	3	8	2	18+	\$127
Drawsters with Abakadoodle	Krittr Studio	2	6	2	18+	\$102
Earrings, Earrings, Earrings	Community centers	4	6	1	6-12	\$72
	Community centers	1	1	2	12+	\$35

Organization of Recreation Programs Across the Department of Parks and Department of Recreation

Title	Location	Classes/Activities Offered	Sessions Per Class/Activity	Session Duration (hours)	Ages (years)	Cost
Family Pottery with CREATE	Create Arts Center	2	8	1.5	6+	\$95
Handcrafted Pottery 1	Community centers	1	10	2	16+	\$157
Handcrafted Pottery 2	Community centers	1	10	2	16+	\$157
How to Take Better Digital Photos	Community centers	2	1	2.5	18+	\$42
Jewelry Basics	Community centers	1	1	2	12+	\$35
Kid's Pottery with CREATE	Create Arts Center	1	8	1.5	7-12	\$95
Let's Draw	Community centers	2	8	2	10+	\$142
Little Linguists	Community centers	5	9	1	4-8	\$72
Oil or Acrylic Painting	Local parks	1	8	2	18+	\$127
Oil Painting	Community centers	1	10	2	12+	\$157
Oil Painting for Fun	Community centers	1	6	1	10-14	\$70
Oil Painting from A to Z	Community centers, public schools	2	8, 10	2	12+	\$127, 157
Painting the Landscape w/ Kritt	Kritt Studio	2	6	2	18+	\$102
Painting with Watercolors	Community centers	1	8	1	5-10	\$80
Pottery 1-2-3	Community centers	1	5	1.5	18+	\$60
Pottery at Leland	Community centers	1	5	2	12+	\$80
Pottery at Sligo Creek	Community centers	5	12	3	16+	\$280
Pottery Open Studio	Public schools	4	10, 12	3-4	18+	\$200, 216
Rubber Stamping	Community centers	1	3	2	14+	\$50
Scrapbooking: Beginning/Intermediate Techniques	Community centers	1	4	2	14+	\$65
Simply Studio	Community centers	2	8	2.5	18+	\$60
Stained Glass: Leaded	Community centers	1	2	6.5	16+	\$95
Stamp-a-Stack Holiday Cards	Community centers	1	1	6	14+	\$75
Stone Sculpture	Community centers	2	10	2	16+	\$157
Sunday Studio with CREATE	Create Arts Center	2	8	1	4-6	\$65
Teardrop Bead Bracelet	Community centers	2	1	2	12+	\$35
The Art of France	Community centers	1	3	2	16+	\$50
The Art of Venice	Community centers	1	3	2	16+	\$50
Top Secrets of Adobe Photoshop	Community centers	1	1	2.5	18+	\$42
Tropical Flower Design	Community centers	1	6	2	18+	\$87
Tween Creative Book & Album Making	Community centers	1	7	1	9-13	\$90

Organization of Recreation Programs Across the Department of Parks and Department of Recreation

Title	Location	Classes/Activities Offered	Sessions Per Class/Activity	Session Duration (hours)	Ages (years)	Cost
Watercolor Experience	Community centers, public schools	2	10	2.5	18+	\$195
Watercolor Studio for Kids	Community centers	1	6	1.5	8-14	\$70
Cooking						
Basic Cooking Skills	Community centers	1	1	3	15+	\$50
Be Your Own Economic Personal Chef	Community centers	1	1	4	15+	\$63
Cookies	Community centers	1	1	3	15+	\$50
Creative Cooking Techniques	Community centers	1	3	2.5	15+	\$150
Family Chefs	Community centers	1	6	1	4-15	\$55
Family Chefs: Holiday Favorites	Community centers	1	1	2	4-15	\$28
Holiday Gifts From the Kitchen	Community centers	1	1	3	15+	\$50
Holiday Party	Community centers	1	1	2.5	15+	\$50
Knife Skills	Community centers	1	1	3	18+	\$50
Make Mine Mediterranean	Community centers	1	1	2.5	15+	\$50
New Sides: Ideas for the Holidays	Community centers	1	1	2.5	15+	\$50
Portuguese Tasty Dishes	Community centers	1	1	2.5	15+	\$50
Red Flannel Wines	Community centers	1	1	3	21+	\$52
Sicilian Cooking	Community centers	1	1	2.5	15+	\$50
Simple Comfort Pasta Sauces	Community centers	1	1	2.5	15+	\$50
Tailgating	Community centers	1	1	3	15+	\$50
Tempting Italian Desserts & Espresso	Community centers	1	1	2.5	15+	\$50
The Art of Wine Making	Community centers	2	1	2	21+	\$35
The Gluten-Free Vegetarian Kitchen	Public schools	1	1	2.5	16+	\$40
The Holiday Brunch Table	Community centers	1	1	3	15+	\$50
The Wonderful Wines of the Rhone Valley	Community centers	1	1	3	21+	\$52
Vegan Italiano Dairy-Free Pizza	Public schools	1	1	2.5	16+	\$40
Vegetarian Dinner Party	Community centers	1	1	2.5	15+	\$50
Vegetarian Thanksgiving	Public schools	1	1	2.5	18+	\$40
Wonderful Winter Soups	Community centers	1	1	2.5	15+	\$50
School Break Programs						
Club Holiday	Community centers	4	5	3-6	3-12	\$106-169
Fit Kids Camps	Community centers	2	1	6	6-11	\$40

Organization of Recreation Programs Across the Department of Parks and Department of Recreation

Title	Location	Classes/Activities Offered	Sessions Per Class/Activity	Session Duration (hours)	Ages (years)	Cost
Karate Clinics	Community centers	1	4	2.5	6-12	\$52
Non-Stop Winter Dance Camp	Studio 310	4	1-3	4	5-12	\$100-225
Wellness/Exercise and Fitness: Yoga and Tai Chi						
Gentle Yoga	Community centers	4	6-12	1	16+	\$68-108
Gentle Yoga with Carolyn	Community centers	1	11	1	16+	\$124
Hatha Yoga	Community centers	1	12	1	16+	\$135
Hatha Yoga and Stress Management	Community centers	1	13	1	18+	\$120
Hatha Yoga and Stress Management 2	Community centers	1	13	1	18+	\$150
Hatha Yoga with Rudra	Community centers	5	12-14	1.5	16+	\$120-194
Hatha Yoga with Rudra, Continuing	Community centers	1	14	1.5	16+	\$194
Tai Chi Beginning	Community centers	3	10	1	16+	\$90
Tai Chi, Continuing	Community centers	3	10	1	16+	\$90
Tai Chuan I	Community centers, public schools	4	10	1	18+	\$90
Tai Chuan II	Community centers, public schools	3	10	1	18+	\$90
Vini Easy Going Yoga	Community centers	1	10	1	14+	\$115
Vini Yoga	Community centers	2	10	1	14+	\$115
Vini Yoga Intermediate	Community centers	1	12	1	14+	\$139
Vini Yoga with Moira Martin	Community centers	1	8	1	16+	\$93
Yoga 1/2	Community centers	1	12	1	16+	\$135
Yoga Basics	Community centers, public schools	4	10-12	1	16+	\$90-108
Yoga I	Community centers	2	11-12	1	16+	\$108-124

