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# Proposed Annual Budget Fiscal Year 2018



Montgomery County

The Maryland-National Capital Park and Planning  
Commission

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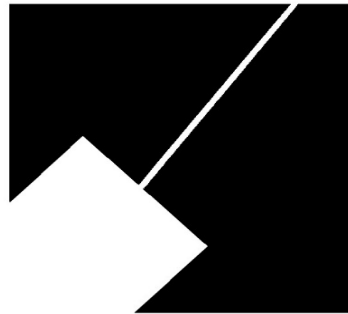
Proposed Annual Budget  
Fiscal Year 2018

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Elizabeth M. Hewlett, Vice-Chairman of the Commission

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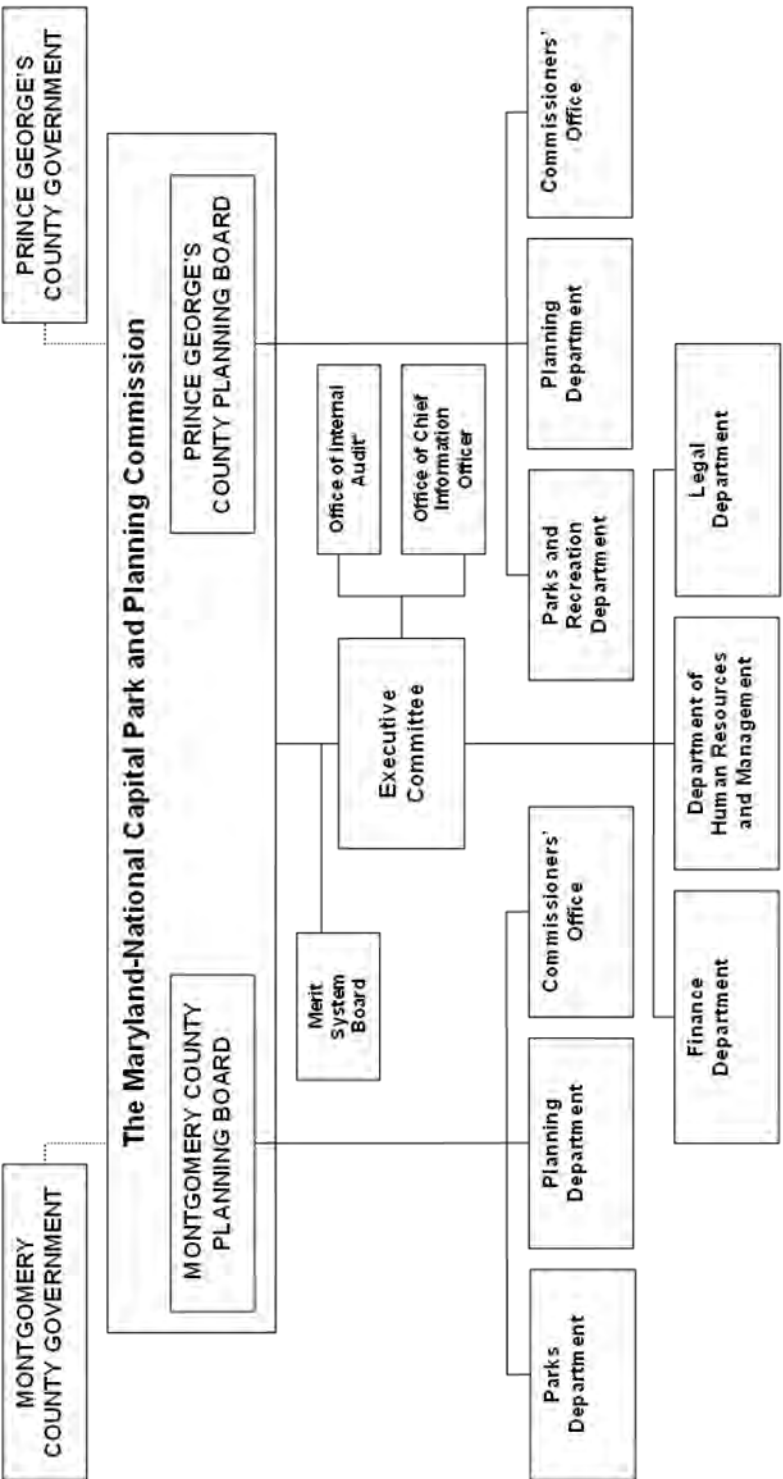
**July 1, 2016**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Maryland-National Capital Parks and Planning Commission for its annual budget for the fiscal year beginning July 1, 2016. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operating guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

# THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION



\*Office of Internal Audit reports to Chair and Vice Chair of the Commission and the Audit Committee



**The Maryland-National Capital Park and Planning Commission  
Proposed Annual Budget Fiscal Year 2018  
Montgomery County**

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**MONTGOMERY COUNTY PLANNING BOARD**  
THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

OFFICE OF THE CHAIR

January 13, 2017

The Honorable Isiah Leggett  
Montgomery County Executive  
Executive Office Building  
101 Monroe Street  
Rockville, MD 20850

The Honorable Roger Berliner  
President, Montgomery County Council  
Stella B. Werner Council Office Building  
100 Maryland Avenue  
Rockville, MD 20850

Dear Mr. Leggett and Mr. Berliner:

Pursuant to §18-104 of the Land Use Article of the Annotated Code of Maryland, the Montgomery County Planning Board is pleased to transmit the FY18 Proposed Budget for the operations of the Maryland-National Capital Park and Planning Commission in Montgomery County. This comprehensive document is presented at the budget appropriate departmental and divisional levels, including lists of the programs and services provided by each division.

Only after the proposed budget had been completed and submitted for Commission approval, did we become aware of the budget direction provided to the County's internal departments and agencies. Our budget development and submission calendar did not allow for consideration of this information, and therefore this document is submitted as proposed.

Although we have proposed increases where needed to address critical needs, we fully understand the ongoing economic challenges and will work with the Council and Executive to incorporate adjustments as needed.

### **On-going Service Provision**

The Commission's primary mission remains unchanged: providing clean and safe parks, and delivering a timely, comprehensive development review program, key master plans, and other critical planning programs which drive economic development. It is our goal to continue to give our customers/residents excellent service. We are proud to have been awarded the National Gold Medal Award for excellence in Parks and Recreation Management in 2015. This is the sixth time we have been so recognized by the American Academy for Park and Recreation Administration in partnership with the National Recreation and Park Association.

Cognizant of the limited resources available, we will continue to work with the County to reach an appropriate balance with service delivery demands. The FY18 Proposed Budget focuses on maintaining service levels, responding to federal/state/local mandates, and addressing a limited number of critical needs. The FY18 Proposed Budget includes increases related to necessary planning studies, legislative mandates (which include a phased in increase of the minimum wage), and operating costs of new parks.

The FY18 proposed tax-supported operating budget is \$137.6 million. This is \$8.9 million more than the FY17 adopted budget, a 6.9 percent change, reflecting the critical needs requests. The total



proposed budget, including Enterprise operations, Property Management, Park Debt Service and Special Revenue funds, is \$160.4 million, an increase of \$9.8 million or 6.5 percent from the FY17 adopted budget.

**Summary of FY18 Proposed Operating Budget Expenditures  
(net reserves, ALARF, Internal Service Funds, and Capital Projects Funds)**

	FY17 Adopted	FY18 Proposed	\$ Change	% Change
<b>Montgomery Funds</b>				
Administration (1)	\$ 30,464,202	\$ 31,643,571	\$ 1,179,369	3.9%
Park (2)	96,367,494	104,023,649	7,656,155	7.9%
ALA Debt	1,865,573	1,950,000	84,427	4.5%
<b>Subtotal Tax Supported</b>	<b>128,697,269</b>	<b>137,617,220</b>	<b>8,919,951</b>	<b>6.9%</b>
Enterprise (3)	10,012,147	10,347,797	335,650	3.4%
Property Management	1,319,000	1,311,100	(7,900)	-0.6%
Special Revenue	5,751,622	5,634,625	(116,997)	-2.0%
Park Debt	4,846,969	5,511,210	664,241	13.7%
<b>Total Montgomery</b>	<b>\$ 150,627,007</b>	<b>\$ 160,421,952</b>	<b>\$ 9,794,945</b>	<b>6.5%</b>

(1) Includes transfer to Special Revenue

(2) Includes transfer to Park Debt Service and Capital Projects

(3) Includes transfer to Capital Projects

Although fiscal challenges remain at all levels of government, including the Commission, there are several positive indicators. For FY18, assessable base is projected to grow at a rate of about 4.26 percent. The Economic and Revenue Update from the Montgomery County Department of Finance released in December 2016 shows a drop in unemployment from 4.0 percent in October 2015 to 3.4 percent in October 2016, an increase in resident employment, and an estimated 4.6 percent increase in wage and salary income for 2016. This follows an increase of 4.8 percent in 2015, and a 6.4 percent increase in existing home sales after increasing 11.1 percent in 2015.

These positive indicators are welcome after the declines experienced in recent years, but at the same time do not mean that the Commission is relieved of fiscal stress. Costs continue to grow at higher rates than the revenues that support them. Secondly, National Pollutant Discharge Elimination System (NPDES) and American with Disabilities Act (ADA) mandates and Operating Budget Impacts (OBI) from previously approved CIP projects impact the base budget. Maintenance needs are more expensive to address the longer they are deferred. With property tax revenue making up more than 94 percent of operating revenues, growth, although modest, means the Commission must manage its resources carefully to sustain a stable financial position.

The following table begins with our FY17 adopted budget total and adds each of the elements that make up the proposed General Fund increase, totaling 7.0 percent.



**M-NCPPC**  
**Summary of FY18 Proposed Budget Major Changes**  
**Montgomery County General Fund Accounts**  
**Administration and Park Funds (excludes property management and reserves)**

	<b>Budget Amount</b>	<b>% Change</b>
<b>FY 17 Adopted Budget</b>	<b>\$ 126,831,696</b>	
<i><b>FY18 Major Changes- increase (decrease)</b></i>		
<b><u>Major Personnel Cost Changes</u></b>		
OPEB Paygo and prefunding	(81,746)	
Health Insurance	55,763	
Pension (ERS)	2,120,050	
Employee Compensation Marker	1,975,067	
Reclassification Marker	820,301	
<b>Subtotal Major Personnel Changes</b>	<b>4,889,435</b>	<b>3.9%</b>
<b><u>Major Non-Personnel Cost Changes</u></b>		
Debt Service	664,241	
Park- NPDES	549,349	
OBI	109,541	
Investment in Critical Needs	1,612,879	
Operating Major Known Commitments	1,010,079	
<b>Subtotal FY18 Major NonPersonnel Changes</b>	<b>3,946,089</b>	<b>3.1%</b>
<b>Total Dollar Change for Major Changes</b>	<b>8,835,524</b>	<b>7.0%</b>
<b>TOTAL FY18 Proposed Budget</b>	<b>\$ 135,667,220</b>	<b>7.0%</b>

**OVERVIEW OF BUDGET DEVELOPMENT AND ASSUMPTIONS**

The Commission is putting forth a budget for FY18 that includes increases for major known commitments and investments in critical needs, and seeks to continue to rebuild service levels.

The Proposed Budget includes the following major known commitments for personnel costs in FY18:

- Medical insurance and benefit costs;
- Full funding of OPEB PayGo and Pre-Funding as determined by the actuarial study;
- Full funding of pension contribution as determined by the actuarial study; and
- Dollar markers to adjust employee compensation/reclassification.

In past years, the Commission has taken a number of difficult steps to reduce costs in order to enable delivery of services. These steps included renegotiating union contracts, keeping wages flat from FY11 through FY13, implementing retirement incentive plans, and redesigning medical and



pension plans, while continuing to ask our employees to share more of the cost. We continue to reap the benefits of these actions, especially in the health benefits area.

As shown in the following table, personnel expenses reflect an increase of \$4.89 million.

The compensation marker represents the largest cost increase, followed by the increased cost for pension.

The net change for total Other Post-Employment Benefits (OPEB) costs is \$81,746, a decrease of 1.3 percent.

Total OPEB funding is \$6.38 million. OPEB is shown in Non-Departmental accounts in individual funds rather than being allocated to each department.

As determined by the actuary, pension costs will increase by 25.5 percent in FY18, representing a cost of \$2.12 million over the FY17 budget. Having decreased by a similar percentage in FY17, this increase is due to an updated actuarial assumption review from this past spring, which showed that our retirees are living longer, thereby impacting the pension plan. Health benefit costs are projected to increase by 0.4 percent, resulting in a minor cost increase of \$55,763 from the FY17 Budget.

As for employee compensation, the budget includes a dollar marker of \$1.98 million. We are in full contract negotiations with the FOP and are in a wage reopener with MCGEO for FY18, the results of which will be presented for approval at the Joint County Council Meeting in May 2017. Also included is \$820 thousand for possible reclassification adjustments based on the multi-year classification study that is under way.

### Investing to Meet Critical Equipment, Maintenance, and Essential Service Needs

Included in the funding levels of the Administration Fund and Park Fund is a funding request of approximately \$1.6 million to address critical maintenance, equipment, and essential service needs.

		<b>FY18 Proposed Budget</b>			
		<b>Summary of Changes in Major Personnel Costs</b>			
		<b>Montgomery County Administration Fund and Park Fund</b>			
		<b>FY17</b>	<b>FY18</b>	<b>\$</b>	<b>%</b>
		<b>Adopted</b>	<b>Proposed</b>	<b>Change</b>	<b>Change</b>
<b>OPEB</b>					
	OPEB Paygo & Prefunding	\$ 6,464,146	\$ 6,382,400	\$ (81,746)	-1.3%
<b>Pension (ERS)</b>					
	Pension (ERS)	8,298,478	10,418,528	2,120,050	25.5%
<b>Health and Benefits(1)</b>					
	Employee Health Benefits	13,560,274	13,616,037	55,763	0.4%
<b>Subtotal Personnel Costs</b>		<b>\$ 28,322,898</b>	<b>\$ 30,416,965</b>	<b>\$ 2,094,067</b>	<b>7.4%</b>
<b>Employee Compensation</b>					
	Marker for Changes to Employee Comp.		1,975,067	1,975,067	
	Marker for Possible Reclassifications		820,301	820,301	
<b>Total Major Personnel Costs</b>				<b>\$ 4,889,435</b>	

(1) Health and Benefits includes medical insurances (health, dental, vision, prescription), long-term disability, accidental death and dismemberment, and life insurance.



Each department's budget sections provide detailed information on how this increased investment is proposed to be used. The following is a summary of the requests by department.

Fund	Department	Essential Needs	
		Investment	Amount
Administration	Planning	\$	73,000
Administration	Commissioners' Office		-
Administration	DHRM		63,657
Administration	Legal		35,012
Administration	Finance		27,944
Administration	Internal Audit		8,650
Park	Parks		1,404,616
<b>Total</b>		<b>\$</b>	<b>1,612,879</b>

### Summary of FY18 Proposed Budgets for General Fund

The following table provides a comparative summary of the FY18 proposed budget to the FY17 adopted budget for the General Fund. Specific changes in each of the departments are explained in full detail in the Department sections of the Budget Book.