Department of Parks' Trips and Excursions, Fall 2008

Title	Trips Offered	Sessions Per Trip	Session Duration (hours)	Ages (years)	Cost
Champion Tree Tour	1	1	5	18+	\$32
Ladew Topiary Gardens and the Fox Hunt Country	1	1	10	18+	\$89
Brandywine Valley Holiday	1	1	12	All	\$110
Philadelphia Flower Show	3	1	12	18+	\$79
Van Trip to Leaming's Run Gardens	1	1	11.5	18+	\$45
Fossil Collecting by Kayak	1	1	12	18+	\$25
Kayak Trip to Wye Island	1	3	10	18+	\$200
Van Trip to Baltimore Historic Homes	1	1	9	18+	\$35
Van Trip to Bombay Hook Wildlife Refuge	1	1	10	18+	\$35
Birds at Black Hill Park and Beyond	1	1	7	18+	\$25
Tour and Lunch Blair Mansion Inn	1	1	4.5	18+	\$40
Tour and Tea National Cathedral	1	1	6	18+	\$40
Montpelier Mansion & Snow Hill Manor Tea	1	1	6	18+	\$45
Grow Organic Tour	1	1	4	18+	\$16
Barns of Montgomery County	1	1	3.5	16+	\$12
Gardens and Art in Washington, DC	1	1	8.5	18+	\$20
St. Michaels Van Tour	1	1	10	18+	\$34
Marine Corps Museum Van Tour	1	1	8.5	18+	\$20
Halloween in Baltimore	1	1	9	18+	\$35
Blackwater National Wildlife Refuge Van Tour	1	1	10	18+	\$30
Spirit of Washington Lunch Cruise	1	1	5.5	18+	\$65
Mount Vernon Estates and Gardens	1	1	7	18+	\$30
Baltimore Aquarium Trip	1	1	8	6+	\$25-40
Toby's Dinner Theatre: Phantom of the Opera	1	1	7	18+	\$70
Toby's Dinner Theatre: The Producers	1	1	7	18+	\$70
Toby's Dinner Theatre: A Christmas Carol	1	1	7	18+	\$70

Department of Recreation's Trips and Excursions, Fall 2008*

Title	Trips Offered	Sessions Per Trip	Session Duration (hours)	Ages (years)	Cost
Senior Trips					
65th Annual Waterford, VA Homes Tour & Crafts Festival	1	1	8	55+	\$40
Western Maryland Scenic RR Trip through the Allegheny Mountains at Fall Foliage Time	1	1	10	55+	\$60
Walk "Pickett's Charge" at the Gettysburg Civil War Battlefield with Ed Bears	3	1	9	55+	\$59
Walking Tour of Thomas Jefferson's Estate at Monticello	1	1	11	55+	\$69
Walking Tour of Adams-Morgan in Washington, DC with Noted Historian Tony Pitch	2	1	7	55+	\$39
Walking Tour of Historic Colonial Dover, Delaware	2	1	10	55+	\$50
Guided and Narrated Walking Tour of the U.S. Naval Academy	1	1	8	55+	\$39
Linganore Winery	1	1	4-6	55+	\$7
Old Stone House/Georgetown	1	1	4-6	55+	\$7
World War II Memorial	1	1	4-6	55+	\$7
National Harbor	4	1	4-6	55+	\$7
Wegman's Supermarket/Hunt Valley	1	1	4-6	55+	\$7
Mike's Crab House	1	1	4-6	55+	\$7
Old Post Office	1	1	4-6	55+	\$7
Baltimore Inner Harbor	1	1	4-6	55+	\$7
Loy's Covered Bridge Picnic	1	1	4-6	55+	\$7
Consignment Shops/Original House of Pancakes	1	1	4-6	55+	\$7
Walter's Gallery of Art/Baltimore	1	1	4-6	55+	\$7
Sandy Spring Museum/Olney Ale House	1	1	4-6	55+	\$7
Doll House Display, Laurel	1	1	4-6	55+	\$7
National Museum of Crime and Punishment	2	1	4-6	55+	\$7
Potomac Research Refuge	1	1	4-6	55+	\$7
National Potrait Gallery/Old Country Buffet	1	1	4-6	55+	\$7
Baugh's Farm Market and Restaurant	1	1	4-6	55+	\$7
National Shrine of the Immaculate Conception	2	1	4-6	55+	\$7
Sugarloaf Mountain/Cozy Inn	1	1	4-6	55+	\$7
Air and Space Museum	1	1	4-6	55+	\$7
Butler's Orchard	1	1	4-6	55+	\$7

Organization of Recreation Programs Across the Department of Parks and Department of Recreation

Title	Trips Offered	Sessions Per Trip	Session Duration (hours)	Ages (years)	Cost
Hilwood Estate Museum and Gardens	1	1	4-6	55+	\$7
Great Falls	1	1	4-6	55+	\$7
Frederick Civil War Museum/Green Turtle Restaurant	1	1	4-6	55+	\$7
College Park Aviation Museum/Flaps Restaurant	1	1	4-6	55+	\$7
Textile Museum	1	1	4-6	55+	\$7
Baltimore Aquarium	1	1	4-6	55+	\$7
Bureau of Printing and Engraving	1	1	4-6	55+	\$7
Columbia Mall	2	1	4-6	55+	\$7
Woodrow Wilson House	1	1	4-6	55+	\$7
Arundel Mills Mall	1	1	4-6	55+	\$7
Union Station	1	1	4-6	55+	\$7
Hagerstown Prime Outlets	1	1	4-6	55+	\$7
Teens					
Sports Academy 1/2 Day Trip - Sandy Spring Trail	5	1	4	High School	Free
Seneca Valley Sports Academy - Activities & Trips	1	1	4	High School	Free
Under 21 Skate Fest	1	1	8	High School	\$3
Under 21 Half Day Ice Skating	9	1	4	High School	\$5
Under 21 Half Day Cosmic Bowl	7	1	4	High School	\$5

*The Department of Recreation also provides trips and excursions through the Therapeutic Recreation Team for persons with disabilities, however detailed information was not available for these trips in fall 2008.