**M-NCPPC**  
**Summary of FY18 Proposed Budget General Fund Accounts**  
**By Fund by Department (excludes reserves)**

	FY17 Adopted	FY18 Proposed	\$ Change	% Change
<b>Montgomery</b>				
<b>Administration Fund</b>				
Commissioners' Office	\$ 1,193,633	\$ 1,176,198	\$ (17,435)	-1.5%
Planning Department Operating	19,555,706	19,628,945	73,239	0.4%
CAS	7,556,907	7,925,370	368,463	4.9%
Transfer to Development Review	500,000	500,000	-	0.0%
Grants	150,000	150,000	-	0.0%
Non-Departmental (1)	1,507,956	2,263,058	755,102	50.1%
<b>Subtotal Admin Fund</b>	<b>30,464,202</b>	<b>31,643,571</b>	<b>1,179,369</b>	<b>3.9%</b>
<b>Park Fund</b>				
Park Department Operating	85,776,435	90,839,427	5,062,992	5.9%
Transfer to Debt Service	4,846,969	5,511,210	664,241	13.7%
Transfer to Capital Projects	350,000	350,000	-	0.0%
Grants	400,000	400,000	-	0.0%
Non-Departmental (1)	4,994,090	6,923,012	1,928,922	38.6%
<b>Subtotal Park Operating</b>	<b>96,367,494</b>	<b>104,023,649</b>	<b>7,656,155</b>	<b>7.9%</b>
<b>Montgomery Operating Subtotal</b>	<b>126,831,696</b>	<b>135,667,220</b>	<b>8,835,524</b>	<b>7.0%</b>
Property Management	1,319,000	1,311,100	(7,900)	-0.6%
<b>Montgomery General Fund Total</b>	<b>\$ 128,150,696</b>	<b>\$ 136,978,320</b>	<b>\$ 8,827,624</b>	<b>6.9%</b>

(1) Non-Departmental for FY17 Adopted includes OPEB prefunding and OPEB paygo. For FY18 Non-Departmental includes OPEB prefunding and OPEB paygo, and a budget marker for compensation adjustments.



## **PROGRAM HIGHLIGHTS**

We are committed to a FY18 work program that helps achieve our goal of maintaining Montgomery County as one of the nation's best places to live. Below are some highlights of the program budget focus in each of the departments. A more detailed discussion of department budgets is provided in each Department's section of the Budget Book.

### **Parks Department**

The Department of Parks will focus on delivering core services to properly operate, maintain and protect our park system.

The Commission continues to develop and maintain one of the largest and most diverse park systems in the nation with over 36,000 acres in 418 parks. Montgomery Parks has balanced the dual roles of providing developed parkland for active and passive recreational opportunities that promote healthy, active life styles, and serving as stewards and interpreters of Montgomery County's natural and cultural resources by conserving parkland. From playgrounds and sports fields to park benches and trails, parks offer opportunities for people of all ages to communicate, compete, interact, learn and grow. Proximity to parks has been shown to increase property values.

Montgomery Parks seeks to provide quality recreational and educational opportunities through its operation, construction, development, and maintenance of a wide variety of facilities to meet the varied needs and interests of the County's residents. Montgomery Parks' Vision 2030 plan, prepared together with the County's Department of Recreation, is a comprehensive planning effort to develop long range plans and serves as a guide for future park development and resource protection to better address changing needs and growth forecasts through 2030.

The Department's FY18 budget includes increases for:

- Compensation adjustments;
- Unfunded Operating Budget Obligations, including Operating Budget Impacts from Capital Improvement Projects;
- Known operating commitments;
- Debt service on general obligation park bonds, capital equipment, and Commission-wide information technology initiatives; and
- National Pollutant Discharge Elimination System (NPDES) mandates.

In addition, the FY18 budget includes funding to address identified deficiencies in our work program as well as emerging trends aimed at meeting the future needs of the department such as:

- Activating Urban Parks;
- Cultivating the Next Generation of Park Leaders and Workers;
- Enhancing and Expanding the Trail System;
- Improving Quality and Playability of Ballfields;
- Maximizing Operational Efficiency and Reliability;
- Meeting Legislative Mandates;
- Enterprise Operations.



Together, we have created a highly popular, valued, and nationally-recognized park system. Our entire team remains committed to honoring our core vision to provide "...an enjoyable, accessible, safe, and green park system that promotes a strong sense of community through shared spaces and experiences and is treasured by the people it serves." We will continue to aggressively seek new funding opportunities and to improve work program efficiencies. We remain committed to forming viable partnerships and strong relationships with our stakeholders and within our communities.

The FY18 budget request will enable us to continue to provide safe, clean parks, keep our programs and facilities accessible and affordable, and maintain the quality of life for which Montgomery County is renowned.

### **Planning Department**

The Planning Department continues to deliver its core services to improve the quality of life in Montgomery County by conserving and enhancing both natural and man-made environments for current and future generations. Central to this role, the Department develops master plans, reviews development applications, and researches, analyzes and presents information to the community and public officials to aid in planning for Montgomery County's future.

In addition to the FY18 work plan that is detailed in the Department's budget section, the following critical needs are proposed:

- One-Time projects:
  - Assessment/research for a Future General Plan Update
  - The Missing Middle – Design and Economics Study
  - New Roadway Functional Classification System
  - Integrated Multi-Modal GIS Network
  - Agri-Tourism Study
  - University of Maryland's National Center for Smart Growth partnership for assistance for the assessment/research for a future General Plan Update, Bikeways Plan Update/Monitoring, and Makeover Montgomery 4 Conference
  - M-NCPPC 90<sup>th</sup> Anniversary Celebration
  - Transportation and Design Studies – Gaithersburg East Master Plan
  - Traffic Generation from Mixed-Use Development Projects Study
  - Tools and Analyses for Increased Biennial Transportation Monitoring
  - Transportation Analysis Supporting Bicycling Planning (every two years)
- On-going project:
  - Placemaking Initiatives



## **Central Administrative Services (CAS)**

For FY18, CAS Departments' work priorities will center on continuing to meet the needs of the operating departments. Critical needs are proposed as follows:

- DHRM:
  - One career position to lead mandatory training and leadership training;
  - One term contract position in HR to address the seasonal workforce workload;
  - Restoration of one workyear in the HR Director's Office.
- Finance Department: Increased funding for ERP Support consulting; and to move the ERP to Cloud Services.
- Legal Department: Restoration of funding for a Case Coordinator.
- Office of Internal Audit: A part-time seasonal administrative position.

## **Commissioners' Office**

The role of the Commissioners' Office staff is to support the Chair and Planning Board in the performance of their official duties, serve as the point of contact for meeting related issues, and coordinate prompt responses to issues and inquiries from agencies and the general public. This also includes preparing and web posting the Board's meeting agenda; producing and preserving records of official Board proceedings; and managing correspondence between the Board and other agencies and the public.

In addition to known operating commitments, the FY18 Proposed Budget for the Commissioners' Office includes some minor operating increases.

## **Capital Budget**

This transmittal also includes the Capital Budget (the second year of the six year Capital Improvements Program (CIP), since the County adopts the CIP every other year). Highlights of this budget can be found within the Department of Parks detail pages.

## **TAX RATES AND LONG-TERM FISCAL SUSTAINABILITY**

Beyond meeting the immediate FY18 challenges, the Commission continues to strive for long-term fiscal sustainability. Property taxes comprise more than 94 percent of operating revenue in the tax-supported funds. The Commission, in proposing this budget, is requesting a change in the property tax rates for both the Administration and the Park Funds. The requested increase in the real property tax rate is 0.02 cent for the Administration Fund and 0.15 cent for the Park Fund. At this level, the total tax rate is still below what it was in FY07.

The FY18 Proposed Budget requests a total tax rate for property tax supported funds of 7.45 cents real property and 18.63 cents personal property. The breakdown by fund is as follows:

- Administration Fund: 1.72 cents real and 4.30 cents personal;
- Park Fund: 5.63 cents real and 14.30 cents personal; and
- Advanced Land Acquisition Fund: 0.10 cents real and 0.25 cents personal.



At these tax rates, the Commission will have sufficient property tax revenues to meet the FY18 proposed expenditures and reserve requirements for the Administration and Park Funds provided the tax increase is approved.

MONTGOMERY COUNTY PROPERTY TAX RATES (Cents per \$100 of assessed value)												
FUNDS	ACTUAL FY07	ACTUAL FY08	ACTUAL FY09	ACTUAL FY10	ACTUAL FY11	ACTUAL FY12	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15	ADOPTED FY16	ADOPTED FY17	PROPOSED FY18
<b>Administration Fund</b>												
Real	2.00	1.90	1.90	1.80	1.50	1.70	1.80	1.80	1.70	1.80	1.70	1.72
Personal	5.00	4.70	4.70	4.50	3.80	4.30	4.50	4.50	4.25	4.50	4.25	4.30
<b>Park Fund</b>												
Real	5.70	5.80	5.30	5.00	4.50	4.80	5.40	5.30	5.60	5.52	5.48	5.63
Personal	14.30	14.50	13.20	12.50	11.20	12.00	13.50	13.25	14.00	13.80	13.70	14.08
<b>Advance Land Acquisition Fund</b>												
Real	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Personal	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.25	0.25	0.25	0.25	0.25
<b>Total Tax Rates (Cents)</b>												
Real	7.80	7.80	7.30	6.90	6.10	6.60	7.30	7.20	7.40	7.42	7.28	7.45
Personal	19.60	19.50	18.20	17.30	15.30	16.60	18.30	18.00	18.50	18.55	18.20	18.63

## CONCLUSION

The Proposed 2018 Budget is respectfully submitted for your consideration. In this document, we are proposing a budget that not only moves us forward incrementally, but allows us to address several critical needs and previously scaled back parks maintenance. We continue to explore potential collaborative efforts across departments and counties in our effort to provide efficient, effective quality service, while maintaining our fiscal responsibility and commitment to the community we serve.

We continue to strive to find new ways to save taxpayer dollars while providing quality service and achieving progress in our many areas of focus. We look forward to working with you and your staffs on this budget. Working together, we will do everything in our power to ensure that taxpayer dollars are invested wisely in our collective future.

Respectfully Submitted,



Casey Anderson  
 Chair

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# TABLE OF CONTENTS

	<b>Page</b>
<b>CHAIR'S MESSAGE</b> .....	i
<b>TABLE OF CONTENTS</b> .....	xi
<b>OVERVIEW</b>	
Budget Guide .....	3
Background .....	10
Policies .....	15
Budget Issues.....	20
Fiscal and Budget Summary Schedules .....	26
Commission Summary by County and Fund Type.....	27
Commission Summary of Fund Balances/Net Position .....	28
Fund Summary by Department and by Division .....	29
Revenue and Expenditure Charts .....	31
Expenditure Summary by Major Object.....	32
Budget Presentation in County Council Resolution Format .....	34
Governmental Funds Summary .....	36
Fund Balance and Revenue/Expenditure Graphs.....	37
CAS Summary by County .....	38
Fund Schedules.....	40
Tax Rates and Assessable Base .....	54
Summary of Positions and Workyears .....	55
<b>COMMISSIONERS' OFFICE AND CENTRAL ADMINISTRATIVE SERVICES (CAS)</b>	
Montgomery County Commissioners' Office.....	58
CAS Overview .....	62
Department of Human Resources and Management.....	67
Finance Department.....	80
Legal Department .....	87
Office of Internal Audit .....	91
Merit System Board .....	94
CAS Support Services .....	97
Departmental Summaries.....	99
Non-Departmental, Other and Transfers .....	106
<b>MONTGOMERY COUNTY PLANNING DEPARTMENT</b>	
Executive Overview.....	109
Division Budgets	
Director's Office.....	133
Management Services .....	136
Information Technology and Innovation.....	140
Research and Special Projects .....	144
Area 1 .....	148
Area 2 .....	151
Area 3 .....	154



# TABLE OF CONTENTS

Development Applications and Regulatory Coordination .....	157
Functional Planning and Policy .....	160
Support Services .....	165
Divisional Summaries.....	166

## **MONTGOMERY COUNTY DEPARTMENT OF PARKS (Park and Other Funds)**

Introduction .....	172
Executive Overview .....	175
Division Budgets	
Director's Office .....	190
Management Services .....	193
Information Technology and Innovation.....	198
Park Development.....	203
Park Planning and Stewardship.....	207
Public Affairs and Community Partnerships.....	213
Park Police.....	218
Horticulture, Forestry and Environmental Education .....	221
Facilities Management.....	228
Northern Parks .....	233
Southern Parks .....	238
Support Services .....	244
Property Management.....	245
Non-Departmental, Other and Transfers .....	247
Divisional Summaries .....	248
Enterprise Operations.....	254
Capital Improvement Program.....	278
Capital Projects Fund .....	281

## **OTHER FUNDS**

Special Revenue Funds .....	284
Advance Land Acquisition Funds.....	300
Park Debt Service Fund .....	303
Internal Service Funds	
Risk Management Fund.....	307
Capital Equipment Fund .....	311
Commission-wide CIO & IT Initiatives Fund.....	313
Commission-wide Executive Office Building Fund.....	316
Commission-wide Group Insurance Fund .....	320

## **APPENDICES**

Glossary .....	324
Acronyms .....	329
Historical Data.....	332
Pay Schedules .....	340

# Overview

**OVERVIEW**

Budget Guide ..... 3  
Background ..... 10  
Policies ..... 15  
Budget Issues..... 20  
Fiscal and Budget Summary Schedules ..... 26  
    Commission Summary by County and Fund Type ..... 27  
    Commission Summary of Fund Balances/Net Position ..... 28  
    Fund Summary by Department and by Division ..... 29  
    Revenue and Expenditure Charts ..... 31  
    Expenditure Summary by Major Object..... 32  
    Budget Presentation in County Council Resolution Format ..... 34  
    Governmental Funds Summary ..... 36  
    Fund Balance and Revenue/Expenditure Graphs ..... 37  
    CAS Summary by County ..... 38  
    Fund Schedules..... 40  
    Tax Rates and Assessable Base ..... 54  
    Summary of Positions and Workyears ..... 55



One  
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Mission

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- **A Leader in Managing Public Resources and Delivering Quality Customer-Focused Services**

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- **Manage physical growth and plan communities**
  - **Protect and steward natural, cultural and historic resources**
  - **Provide leisure and recreational experiences**
- 

Strategic  
Focus

- **Mission-driven Core Services:** Delivery of quality, high performance programs and services directly related to the statutory mandates of the Land Use Article.
  - **Revenue Diversification:** Outreach for additional funding sources such as public/private partnerships and grants to diversify revenue sources and reduce reliance on the property taxes as a source of funds; development of fee structure for services and programs with an overall goal of covering cost but also recognizing equity and ability to pay realities; encouraging active volunteer participation to augment programs, services and service delivery.
  - **Customer Focused Programs:** Maintain on-going communication with users, key stakeholders and funders to determine needs, service performance and receive feedback. Use this information to help develop programs, facilities and services.
  - **Management and Employee Accountability:** Establish clear lines of accountability at all levels of the Commission that customers are a priority, innovation is promoted, service capacities are continuously developing and productivity is constantly improving.
  - **Contemporary Technologies:** Facilitate programs and services by advanced information technologies improving the flow of information and access to services by customers and stakeholders.
  - **Prioritized Capital Improvement Program:** Manage and direct the Commission's capital program in a method that permits the operating budget to absorb the impact of implementing new programs, facilities and services.
  - **Performance Measurement: Promote greater** efficiency, increase fiscal responsibility and meet customer and stakeholder expectation through a performance measurement system that reports and produces information to plan, monitor, evaluate, and adjust programs and services.
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# Montgomery County Overview - Budget Guide

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## BUDGET GUIDE

The Commission generates two budget documents annually – one for Montgomery County and one for Prince George’s County. Each budget document contains detailed information on the proposed operating budget and summary information on the Commission’s proposed capital budget and capital improvement program (CIP).