**Special Events Provided By the M-NCPPC Department of Parks and
County Department of Recreation, Winter 2008 to Fall 2008**

Season	M-NCPPC Department of Parks	County Department of Recreation
Winter 2008	Drop, Shop & Skate Woodsmoke Tales Holiday Ice Show Christmas on the Farm Gingerbread House Workshop Afternoon Nature Retreat for Women Winter Ice Show Creative Wintertime Expression Winter Skate School Tinsmithing National Skating Month Celebration Winter Wonderland Celebration Oh, Gross!! Yuckfest Sweetheart Skate Green Matters: Sustainable Landscapes Maple Sugar Festival Chrysanthemum Display Saturday Storytime & Craft Garden of Lights Garden Railway Train Display Winter Conservatory Display Spring Conservatory Display	Senior Craft Fair Harvest Festival Girls on the Run 5K Race Holiday Happenings Juried Craft Show Youth Basketball Coaches' Clinic Scuba Santa Winter Festival Dance Drug Awareness & Club Friday Open House Holiday Night Out New Year's Kids Night Out 30 & Over Men's Basketball Tournament Open Swim Meet Keith Joseph Memorial Basketball Tournament
Spring 2008	Green Matters Symposium St. Patrick's Day Skate St. Paddy's Day Skate Hoppy Easter Skate Cabin John Train Wheaton Carousel & Train Springtime on the Farm Maple Sugaring Festival ParkStar Search Auditions Maryland Arbor Day Celebration Oakley Cabin Guided Tours Underground Railroad Guided Hikes Garlic Mustard Challenge Rachel Carson Greenway Hikes Earth Day Invasive Plant Pull Anacostia Earth Day Park Cleanups Arbor Day Celebration KidFest Happy Bird Day! Archaeology Day	RMSC Gender Blender Mini Meet Family Fun Night Country Western Dance Julia Child: America's Favorite French Chef St. Patty's Day Health Fun Walk Battle of the Bands Ancient Mariners Albatross Open Masters Meet Spring Parade and Easter Egg Hunt International Dance Music TR Idol Karaoke Night Chalk Out the Smoke East USA Diving Championships Fiesta Dance Community Flea Market/Yard Sale KidFest

Organization of Recreation Programs Across the Department of Parks and Department of Recreation

Season	M-NCPPC Department of Parks	County Department of Recreation
Summer 2008	Hawaiian Skate Night Night Fishing at Little Seneca lake Summer Twilight Concerts Lecture: Anita Neal Powell Christmas in June Skate Heritage Days Great American Campout Red, White & Blue Skate Germantown Glory Mini-Golf/Splash-a-thon! Teen Skate Night Art Farm at Red Wiggler Mount Zion Day End of Summer Blast Mother/Daughter Getaway Sunday Storytimes Wings of Fancy Guided Garden Walks Botanica 2008 Some Like It Hot: Summer Conservatory	Asian American Health Initiative In Pursuit of Goddess Baltimore Symphony Orchestra County Wide Pool Party Blue Crab Boogie Early Ford V8 Club of America Car Show Backyard BBQ
Fall 2008	Women's Outdoor Weekend Bluegrass on the Farm Skating Exhibition & Skate Swap Children's Day Scout Skates Apple Festival Monarch Fiesta Day Lessons from the Past Harvest Festival Storytime & Craft Haunted Train & Carousel Halloween Extravaganza Eye Spy Halloween Train	Pooch Pool Party Germantown Community Day Soccer Tournament and Health Festival 5 th Annual City Place Health Expo Financing a New Business Workshop Poolesville Day Congress of Gamers Family Fun Fest Burtonsville Days Celebration Germantown Oktoberfest Pumpkin Carving Day Halloween Happening Spooktacular Party Community Flea Market/Yard Sale World of Montgomery Fall Festival

Source: "Montgomery County Guide: Recreation and Park Programs." winter 2008 to fall 2008.



Montgomery County Department of Recreation
Financial Assistance Application for 2008
 (Other documentation is required with this application.)

Head of Household's Name _____ M/F Birth Date _____
 Home Phone _____ Work Phone _____ Cell Phone _____

Spouse's Name _____ M/F Birth Date _____
 Work Phone _____ Cell Phone _____

Address _____ Apt. _____
 City _____ State _____ Zip _____

Montgomery County residents who provide proof they are recipients of assistance from other agencies are eligible. The amount awarded is based on the number of family members receiving assistance.

WE WILL ONLY ACCEPT THE DOCUMENTS LISTED BELOW:

- Award letter from Maryland Department of Human Resources/Montgomery County Department of Social Services showing you and/or your dependents are eligible for Temporary Cash Assistance (TCA), Food Stamps, Medical Assistance and/or Transitional Emergency Medical and Housing Assistance (TEMHA) - This letter indicates your period of eligibility and the names of the household members receiving benefits. (We do not accept Medicaid cards or Care for Kids).
- Proof of Rental Assistance - Public Housing, HUD Section 8 Housing, HOC (MPDU not accepted for applicants purchasing a home). This must be a current document from the agency providing the assistance which names the eligible tenants.
- Supplemental Security Income - This document must be dated within a year of your application.
- Proof you (or you and your dependents) reside in a shelter - This must be a letter from the shelter dated within a month of your application and, if applicable, list your dependents living with you.

List all Dependents (as shown on the documents you are submitting):

Name	Birth Date	Male/Female
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Applicant's Signature _____ **Date** _____

FOR RECREATION DEPARTMENT STAFF USE ONLY

Number of Family Members Receiving Assistance _____ Amount of MCRD Assistance \$ _____
 Documentation Verified by _____ Date _____ Mgmt. Services _____ Date Posted _____

Who is Eligible for Financial Assistance?

Montgomery County residents who provide proof they are recipients of assistance from other Montgomery County agencies. The documents we will accept are listed on the application.

How Financial Assistance Works

- **Allow seven days for processing prior to registration.** More time may be needed in January.
- If you qualify, you will receive a receipt in the mail in about ten days. The total shown is for your family to use for the remainder of the year.
- **Financial assistance may only be used for Montgomery County Department of Recreation programs.** However, financial assistance may not be used for:
 - Sports league (team) franchise fees
 - Gift certificates
 - Supplemental fees (facility rental security deposits, materials, transportation, swimming at camps, late pick up fees, replacement pass/access card fees, Aquatics merchandise, etc.)
 - Payment on an existing family account for a prior balance or an adjustment on previous registrations
- Financial assistance is issued once per year. Once assistance has been used, no additional credit can be given until you reapply in January for the next program year.
- Any money not used by December 31 will be removed from your family account.
- Requests for withdrawal from a program must be submitted in writing and the refund policy in current publications will be enforced.

Where to Submit Your Application and Documentation

If you have any questions, please call 240-777-6840 before submitting your application and required documentation. Applications without the required documentation will be returned.

Allow seven days for processing prior to registration.

Fax: 240-777-6857 (Due to high volume, we are unable to confirm receipt of faxes. Please call if you do not receive a receipt in ten days.)

or Mail: Montgomery County Department of Recreation
Attn: Management Services
4010 Randolph Road
Silver Spring, MD 20902-1099

Applications that are dropped off require the same seven day processing period before you can register.