The Commission’s budget is adopted and managed by Fund, Department, and Division. Accordingly, the Budget Book is primarily organized by fund, department and division to clearly and consistently show the planned use of resources in a standard layout across the multiple service areas in Montgomery County, Prince George’s County, and Central Administrative Services.

## BUDGET STRUCTURE AND CONTENT

The Budget Book is structured for the reader with each section first providing higher level information followed by the supporting and more detailed information. The **Overview, Fiscal and Budget Summary Schedules** sections of the Book are intended to provide the reader “the big picture” of the Commission and information on the budget as a fiscal plan. The **Department Budget Pages** are intended to present the budget as an operations and policy guide and provide the reader more targeted information about specific departments, the services they provide, and the resources needed to deliver services.

The Budget Book begins with a **Transmittal Letter** from the Planning Board Chair to the County Executive and Council Chair. The letter provides background information, summarizes the budget request, and highlights pressing issues. It establishes the framework and context under which each department’s budget should be considered.

This section is followed by the **Overview Section**, which is made up of four subsections:

- Budget Guide
- Background and Policies
- Budget Issues
- Fiscal and Budget Summary Schedules

The **Budget Guide** introduces the structure and content of the budget book, explains the basis of accounting and budgeting, and also provides a brief description of the budgetary process and timeline.

**Background and Policies** provide the following information:

- Historic, geographic, and demographic information on the County.
- Discussion of how the Commission defines and serves its customers.
- The Commission’s fiscal policies and fund structure.
- The Commission’s process for preparing long-range fiscal projections.
- The Commission’s performance measurement initiatives.

The next subsection is **Budget Issues**, which discusses significant revenue and expenditure issues that impact both the FY18 budget and the Commission’s long-term fiscal outlook. It takes a more in-depth look at various factors shaping the proposed budget’s development. For example, although the process is different, both counties develop spending affordability guidelines that impact the Commission.



# Montgomery County

## Overview - Budget Guide

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The final summary subsection of the Overview is the **Fiscal and Budget Summary Schedules**. The Fiscal and Budget Summary Schedules are intended to provide the reader summary level information about the budget as a fiscal plan for the coming year. Included in this section are a series of schedules and charts detailing the financial aspects of the proposed budget. The following schedules and charts for the Proposed Budget Fiscal Year 2018 are included:

- Commission Summary of FY18 Proposed Budget by County and Fund Type;
- Commission Summary of Changes in Actual Fund Balance/Net Position for FY16 and Budgeted Use of Fund Balance/Net Position for FY17 and FY18;
- Montgomery County FY18 Proposed Budget Summary by Fund Summary by Department by Division;
- Montgomery County FY18 Proposed Budget Revenue Sources (Percent of Total by Type) Operating Funds Total \$164,669,336;
- Montgomery County FY18 Proposed Budget Funds Required (Percent of Total by Function) Operating Funds Total \$164,301,152;
- Montgomery County FY18 Proposed Budget Expenditure Summary by Major Object;
- Montgomery County FY18 Proposed Budget Summary of Funds Required (Percent of Total by Major Object) Total Operating Funds \$164,301,152;
- Montgomery County Budget Presentation in County Council Resolution Format and Groupings;
- Montgomery County Governmental Funds Summary of Revenues, Expenditures, and Changes in Fund Balance;
- Montgomery County Ending Fund Balance General Fund Accounts FY09 Actual to FY18 Proposed;
- Montgomery County Revenues and Expenditures General Fund Accounts FY09 Actual to FY18 Proposed;
- Central Administrative Services Budget Summary Expenditures by County, by Department and by Object;
- Montgomery County Administration Fund Summary of Revenues, Expenditures, and Changes in Fund Balance;
- Montgomery County Park Fund Summary of Revenues, Expenditures, and Changes in Fund Balance;
- Montgomery County Property Management Subfund Summary of Revenues, Expenditures, and Changes in Fund Balance;
- Montgomery County Advance Land Acquisition Debt Service Fund Summary of Revenues, Expenditures, and Changes in Fund Balance;
- Montgomery County Advance Land Acquisition Revolving Fund Summary of Revenues, Expenditures, and Changes in Fund Net Position;
- Montgomery County Park Debt Service Fund Summary of Revenues, Expenditures, and Changes in Fund Balance;
- Montgomery County Capital Projects Fund Summary of Revenues, Expenditures, and Changes in Fund Balance;
- Montgomery County Special Revenue Funds Summary of Revenues, Expenditures, and Changes in Fund Balance;
- Montgomery County Enterprise Fund Summary of Revenues, Expenses, and Changes in Fund Net Position;
- Montgomery County Risk Management Internal Service Fund Summary of Revenues, Expenses, and Changes in Fund Net Position;



# Montgomery County Overview - Budget Guide

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- Montgomery County Capital Equipment Internal Service Fund Summary of Revenues, Expenses, and Changes in Fund Net Position;
- Montgomery County Commission-wide CIO and IT Initiatives Internal Service Fund Summary of Revenues, Expenses, and Changes in Fund Net Position;
- Commission-wide Executive Office Building Summary of Revenues, Expenses, and Changes in Fund Net Position;
- Commission-wide Group Health Insurance Internal Service Fund Summary of Revenues, Expenses, and Changes in Fund Net Position;
- Montgomery County Tax Rates and Assessable Bases;
- Montgomery County Positions/Workyears Summary by Fund

## Department Budget Section

This section of the Budget Book provides specific information about each department and division to help the reader understand the budget as an operations guide and policy guide.

The Department sections are comprised of:

- The Commissioners' Office
- Central Administrative Services (CAS):
  - Department of Human Resources and Management
  - Department of Finance
  - Legal Department
  - Office of Internal Audit
  - Merit System Board
  - CAS Support Services
- Planning Department
- Department of Parks

To the extent possible, departments are grouped by Fund. In Montgomery County, for example, the three component units of the Administration Fund – the Commissioners' Office, CAS and the Planning Department are presented first. The Department of Parks section includes the Park Fund, Enterprise Fund and Property Management subfund, a brief discussion of the capital improvement program and the Capital Projects Fund.

Department budget sections are organized at two levels: department summary level and division detail level. The same basic budget information is reported for both levels. The department level is intended to provide the reader a high level overview of what services the department provides and the budget for those services. The division level reports the same information types, but focuses on the services provided by just that division. Not all departments have division level budgets. The basic information included in each level is outlined below.

- An **Organization Chart** that illustrates the structure of the department or division;
- An **Overview**, department or division as is appropriate, that describes the department or division, how it is organized and how it serves its customers.
- A **Mission** or purpose statement;
- A list of the **Services and Programs Provided** and, where appropriate, a description;
- **Accomplishments** attained during the prior fiscal year and fiscal year to date;
- **Goals and Performance Measures**, actual and planned, for the budget year. This information is provided in multiple formats including narrative description, tables, and charts;





# Montgomery County

## Overview - Budget Guide

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- Summary budget information at two levels: department level and division level. Department level information is labeled **Summary of Department Budget**, and Division level is referred to as **Budget at a Glance**. Summary information includes the total budgeted expenditures with year over year change from the prior year Adopted Budget, along with a staffing summary.
- Following each budget summary section is the **Highlights and Major Changes in the FY18 Proposed Budget**. This section points out significant changes in the budget and any additional information to help the reader understand major budget plans for the budget year.
- Special sections, as needed, are included in the department pages. These sections provide the reader a better understanding about a significant aspect of department operations. For example, the Planning Department's pages will include information about the planning work program.
- The last section for each department's budget pages provides detailed budget and position information. There is a **Summary of Division Budgets** that shows expenditure information by major object for the budget year and two previous years. This section is followed by **Summary of Positions and Workyears**, which shows detailed staffing information by position type for the budget year and two previous years.