Fee Reduction Program *Procedures*

The M-NCPPC Montgomery County Department of Park and Planning (M-NCPPC) is committed to serving the needs of all residents of Montgomery County. M-NCPPC recognizes that many residents are financially unable to participate in the activities and programs offered in our fee-based facilities.

Therefore, M-NCPPC has established a Fee Reduction Program to make these facilities available to as many county residents as possible. A 50% fee reduction is awarded based on family income and/or outside public assistance (see the income criteria listed below). Reductions are available on selected user fees through a discount coupon book, program registrations, and facility rentals. See Page 4 of this application for a listing of the applicable fees.

The Fee Reduction Program is open to Montgomery County residents only.

HOW TO RECEIVE DISCOUNT COUPON BOOKS

- 1) Submit applications for discount coupon books in person, Monday through Friday, during normal business hours, to any of the facilities listed on Page 4 of this application.
- 2) One coupon book of three discount tickets will be issued to each person in the family once the application is approved.
- 3) An application for more coupon books can be submitted at any facility listed on Page 4. However, only one application will be accepted for coupon books per day.
- 4) Coupon books do not have an expiration date.
- 5) Coupons entitle the bearer to a 50% discount on the user fees listed on Page 4.
- 6) For your convenience, coupon books can be applied for through the mail by sending the completed application to: M-NCPPC Enterprise Office, 9500 Brunett Avenue, Silver Spring, MD 20901, or faxing the application to 301-495-2575. Allow up to 2 weeks for delivery.
- 7) Coupon books can be applied for and received when a qualified applicant completes this form for a program or facility rental (see below).

HOW TO APPLY FOR A REDUCTION ON PROGRAM REGISTRATIONS OR FACILITY RENTALS

- 1) An application for a 50% fee reduction to the programs and rental facilities listed on Page 4 must be submitted to the respective office or facility administering the program or facility booking. An applicable registration form must be submitted at the same time.
- 2) Applicants for this reduction must compete for space in a program, class, etc., on a first-come, first-served basis the same as anyone else.
- 3) One application may be submitted for several members of the family, but each person will be permitted only one program/class/registration reduction per application and only one application will be accepted at a time.

INCOME CRITERIA FOR FEE REDUCTION

Family – Individual or Single Parent	Income Level	Family – 2 Parents	Income Level
Individual Adult	\$19,100	N/A	N/A
Parent plus 1 Child under 18	\$30,000	2 Adults	\$24,700
Parent plus 2 Children under 18	\$39,700	2 Adults plus 1 Child under 18	\$36,200
Parent plus 3 or more Children under 18	\$55,400	2 Adults plus 2 or more Children under 18	\$45,100

ELIGIBLE FACILITIES/PROGRAMS FOR FEE REDUCTIONS

FEE REDUCTION COUPON BOOKS

Camping Sites (non-electric, non group)	Carousel Rides	Miniature Train Rides
Ice Skating -General/Public Sessions	Miniature Golf	Splash Playground
Pontoon Boat Rides	Rental Boats (Hourly)	

PROGRAM REGISTRATION

Camps - Archaeology, Ice Skating, Indoor Tennis, Nature Centers, Week in the Parks, Tennis in the Parks
 Group Lessons - Ice Skating, Tennis
 Programs – Brookside Gardens, Nature Centers

FACILITY RENTALS

Local Park Picnic Shelters
 Recreation Centers

WHERE TO APPLY				
Please call for hours of operation and directions				
FACILITY/OFFICE <small>*Seasonal Facilities</small>	PHONE NUMBER	COUPON BOOK DISTRIBUTION	PROGRAM REGISTRATION	FACILITY RENTALS
Archaeology Camp	301-948-3461		X	
Black Hill Boat Shop*	301-972-6157	X		
Black Hill Visitor's Center	301-972-3476	X	X	
Brookside Gardens	301-939-8231	X	X	
Brookside Nature Center	301-946-9071	X	X	
Cabin John Regional Park – Headquarters	301-299-1971	X		
Cabin John Ice Rink	301-365-2246	X	X	
Cabin John Indoor Tennis	301-469-7300	X	X	
Little Bennett Campground*	301-972-6581	X		
Locust Grove Nature Center	301-299-1990	X	X	
Meadowside Nature Center	301-924-4141	X	X	
Parkside Headquarters – Park Permit Office	301-495-2525	X		X
Parkside Headquarters – Enterprise Office	301-495-2530	X		
Rock Creek Regional Park – Needwood Boat Shop*	301-762-1888	X		
South Germantown Recreational Park – Splash Playground/Mini Golf*	301-601-4410	X		
Up-County Government Center – M-NCPPC, Park Permits	301-495-2480	X		X
Wheaton Train/Carousel*	301-942-6703	X		
Wheaton Ice Arena	301-649-3640	X	X	
Wheaton Tennis	301-649-4049	X	X	

**To Receive Coupon Books
Through the Mail:**

Mail Applications To:
 M-NCPPC/Enterprise Office
 9500 Brunett Avenue
 Silver Spring, MD 20901

Fax Applications To:
 301-495-2575

FOR MORE INFORMATION, CALL 301-495-2530



The Maryland-National Capital Park and Planning Commission
 Department of Park and Planning, Montgomery County

Fee Reduction Program *Application*

SECTION A – TO BE COMPLETED BY ALL APPLICANTS.

Date: _____

Applicant's Name: _____

Applicant's Address: _____

City/State/Zip: _____

Home Phone: _____ Work Phone: _____

Applicant's Date of Birth: _____

IMPORTANT - Proof of eligibility must be provided at time of application (even if you have submitted previous applications). *All information will be kept confidential.*

I feel that I am eligible for a fee reduction because I have been approved for: [Check appropriate box(es)]

- Public Assistance
 Medical Assistance
 Section 8 or Public Housing
 Food Stamps
 Unemployment
 Energy Assistance
 Other Consideration [Attach note explaining the circumstances]
 Total Household Income \$ _____ Source of Income: _____
 Verified Eligible by the Montgomery County Department of Recreation

As a general guideline, only one application will be approved per person/family. All programs and class offerings are on a "first-come, first-served" basis, and are subject to space availability. This application does not take the place of a program registration form or a facility rental application; however, this application must accompany the registration form in order to receive the fee reduction.

I certify that the above information is true and correct (false information may lead to dismissal from the program).

Applicant's Signature: _____

DEPARTMENT USE ONLY [Send copy of completed application to Enterprise Office]

Approved By: _____ Facility/Location: _____

Type of Proof Provided: _____

Date Approved: _____ (If not approved, explain): _____

of Coupon Books Issued: _____ Serial #(s): _____

FOR MORE INFORMATION, CALL 301-495-2530

SECTION B – TO BE COMPLETED BY APPLICANTS FOR DISCOUNT COUPON BOOKS

Please complete the following information to receive one coupon book per family member.