### Other Funds

The Budget Book also provides information on funds that are not included in the department section of the Proposed Budget Book. These are referred to as Other Funds and include the following:

- **Special Revenue Funds**
- **Advance Land Acquisition (ALA) Funds**
  - ALA Debt Fund
  - ALA Revolving Fund
- **Park Debt Service Fund**
- **Internal Service Funds**
  - Risk Management Fund
  - Capital Equipment Fund
  - Commission-wide CIO & IT Initiatives Fund
  - Commission-wide Executive Office Building Fund
  - Commission-wide Group Insurance Fund

There is an executive overview for each of the Other Funds explaining its structure and purpose, a budget overview identifying relevant information on the proposed budget, a summary table of revenues, expenditures, positions and workyears, and proposed budget year major changes, if any. The Special Revenue Fund also provides information by specific program.

This Other Funds Section can be found towards the end of the budget document.



# Montgomery County Overview - Budget Guide

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## Capital Improvement Program

Summary information regarding the CIP is provided in the operating budget books. In the Montgomery County document, the capital budget section includes a brief overview and highlights. The Capital Projects Fund, representing the capital budget, or first year of the CIP, is included in this section. The Commission does not publish a separate document for the Capital Budget and CIP. Readers interested in project description detail for individual projects should consult the capital budget documents prepared by the respective County governments. They are generally published by March 15<sup>th</sup> by both the Montgomery and Prince George's County governments.

## Appendices

The final section of the Budget Book provides a glossary of relevant budget terms, other information helpful to understand and interpret the budget, as well as selected historical data and position pay schedule information.

## BUDGETARY BASIS

### Basis of Accounting

The General, Debt Service, Special Revenue, and Capital Projects Funds are maintained on the current financial resources measurement focus and the modified accrual basis of accounting under Generally Accepted Accounting Principles (GAAP). Revenues and expenditures are recorded in the accounting period in which they become both available and measurable. Tax revenues which are recognized when they have been levied are due on or before June of each year, and collection is expected within 60 days thereafter. All other revenue sources are recorded on the accrual basis of accounting. Expenditures are generally recorded as the liabilities are incurred. The exception to the rule is that principal and interest on general long-term debt are considered expenditures when due. All proprietary funds (Enterprise and Internal Service) are maintained on the accrual basis of accounting under which revenues are recorded when earned and expenses are recorded when incurred.

### Basis of Budgeting

The Commission maintains budgetary controls to ensure compliance with legal provisions embodied in the annual budget approved by the Montgomery and Prince George's County governments, and in the Land Use Article of the Annotated Code of Maryland. Formal budgetary integration is employed as a management control device for the General Fund, the Special Revenue Funds, the Debt Service Fund, and the Capital Projects Fund. The budget for the General Fund is adopted on a basis consistent with GAAP except that encumbrances are treated as expenditures within the current fiscal year and inventories are treated as expenditures when purchased.

The Commission is authorized to transfer budget appropriations of up to 10 percent for each account, project, department or function as defined in the approved budget, but may not alter total expenditure authority without approval of the respective County Council through a budget amendment. Budgets may be amended by Resolution by the respective County Council on its initiative, or at the request of the Commission, and only after receipt of recommendations from the County Executive and public hearings.

The Commission's expenditures may not exceed the total approved budget for its General Fund and Special Revenue Funds without prior approval. Unencumbered expenditure authority for the General Fund, Special Revenue Funds, and the Debt Service Fund lapses at the end of the fiscal year and is rolled into the next year's fund balance. Capital project appropriations do not lapse until the project is completed.



# Montgomery County Overview - Budget Guide

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The budget plan for the proprietary funds serves as a guide to the Commission and is not a legally binding limitation. Facilities in the Enterprise Funds must be able to respond to consumer demand; the Commission's enabling legislation does not require strict expenditure limitation, but requires that increasing expenditures are offset by increasing revenues. For example, if increased participation in ice rinks generates more revenue, additional maintenance expenditures may be permitted to support greater attendance.

## **BUDGET PROCESS**

Budget development at the Commission is a collaborative, iterative effort that uses input from many sources. The process involves citizens, agency staff, and appointed and elected officials. The Corporate Budget Office of the Department of Human Resources and Management in Central Administrative Services coordinates the preparation, development, and monitoring of the operating budget in a cooperative and collaborative relationship with department management and budget staff.

Planning for the proposed budget begins in July. The Corporate Budget Office develops preliminary six-year projections including revenue projections for the next fiscal year after incorporating input from the Counties (Finance Department in Montgomery and Office of Management and Budget in Prince George's) and individual departments. Preliminary salary and benefits projections by position are prepared and distributed to each department. Budget guidelines, including major budget assumptions and other budget development information are then prepared and disseminated to each department. In autumn, a rigorous review period is conducted by the respective Planning Boards. The Boards review, modify, and approve each department's budget proposal typically by early December. At its December meeting, the Commission approves the proposed operating budget of the Commission for transmittal to the respective approving bodies.

On or before January 15, the Commission submits to the County Executive and County Council of each County the proposed annual operating budget for the respective accounts of the General Fund, Special Revenue Funds, and the Debt Service Fund and a budget plan for the respective Enterprise and Internal Service Funds. The budget of the Capital Projects Fund and six-year expenditure plan are submitted prior to November 1, every other year in Montgomery County as a biennial process. In Prince George's County the Capital Projects Fund and six-year expenditure plan are submitted by January 15. These budgets and plans include the means of financing them.

By March 1, the County Executive transmits the budget, with recommendations, to the County Council. The County Council and County budget staff review the budget and conduct at least one public hearing on the operating and capital budgets and plans. State law requires final adoption prior to the beginning of the new fiscal year on July 1.

The CAS budget and other issues common to both Counties must be jointly agreed to by the two Counties. If the two County Councils cannot agree on the proposed budget, the budget is approved as presented.





# Montgomery County Overview - Budget Guide

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## Development of the Operating Budget

• Staff Develops Budget Parameters	July to August 2016
• Budget Overview with Planning Board	September to November 2016
• Staff Develops Budget	September to November 2016
• Planning Board Work Sessions	September to December 2016
• Commission Approves Proposed Budget	December 21, 2016
• Staff Produce Proposed Budget Book	December 2016 to January 2017
• Submit Proposed Operating Budget to County Executive and County Council	January 15, 2017
• County Executive Makes Recommendations	January 15 to March 1, 2017
• County Council Holds Public Hearings	April 2017
• County Council Reviews Budget	April 2017
• County Councils Meet Jointly	May 2017
• County Councils Adopt Budget	By June 1, 2017
• Commission Adopts Budget Resolution	June 21, 2017



# Montgomery County Overview – Background

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## BACKGROUND

### AUTHORITY AND PURPOSE

The Maryland-National Capital Park and Planning Commission (M-NCPPC) was established by the Maryland General Assembly in 1927 to serve the bi-county area of Prince George's and Montgomery Counties. This area has a population of approximately 1.9 million citizens and extends over 1,000 square miles of Maryland, adjacent to the Nation's Capital. The purpose, powers and duties of the Commission are found in the Land Use Article of the Annotated Code of Maryland. Pursuant to this Article, the Commission is empowered to:

- Acquire, develop, maintain and administer a regional system of parks defined as the Metropolitan District;
- Prepare and administer a general plan for the physical development in the areas of the two Counties defined as the Regional District; and
- Conduct a comprehensive recreation program for Prince George's County.

The Commission is a nationally recognized planning, parks and recreation agency. M-NCPPC is the only six-time gold medal winner of the National Parks and Recreation Association Award for Excellence, and is one of 152 park or recreation entities to be accredited by the Commission for Accreditation of Park and Recreation Agencies (CAPRA).

### MONTGOMERY COUNTY PROFILE

Montgomery County was established by the State Convention in 1776; and from its establishment until 1948, the Montgomery County government functioned under the County Commission system. In 1948, the voters adopted a charter giving the county home rule and a council-manager form of government. In 1968, the voters approved a new charter providing for separate legislative and executive branches of government, with legislative power vested in an elected County Council and executive power in an elected County Executive. The new charter became effective with the election of the County Executive and County Council in November 1970. The Montgomery County Council is composed of nine members, four of whom are elected by all voters in the county (at large). The remaining five Council members are each elected from one of five Councilmanic districts.

Montgomery County contains 491 square miles (or 317,000 acres) of land area, with the Commission providing over 37,000 acres of parkland (over 10 percent of total acreage) within the County. Montgomery County lies in central Maryland west of the Fall Line, a geographic line of demarcation separating the upland plateau from the coastal plain, east of the Line. The topography of the upland plateau is rolling, with small hills. The County is bounded by the Potomac River to the west, Frederick County and Howard County to the north, Prince George's County to the east, and Fairfax County, Va. and Washington D. C. to the south.

### THE RESIDENTS WE SERVE

With an estimated population of 1,040,116 as of July 1, 2015, Montgomery County is the most populous county in Maryland. One of the County's greatest resources and strengths lies in the diversity of its population, according to census data compiled by the Commission's Research and Special Projects Division. According to most recent Census Bureau data, minorities comprise about half of the population; 19 percent of residents are Hispanic or Latino; 19.1 percent are black or African American; 15.4 percent are Asian; and 45.2 percent are non-Hispanic white. About 32.4



## Montgomery County Overview – Background

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percent are foreign born, compared to the state of Maryland which shows about 14.2 percent. According to the 2012 American Community Survey, of the population above age 5, over 39.3 percent speak a language other than English at home. This is substantially greater than it is statewide (16.9 percent).

Over the past four decades, the median age of the county's population has matured from 30 in 1970 to 38.5 in 2014 with the maturing of baby boomers and improving life expectancy of the U.S. population. About 23.4 percent of the population is under 18 years old and another 14 percent is age 65 or older. About 36 percent of households have school age children. Student enrollment in public grades K-12 was projected to be 156,692 during the school year 2015-2016. In Montgomery County, one of the most highly educated counties in the nation, over half of adults age 25 and over have at least a bachelor's degree. Less than 9 percent did not graduate from high school.

Based on the American Community Survey, the 2014 median household income is \$98,704 compared to the state median household income of \$74,149. The median value of owner occupied housing units between 2011 and 2015 in Montgomery County is \$454,700 compared to the state median of \$286,900.

### **CUSTOMER DEFINITION AND FOCUS**

It is important for the Commission to justify its operations based on the services it provides to its customers. We must clearly define our customer base, ascertain their needs and desires, and then communicate what services we can provide. The information that follows defines our customer base and explains the benefits of Commission programs and services.

A primary customer of the Commission is the County Council, who in their role, want to ensure that constituent needs for planning and park services are met. This customer relationship is a collaborative and ongoing relationship, where the Commission strives to be responsive to the Council and the Council strives to be responsive to its constituents. The service expectation relationship with the Council takes form in the Annual Budget and the Semi-Annual Report, both of which establish the Commission's work program. The Commission also maintains a customer relationship with other governmental units on a variety of issues, from renovating and maintaining athletic fields at some County schools to participating in the County's geographic information system consortium, to working with the Department of Public Works and Transportation on issues of road design and pedestrian safety.

Residents and visitors to Montgomery County, who actively use and enjoy our services, are primary Commission customers. Skating enthusiasts enjoy afternoons at Cabin John or Wheaton ice rinks; walkers, joggers, and bicyclists utilize our system of trails; people seek assistance in understanding the permitting process or with questions regarding new housing developments in their neighborhood.

The services provided by the Department of Parks and the Planning Department are vital to maintaining and enhancing the quality of life and economic vitality of the County. In this respect all the residents of, and visitors to, Montgomery County benefit from the services provided. Consider, for example, our stream valley parks. The Commission actively seeks to acquire land along County streams to serve as a buffer against development. This buffer serves to reduce the levels of pollution and sediment going into the stream, thus improving the water quality of the stream. Since citizens do not get their drinking water from streams, it may not sound important. However, these streams flow into rivers that a) supply the raw water that the Washington Suburban Sanitary Commission utilizes to provide potable water to citizens of both Montgomery and Prince George's





## Montgomery County Overview – Background

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Counties; or b) eventually flow into the Chesapeake Bay. Protecting our stream valleys and reducing the level of silt and pollution entering those waters is a major benefit to our communities and to society at large.

The Commission's reforestation efforts have had a major impact on air quality in the region. Consider the time and effort Commission planners spend reviewing requests for housing developments to ensure that they are not built on flood plains, or ground otherwise unsuitable for development; that they are spaced properly; that there are amenities such as adequate open space and sidewalks; and that existing and planned infrastructure can adequately support the development. When these factors are considered, it becomes clear that all the County's residents, visitors, and neighbors are customers of the Commission.

### ORGANIZATION

The Commission is a bi-county agency, serving Montgomery County and Prince George's County. It is empowered under State law to acquire, develop, maintain and administer a regional system of parks in a defined Metropolitan District, and to prepare and administer a general plan for the physical development of a defined Regional District. In Montgomery County, the boundaries of the Metropolitan and Regional Districts are coterminous and include the entire County except for the incorporated municipalities of Rockville, Gaithersburg, Barnesville, Brookeville, Laytonsville, Poolesville, and Washington Grove.

The Commission consists of ten members – five from each county. In Montgomery County, the five Commissioners are appointed by the County Council, subject to approval by the County Executive. A Commissioner from each county serves as chair and vice-chair of the Commission, and the chairmanship rotates annually between counties. Terms of office are staggered, and no more than three of the five Commissioners from either county can belong to the same political party.

The Commission coordinates and acts collectively on regional and administrative issues, and divides into the two respective County Planning Boards to conduct all other matters. Organizationally, there are seven departments. In Prince George's County, these are the Department of Planning and the Department of Parks and Recreation; in Montgomery County, these are the Department of Planning and the Department of Parks. The Human Resources and Management, Finance, and Legal departments comprise the Central Administrative Services (CAS) unit that supports operations in both counties along with the Office of Internal Audit, the Office of Chief Information Officer, and Merit System Board.

The budget for the CAS staff functions is divided between the two counties based on service levels where applicable. Other CAS services due to their nature are divided equally, such as the Merit System Board. The budget for CAS units must be approved jointly by both counties. If the two counties cannot reach agreement on the budget for Central Administrative Services, the budget, as proposed by the Commission, is automatically implemented. Unlike the remainder of the budget, which must be adopted by June 1<sup>st</sup>, the two counties have until June 15<sup>th</sup>, under State law, to reach agreement on the budget for CAS.



# Montgomery County Overview – Background

## FUNDS AND FUNDING SOURCES

Under the statutory authority provided by State law, the Commission's park, recreation, planning and general administrative functions are financed primarily by five statutorily designated property taxes that must be levied on a separate county basis. In Montgomery County, county-assessed property taxes support more than 91 percent of the Commission's tax-supported operations. Remaining funding is derived from grants, interest income, fees and charges, and fund balance.

The five accounts (funds) are separately maintained within the General Fund, as follows:

District by County	Tax & Fund	Purpose
Regional District Montgomery County	Administration	Planning, Zoning, and General Administration
Metropolitan District Montgomery County	Park	Park Acquisition, Development and Park Operations
Regional District Prince George's County	Administration	Planning, Zoning, and General Administration
Metropolitan District Prince George's County	Park	Park Acquisition, Development and Park Operations
Prince George's County	Recreation	Comprehensive Public Recreation Program

Note: Park Tax in Montgomery County includes a statutorily required Park Maintenance Tax.