	Applicant/Family Member(s) Full Name	Coupon Book (Yes/No)
Applicant		
Spouse/Co-Applicant		
Child in Household (Under 18)		
Child in Household (Under 18)		
Child in Household (Under 18)		
Child in Household (Under 18)		

For coupon books, apply at any facility listed on the back of this form or mail/fax the completed application to: **M-NCPPC/Enterprise Office, 9500 Brunett Avenue, Silver Spring, MD, 20901, Phone – 301-495-2530, Fax – 301-495-2575**

SECTION C – TO BE COMPLETED BY APPLICANTS FOR PROGRAM REGISTRATION

Please complete the following information for the program for which you wish to register.

	Applicant/Family Member(s) Full Name	Facility	Program Applying For
Applicant			
Spouse/Co-Applicant			
Child in Household (Under 18)			
Child in Household (Under 18)			
Child in Household (Under 18)			
Child in Household (Under 18)			

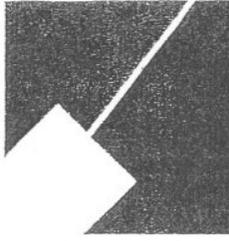
For program registration, present this form to the appropriate facility and comply with all regular registration procedures for that program.

SECTION D – TO BE COMPLETED BY APPLICANTS FOR FACILITY RENTAL

Please complete the following information the facility you want to rent.

Facility Name _____

For facility rental, present this form to the **Park Permit Office at 9500 Brunett Avenue, Silver Spring, MD, 20901, 301-495-2525**, and comply with all regular application procedures.



July 23, 2004

MEMORANDUM

TO: Senior Management Team

FROM: Charles R. Loehr, Director 

SUBJECT: Department of Park and Planning/Montgomery County Department
Of Recreation Memorandum of Understanding

On July 21, 2004, Greg Bayor, Director, Montgomery County Department of Recreation and I signed the attached Memorandum of Understanding (MOU). This new MOU was executed to update and/or replace prior expired MOUs between our agencies.

The new MOU requires staff from our respective Departments to meet periodically in order to monitor and manage our agreement and to submit an annual report. In an effort to improve our working relationship with the Recreation Department, I have decided to create a standing MOU Management Committee consisting of Parks Chiefs, Bill Mooney, Jeff Zyontz and our Legal staff. I have also included the Procurement Division from the Finance Department.

I have assigned the responsibility of managing this committee to Les Straw, Superintendent of Parks. Terry Brooks in my office will assist Les Straw. I expect each of you to be responsible for those areas in the agreement that directly affect your area of expertise. I have asked Les to convene a meeting with you and representatives of the Recreation Department next week in order to comply with our and the Recreation Department's CAPRA Visitation schedules.

PDO/Loehr/MOUDept of Park and Planning/Montgomery County Dept of Recreation:drd

MEMORANDUM OF UNDERSTANDING
Between the MARYLAND-NATIONAL CAPITAL PARK AND PLANNING
COMMISSION'S MONTGOMERY COUNTY DEPARTMENT OF PARK AND
PLANNING and the MONTGOMERY COUNTY DEPARTMENT OF RECREATION

WHEREAS, The Maryland-National Capital Park and Planning Commission's Montgomery County Department of Park and Planning ("Parks Department") and Montgomery County's Department of Recreation ("Recreation Department" or "MCRD") (collectively referred to as "Departments") jointly provide complimentary parks and recreation facilities and/or services for the residents and visitors of Montgomery County on this 21st day of July, 2004; and

WHEREAS, these two agencies are created under separate legislative authority, directed by different oversight bodies, and funded from differing taxes; and

WHEREAS, it is desirable to closely coordinate the work of the two agencies in order to better serve the citizens of Montgomery County, the Parks Department and the Recreation Department hereby enter into this Memorandum of Understanding ("MOU"); and

WHEREAS, this MOU is intended to result in a higher level of departmental management cooperation, operational efficiency, program and facility planning and development, and the overall enhancement in the quality of services provided for our Parks and Recreation customers; and

WHEREAS, the Directors of both the Parks Department and the Recreation Department have mutually agreed under the terms and conditions of this MOU that they, or their designees, are responsible for assigning appropriate staff and /or department resources to manage, implement, monitor, and evaluate these efforts; and

WHEREAS, this MOU is intended to be a flexible working document, to be reviewed annually during the month of September of each year, and mutually amended by the MOU parties as needed;

NOW, THEREFORE, in consideration of the above, the parties hereby agree to adopt the general goals and objectives of this MOU, which supercedes and replaces any prior MOU agreements between the two Departments. This MOU contains ten (10) functional subsections which serve as guidance for all future, more detailed agreements between the two Departments. Each of the following ten (10) functional agreement areas identified shall also serve as guidance for the relationship and coordination relationship between each functional sub-agreement under this MOU. The respective action steps contained in each functional sub-section shall also serve as guidance for the operating relationship with future agreements. Any conflicts between this MOU and prior MOUs referenced and attached to this document are superceded by the goals, objectives, and department management agreements set forth in this MOU.

July 21, 2004

MEMORANDUM OF UNDERSTANDING
Between the MARYLAND-NATIONAL CAPITAL PARK AND PLANNING
COMMISSION'S MONTGOMERY COUNTY DEPARTMENT OF PARK AND
PLANNING and the MONTGOMERY COUNTY DEPARTMENT OF RECREATION

ATTACHMENT ONE

IMPLEMENTATION GOALS AND ACTION STEPS

I. SCHEDULING/ PERMITTING OF PROGRAMS AND FACILITIES

Background:

The Department of Park and Planning acquires, plans, designs, constructs, and operates parks in Montgomery County. These parks provide opportunities for both stewardship of natural and cultural resources and recreation. These park properties and facilities are available for the benefit of individual and community users, and for organized private and public groups.

The Recreation Department has the mandated responsibility to provide a wide variety of recreation and arts programs to meet public needs. Since it is the largest user of Parks Department indoor and outdoor facilities in Montgomery County Parks, an efficient, coordinated approach to scheduling and permitting these facilities is essential.

Goal:

To maximize the use of facilities through efficient and equitable scheduling and permitting.

Action Steps:

- a) The Recreation Department will submit coordinated facility requests to the Parks Department in compliance with the Parks Department's established procedures and time frames and receive priority consideration over all other users.
- b) The Departments will establish a joint committee of staff who will annually review and modify the reservation process as necessary.
- c) The Parks Department will process and return the requested permits within jointly established time frames. Any unavailable requests will be negotiated on an individual basis with the Recreation Department Liaison.
- d) Both the Parks Department and the MCRD will coordinate annually the use, scheduling and permitting of MCRD programs conducted on the Parks Department park property and/or facilities.
- e) Both the Parks Department and MCRD will coordinate annually the use, scheduling and permitting of the Parks Department activities on Montgomery County Government property and/or facilities.

II. PARK/RECREATION DEVELOPMENT/COMMUNITY PLANNING

Background:

The Departments have traditionally independently reviewed and commented on both park and general master plans during the staff development and public review process.

Goals:

- To share information such as: (a) park and recreation facility user needs assessments, (b) public recreation facility and program satisfaction surveys; (c) current and future inventories of parks; (d) current and future inventories of park recreation facilities, (e) current and future recreational facility development plans; (f) current and future recreation programs and, (g) recreation facility master plans.
- Coordinate all park and recreation program and facility public participation processes when appropriate.
- To jointly participate in the development of: (a) new park and recreation planning policies, (b) the creation of new and/or expanded park and recreation planning initiatives, (c) functional plans, (d) master plans and (e) urban design studies in order to identify and coordinate and support the long-range open space, leisure recreation needs and recreation program facility requirements of the residents of Montgomery County.
- To more fully integrate the Park Recreation and Open Space Plan (PROS) and the Recreation, Facility Development Master Plan (RFDP) of both agencies.

Action Steps:

- a) The Recreation Department will actively participate in all Parks Department's planning processes when appropriate.
- b) Staff representatives from both Departments will participate in facility planning and review meetings including (but not limited to)
 - Parks Department and Recreation Department PROS/ RFDP development plans
 - Parks Department Master and community plan process
 - Parks Department Park Development Plan Review process
 - MCRD "Recreation Facility Development Plan" process
 - MCRD Aquatics Plan process
 - MCRD Community Center Development Plan process
 - Parks Department and MCRD CIP and Operating Budget Development processes
 - Recreation Department's assigned Arts Facilities Plan Development process

- c) Staff from both Departments will agree to be part of an “as needed” advisory group for the site evaluation of all future or substantial expansion of recreation facilities. The advisory group will be used to insure the proposed program of recreational activities and the building are consistent with the PROS/RFDP and adopted plans for the area.

III. POLICY DEVELOPMENT

Background:

The Departments, as needed, shall jointly develop policies, needs, and standards. Each Department will also develop and update their respective public recreation needs and facility /program policies, which describe operational priorities, guidelines and practices governing the resource allocation rationale for their respective programs, facilities and staff.

The Departments will work with the Montgomery County Planning Board and the Montgomery County Recreation Advisory Boards on: (a) CIP program development, (b) routine and special park and recreation facility and program policy development projects, and (c) park and recreation program needs assessments in order to insure that community concerns and issues are adequately addressed.

Goal:

To provide opportunities for feedback, collaboration and coordination between the Planning Board, The Recreation Advisory Boards and the Departments and the community regarding new or revised public use policies that affect park and recreation customers.

Action Steps:

- a) All drafts of new or revised public use policies by either the Parks Department or the Recreation Department will be circulated between the agencies at least three months prior to the first presentation to the Commission Planning Board or County Executive respectively, for input prior to finalization. Exceptions to this standard time table may be allowed provided each department director is consulted prior to submitting the proposed action for final consideration to either the Commission or the County Executive respectively.
- b) All new or revised public use policies will be discussed with appropriate Advisory Boards and affected public interest groups a minimum of 1 month prior to submission to the County Executive and Commission Planning Board.
- c) Meet and mutually discuss/agree on reasonable implementation dates for any new or major recreation program and/or facility affecting each Department. All agreements for new recreation programs, facilities, or park property or park facility will take into consideration the fiscal impacts on the operating budgets of each respective agency.

IV. BUDGETS:

Background:

Each Department has separate and distinct operating and capital improvements program (CIP) budgets, which are subject to independent review and approval procedures. Both Departments support the use of early communication and discussing their respective budget priorities each fiscal year. Both Departments believe that by creating an opportunity to address budget challenges or issues of mutual concern more efficient use of Departmental resources can be achieved. The coordination of Departmental budget priorities will also minimize conflicting agency and public expectations, and will maximize park and recreation resources to maintain and enhance services. Budget approval bodies will be presented with coordinated priorities, reflected by agency and citizen input.

Goals:

- Operating Budget Goal:

To provide the opportunity for early and routine communication and resolution of crosscutting operating budget issues which impact the provision of Park and Recreation programs, services, and facilities.

- CIP Budget Goal:

To improve communication and coordination between staff of the Department of Recreation and its Advisory Boards and the Department of Park and Planning and the Commission in order to provide for a coordinated six-year CIP for the Park and Recreation customers.

Action Steps:

a) Operating Budget

- Each department will invite appropriate staff to a bi-annual internal work session, to discuss budgetary issues that may impact the provision of programs, services, and/or facilities.

b) Capital Improvements Program

- Each Department will invite appropriate staff to internal work sessions to allow agency representatives to offer suggestions on annual CIP planning. The internal staff budget meetings should be conducted at the beginning of each fiscal year;
- Both Departments will develop park and recreation facility needs and standards;
- Both Departments will jointly develop and maintain an inventory of parks, recreational programs and improvements;

- The Departments will jointly analyze and prioritize new projects that affect the operations of the other Department based on various criteria, including such items as demand, service areas, usage patterns, unmet needs, etc.
- The Departments will jointly justify projects (as needed and appropriate) during proposed CIP program review process with appropriate Planning Board, The Montgomery County Recreation Advisory Board, the Montgomery County Office of Management and Budget (OMB), the County Executive, Montgomery County Council Planning, Housing and Education Committee (PHED) Committee, and the Montgomery County Council.
- The Departments will present current CIP plans to the Advisory Boards at selected fall meeting, prior to submitting staff recommendations to the Park Commission, the County Executive, or the County Council. Staffs may solicit broader public input upon recommendation of the Recreation Advisory Boards and/or the Park Commission.

V. PAYMENT FOR SERVICES

Background:

Processing financial transactions has been a problem. Invoices should meet the form and schedule requirements consistent with the paying department's procurements policies and/or as defined in a particular contract for services. When bills are received that are not responsive to procurement schedules, or do not describe the services provided and costs to be reimbursed exactly as defined in a work order request or contract, the processing is delayed at best, denied at worst, and usually involves a claim or an appearance before the respective Department's Contract Review Committee.

Goal:

To process and execute the payment of each Department's financial obligations to the other Department, within the parameters defined by their respective budgetary guidelines.

Action Steps:

- a) When either agency provides services that require financial reimbursement for costs, the service agreements, contracts, procedures, and schedules for billing and payments must comply with the funding agencies procurement requirements and payment schedules.
- b) The Departments will consider establishing a jointly staffed committee who will cross train each other respectively in the billing and payment process of the other Department annually.
- b) When either agency provides services that require financial reimbursement for costs, they will provide a detailed verification of fees, and be able to defend those fees as consistent with their department's cost recovery policy.

- c) To the greatest extent reasonable and practical, the two Departments will support each other's work programs. This effort should be coordinated at the beginning of each fiscal year.
- d) Periodically each Department may require additional maintenance, facility management, capital improvements or staff support from the other Department in support of their respective roles and missions. When this occurs each department assumes the responsibility for paying for their own costs above and beyond any prior formal fee for service agreements already established. Each Department shall pay (within sixty days from receipt of an invoice from the servicing Department) any additional costs associated with non-programmed activities that may occur during the fiscal year.

VI. SECURITY

Background:

The safety and security of the public is of paramount importance to both agencies at all times. Safety and security plans will be coordinated through the M-NCPPC Park Police and Montgomery County Police Department respectively.

Goal:

The Montgomery County Park Police will provide appropriate safety and security protection for the Recreation Department programs and facilities when said security is not covered by the Montgomery County Police Department.

Action Steps:

- a) The Departments will assign staff to develop and periodically update a Security agreement.
- b) When under contract, The Park Police Officers will be paid by the Recreation Department when providing security for Recreation Department programs or facilities. While the officers are on regular time, they are working and we don't pay. When the officers are off duty, we pay a negotiated rate, set annually and subject to appropriation.
- c) Each Department will periodically prepare, update, develop and manage public safety plans designed to protect the safety and security of the public using park or recreation facilities and services.
- d) The Parks Department and Recreation Department safety and security plans will be coordinated through the M-NCPPC Park Police and Montgomery County Police Department respectively.

VII. AUTOMATION:

Background: The use of computer automation has and will continue to be a major factor in gaining more efficiency within each department as well as providing more access to public recreation services and facilities. The Departments agree to use and engage themselves in more cooperative automation initiatives, which serve to enhance their internal coordination and communication, as well as gain more efficiency in the delivery of recreational services to the public.

Goal:

To coordinate the development, utilization, and management of automated services to enhance agency cooperation, provide customer service, and advance both organizations.

Action Steps:

- a) The Departments will establish an interagency team to coordinate the development of a shared on-line customer needs index and user survey. This effort should allow staff to determine needs and measure satisfaction with both programs and facilities. In addition, as part of the coordinated PROS/RFDP process, a community needs assessment will be completed jointly on a schedule to be determined.
- b) The Departments will work cooperatively to identify and use compatible technologies, which serve to enhance the delivery of recreational services to the public.
- c) The Departments will establish "read only" access to the other's database to acquire information to determine facility usage trends and customer profile data.

VIII. SHARED RESOURCES

Background:

Each Department has an obligation to act as stewards of the public resources – natural, cultural, recreational, fiscal etc. As a result, we need to maximize our efficiencies by sharing a variety of resources. Enhanced customer opportunities can be provided through a close and cooperative working relationship between the two Departments at both service and operational levels

Goal:

To provide a process and procedure by which the customers and Departmental staff will benefit from the sharing of resources.

Action Steps:

- a) Create a more integrated link between Department websites
- b) Establish a more collaborative program and effort in the development and administration of new or expanded private/public partnerships

- c) Departments, when and if appropriate, will attempt to share staff resources and/or and exchange personnel to fully utilize the skills and talents in both organizations. Examples of shared staff resources can include, but are not limited to topics such as leadership trainings, mentoring programs, succession planning, and the cross training of personnel.
- d) Identify and implement specific liaison roles between the departments and their respective Planning and/or Advisory Boards.

IX. COMMUNITY RELATIONS

Background:

Both Departments are responsible for promoting recreational programs and services and share major segments of the population as primary customers.

Goal:

To serve as conduits between the agencies as well as a link to the community for information, advocacy and participation in recreational events and programs that are sponsored or co-sponsored by the two agencies

Action Steps:

- a) The Departments will maintain a joint staff committee to meet quarterly in order to develop marketing strategies to showcase our respective recreational programs, facilities and activities.
- b) The Recreation Department will participate in the Parks TV show "Yours for Life" as a regular contributor.
- c) The Departments will work to encourage advisory boards and other community groups to enhance community awareness regarding park and recreation resources.
- c) The Departments will encourage advisory boards to promote the MCRD's "Partners in Parks" and create similar "Partners" or other organized friends groups for parks and park facilities, recreation centers and pools among community association, athletic organizations, etc. and other user groups.
- d) The Departments will co-sponsor and promote select special events by coordinating dates, locations, scheduling and marketing of events. They will also jointly solicit sponsorships and private sector support for these events.
- e) Each Department has very strong volunteer services groups that serve admirably by providing additional support to each Department's programs and operations. The Departments will work together to enhance their respective volunteers where appropriate in order to better coordinate and deliver park and recreational services to the public.

- e) The Departments will work together to develop and implement strategies to engage and encourage the active participation of those county residents not using Park or Recreation programs, services, or facilities.
- f) The Departments will work together to develop and implement strategies to engage and encourage the active participation of those county residents not using park and recreation programs, services, or facilities.

X. ACCOUNTABILITY

Background:

A Memorandum of Understanding was recommended in the 1993 Department of Parks and Department of Recreation Merger Report. The MOU details a number of collaborative efforts between the Departments which should result in closer coordination and enhanced effectiveness. This will benefit Park and Recreation users and the community at large. The Directors are ultimately responsible for accomplishing these goals.

Goal:

To assign staff responsibility for each action area, and to jointly evaluate progress toward accomplishment of the goals and action steps.

Action Steps:

Each Department will designate a lead MOU coordinator who shall manage the implementation of the MOU by insuring that the goals and action steps are addressed on a routine basis.

Montgomery County Department of Parks, M-NCPPC
Athletic Field Use Permit Policy

Policy Statement

The purpose of this policy is to establish an orderly and fair procedure for the reservation of athletic fields for the purposes of practices, games and tournaments or special events. It is the intent of this policy to balance the increase in demand for such organized uses with the maintenance, renovation, and rest necessary to protect the long-term playability of our fields and ensure user safety.

Most regional and recreational park fields require a permit for use¹. Regional and recreational fields may be permitted for official league games only; no practices are allowed on these fields. Permits are required at all times for regional/recreational fields and other fields marked "by permit only."

When no permit has been issued, local park fields may be used on a first-come, first-served basis, unless otherwise posted, or prohibited in this policy. Non-permitted users must cede the field to designated permit holders at all times. Play is strictly prohibited during field work, renovations and inclement weather, or when posted signs prohibit use.

All user groups must adhere to all rules and regulations outlined in this policy and comply with all M-NCPPC Rules & Regulations and Park Permit Office Conditions of Use.

Criteria

Permit requests for games are given priority over practice requests. Permits for practices will not be issued until all scheduled games are permitted. Youth practices will be given priority over other practices. Field allocation for leagues will be based on prior use (i.e., the previous year's game schedules).² Allocation of athletic fields for games is determined by the following priority system:

- FIRST PRIORITY: Montgomery County Department of Recreation Programs, City of Takoma Park Recreation Programs, Adopt-a-Field groups, public/private partnerships or other contractual agreements, and special event/tournament requests.
- SECOND PRIORITY³: Montgomery or Prince George's County community-based leagues and schools, including organized youth leagues.

Permit Application Schedule

Season	Application Window
Spring/Summer (April 1 – August 15)	December 15 – February 1*
Fall/Winter (September 1 – November 30)	June 1 – July 1*

** Please note: First and second priority user groups must submit their requests by December 1 for the Spring/Summer season and May 1 for the Fall/Winter season or their first priority status will be forfeited for that season.*

Holiday Use Regulations

Local Parks: This includes athletic fields in local, neighborhood and stream valley parks. These fields may be reserved by permit or used on a first-come, first-served basis, unless otherwise posted. Permit holders have priority.

Regional/Recreational Parks: Permits will not be issued for some regional or recreational fields on Memorial Day weekend, Labor Day weekend, or on other established M-NCPPC holidays.

¹ All athletic fields at Ovid Hazen Wells Recreational Park are available on a first-come, first-served basis. Some fields at Damascus, Fairland, Martin Luther King, and South Germantown Recreational Parks are also available on a first-come, first-served basis. Contact the Park Permit Office for more information. When posted, fields are available by permit only.

² An appeal process is available to users denied the fields or dates of their choosing to ensure allocation remains balanced.

³ Organizations must be based in Montgomery or Prince George's County and individual team membership must be at least two-thirds Montgomery or Prince George's County residents. Membership rosters will be required for verification.

Off-Season Use Regulations

All organized, league or team play is prohibited on all athletic fields during the following periods: December 1 – March 31 and August 15 – August 31. These periods are established to allow for rest and seasonal maintenance. Exceptions include Blair and Blake High School fields and contractual partnership agreements.

Field Renovation Guidelines

Fields designated for the annual turf renovation program will be closed for one year, from September to September. All play is prohibited on these fields during this time and these fields will be posted. Use of all fields rotating out of the turf renovation program will be limited to 50% of the last full year's hours of use for that field for one full year after the renovation is complete, from September to September. This includes all park fields.

General Guidelines for Field Use

All field users are expected to adhere to the following guidelines to help keep our fields in an acceptable condition for public use. Violation of these guidelines may result in fines or the loss of future permitting or use privileges:

- All unlit fields must be vacated by dark.
- The permit must be on site in the possession of the permitted group or individual during the permitted time. (A game schedule or a photocopy of the permit will serve as a permit for the Department of Recreation or leagues once verified by Park staff or Park Police.)
- The permit is for the sole use of the team named on the permit contract and is not transferable.
- Loud music, bands, or excessive noise which disturbs the peace are prohibited.
- Permit holders are required to see that players and spectators adhere to all park regulations, including:
 - No beer or alcohol allowed;
 - No urinating or changing clothes in public;
 - No loud noises permitted (boom boxes, horns, car alarms);
 - No littering. All trash must be picked up and placed in the nearest receptacle or carried away for proper disposal. All recyclables must be picked up and placed in the nearest recycling receptacle or carried away for proper disposal;
 - Removal or repositioning of goals installed by authorized M-NCPPC staff or contractors on park fields is not allowed;
 - The use of tobacco products is not permitted on the benches, playing areas, and those areas in proximity to the playing field (this includes cigarettes, cigars, chewing tobacco, and snuff);
 - No selling of food, beverages or merchandise on park property without an approved concession permit;
 - Carpooling is encouraged, and parking is allowed in designated parking areas only.
- Use of an athletic field is prohibited when:
 - It is closed for renovation or repair;
 - Water is standing on the field;
 - Soil is frozen;
 - The soil is wet and "spongy";
 - Steady rain is falling;
 - A lightning/electrical storm is occurring;
 - The field is deemed unplayable by Park staff or Park Police.
- If unsure about whether a field can be used, please call the appropriate rain-out number listed below:

Blair HS: 301-670-8105
Cabin John Area: 301-299-1975
Fairland/Olney Manor Area: 301-774-6611
Meadowbrook Area: 301-650-2622
S. Germantown/Black Hill: 301-601-4404
Wheaton: 301-649-3633

Blake HS: 301-774-6611
Damascus/ Ridge Road Area: 301-972-0723
MLK Area: 301-622-4018
Rock Creek Area: 301-963-2506
Shady Grove Area: 301-670-8196

Permit Denial and Revocation

Any users found to be in violation of the guidelines outlined in this policy will be subject to all applicable fines and penalties, including loss of future permitting and use privileges. A permit may be denied or revoked if the permit holder or any member of the permitted user group:

- Violates the guidelines stated in this policy;
- Does not comply with M-NCPPC Rules & Regulations and Park Permit Office Conditions of Use;
- Fails to use permitted field;
- Removes posted signs or markers, or removes or repositions goals installed by authorized M-NCPPC staff or contractors on park fields;
- Uses a field that is closed due to weather or undergoing renovations or repairs;
- Does not comply with league application procedures;

The Department of Parks reserves the right to revoke or deny a permit as necessary if a field needs to be closed for immediate repair. In all such cases, permit holders will be given as much notice as is possible.

Application Procedures

An official Athletic Field Permit Application Form must be submitted to reserve an athletic field for practices or games. Application instructions and forms are available at our Silver Spring and Germantown Permit Office locations and online at www.ParkPermits.org. Completed application forms may be submitted in one of three ways:

1. In person at either of our Permit Office locations:

Parkside Headquarters
Park Permit Office
9500 Brunett Avenue
Silver Spring, MD 20901

Northern Region Headquarters
Park Permit Office
12900 Middlebrook Road
Germantown, MD 20874

OPEN:
Monday – Friday 8:30am-5pm

OPEN:
Monday – Friday 8:30am-4:30pm

2. Online at www.ParkPermits.org or
3. By faxing or mailing a written request, and a self-addressed, stamped envelope to:

Montgomery County Department of Parks, M-NCPPC
Park Permit Office
9500 Brunett Avenue
Silver Spring, MD 20901

FAX: 301-495-2484

When processing permit applications, the M-NCPPC makes every effort to provide each qualifying organization with a permit for at least some of the field time requested.

FEE SCHEDULE

Athletic Field fees follow the M-NCPPC User Fee Schedule, as approved by the Montgomery County Planning Board. A copy of the current approved fee schedule can be viewed at www.ParkPermits.org or at either Park Permit Office location. Additional fees will be charged for any change made to a permit once payment has been made (e.g., change of date or location). A charge will be assessed for returned checks. These fees are subject to change without notice.