In Montgomery County, there are three tax-supported funds. Two of the three tax-supported funds constitute the Commission's General Fund, and are used to account for tax and non-tax revenues that fund general Commission operations. They are listed below.

**The Administration Fund** was established to provide funds to support current operational and administrative expenses. These include the costs necessary to exercise the powers and functions granted to the Commission, as well as the Commission's planning function. Additionally, funds to support staff operations serving the entire Commission, such as human resources, accounting, purchasing, and legal services, are budgeted in this Fund. Under State law, Montgomery County is required to levy a tax of at least 1.2 cents per \$100 of real property and 3.0 cents per \$100 of personal property to support operations paid from this Fund.

**The Park Fund** provides funds to support park maintenance, development and security operations; manage natural resources; and provide active and passive recreational opportunities. Payment of principal and interest on bonds sold to acquire and develop parkland is supported by the taxes from this Fund. Under State law, Montgomery County is required to levy a tax of at least 3.6 cents per \$100 of real property and 9.0 cents per \$100 of personal property first dedicated to support debt service with the balance available for operations paid from this Fund.

The third tax-supported fund is the **Advance Land Acquisition Debt Service Fund**. Revenues generated by this Fund's property tax rate support debt service payments on bonds sold to acquire land in advance of the need for governmental purposes, including school sites, and rights-of-way for State highways. This Fund is classified as a Debt Service Fund and is supported by a dedicated property tax rate which is currently 0.1 cent per \$100 of real property and 0.25 cents per \$100 of personal property. It is not part of the General Fund.

The Commission has five other types of funds in the budget. They are the Special Revenue Funds, Park Debt Service Fund, Capital Projects Fund, Enterprise Fund, and Internal Service Funds. They are discussed in the following sections.



# Montgomery County

## Overview – Background

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### **Special Revenue Funds**

Special Revenue Funds account for revenue sources that are restricted or committed for specific purposes other than capital projects or debt service, if that revenue is a substantial portion of the fund's resources. Special Revenue Funds are used when the revenue is restricted or committed by grantors, contributors, laws or regulations of other governments, or imposed by law through constitutional provisions or enabling legislation. For example, the Park Police have the authority to seize certain assets when making an arrest on drug-related charges. Following conviction, the court can award those assets to the Commission. Pursuant to State law, proceeds are placed in a Special Revenue Fund where they can only be expended for costs associated with drug enforcement activities within the County's park system.

### **Park Debt Service Fund**

The Park Debt Service Funds are used to account for the accumulation of resources and the payment of general obligation bond principal, interest, and related costs of bonds issued to fund the acquisition and development of parkland and park facilities.

### **Capital Projects Fund**

The Capital Projects Fund is used to account for the acquisition and construction of major capital facilities. This fund's budget consists of the first year of the 6 year Capital Improvement Program (CIP).

### **Enterprise Fund**

The Commission has determined that certain recreational and cultural facilities should be predominantly self-supporting through user fees. Enterprise Fund accounting and reporting is used to emphasize the self-supporting nature of these activities and to provide improved cost accounting information. The fiscal management of ice rinks and indoor tennis facilities are good examples of the use of these funds.

### **Internal Service Funds**

Internal Service Funds are used to account for the consolidated funding of those goods or services that are provided centrally to the departments on a cost reimbursement basis. Internal Service Funds are used by the Commission to account for such functions as the Commission's group insurance and risk management programs, financing of capital equipment purchases, and the enterprise-wide information systems operations.





# Montgomery County

## Overview – Policies

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### POLICIES

#### FISCAL POLICY

Throughout the management of the Commission’s fiscal resources, the following policies are maintained for tax-supported funds:

- The budget must be balanced; anticipated revenues must equal or exceed anticipated expenditures.
- Adequate expenditure reserves will be proposed and maintained, sufficient to fund the cost of revenue fluctuations or unanticipated emergencies. We have different reserve levels for different fund types. The Commission targets a reserve of 3-5 percent of operating expenditures in the Administration Fund and Park Fund. In FY18, the proposed budget includes a designated fund reserve equaling 3 percent of expenditures in the General Fund accounts in Montgomery County. A stable or rising level of reserves satisfies concerns of the bond rating agencies.
- The Commission will seek cost reductions and productivity improvements as methods of minimizing taxpayer costs and maximizing customer satisfaction.
- Non-tax revenue sources, such as user fees, will be sought and developed to the greatest possible extent, keeping in balance service availability, public benefit, and fairly set fees. User fees in the Enterprise Fund are set to:
  1. Be competitive with comparable public and private facilities and services in the area.
  2. Reflect user demand and patterns of use.
- The Commission seeks to minimize debt service costs by the prudent use of appropriate debt instruments, consistent with the goal of maintaining tax rate stability, and stable reserves. Debt service, correctly structured, will match the bond-funded cost of facilities with the useful life of the facilities. The Commission also limits outstanding indebtedness, in accordance with its Debt Management Policy, well below State statute limitations.
- In the Enterprise Fund, the Commission’s goal is to maintain reserves equivalent to 10 percent of operating expenses plus one year of debt service.

#### CIP IMPACT CONSIDERATION

The Commission pays specific attention to the impact of the Capital Improvement Program (CIP) on the Operating Budget. The capital budget and operating budget must work in tandem. Decisions on the capital budget determine levels of debt service and operating and maintenance expenditures that must be supported by the operating budget, while the operating budget can impose limitations on the level of long-term debt that can be supported. Operating budget resources are governed by Commission revenues and debt management policies, and guide the levels and composition of the capital budget. The capital budget may receive direct project funding from the operating budget in the form of pay-as-you-go (PayGo), which reduces reliance on long-term debt.

Operating and maintenance costs (O&M) inherent in capital acquisition and construction have a direct and continuing effect on the operating budget. New facilities must be staffed, maintained, and provided with supplies. Some CIP projects, such as the purchase of raw parkland, require relatively little O&M funding, but other projects, such as the Sports and Learning Center in Prince George’s County, require intensive staffing and maintenance. Additional facilities also place indirect stress on areas such as general maintenance, park police or information technology that support the entire system. Some CIP projects, such as renovations, can result in a decrease of O&M costs. O&M costs are budgeted in the Park Fund and Enterprise Fund.



# Montgomery County

## Overview – Policies

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Knowing that each dollar spent on construction must be funded by taxes, grants, contributions, debt or operating revenue, the Commission reviews each CIP project intensively to minimize short- and long-term operating budget impact. However, through the budget review process, the County has the opportunity to add, delete or modify projects.

### INVESTMENT POLICY

The Commission has a comprehensive Investment Policy. Key components of the Policy are presented here. The Commission's Investment Policy applies to the investment of all unexpended or surplus funds held by the Commission and debt proceeds managed by investment management firms. Except for cash in certain restricted and special funds and debt proceeds, the Commission pools cash balances from all funds to maximize investment earnings and to increase efficiencies with regard to investment pricing, safekeeping and administration. Investment income is allocated to the various funds based on their respective cash balances. These funds are reported in the Commission's Comprehensive Annual Financial Report and include:

1. General Fund
2. Capital Project Funds
3. Enterprise Funds
4. Special Revenue Funds
5. Debt Service Funds
6. Internal Service Funds
7. Trust and Agency Funds
8. New funds authorized by the Commission unless specifically exempted

In accordance with the Annotated Code of Maryland, Article 95, Section 22, the responsibility for conducting investment transactions rests with the Secretary-Treasurer, Department of Finance. The Secretary-Treasurer shall establish written procedures for the operation of the Commission's investment programs consistent with the adopted Investment Policy.

The primary objectives of the Commission's Investment Policy are:

1. Protecting investment principal and mitigating credit risk by limiting investments to those investments authorized by State law; pre-qualifying financial institutions, brokers and advisers; diversifying the investing portfolio; and requiring third-party collateralization and safekeeping.
2. The Commission's investment portfolio will remain sufficiently liquid to enable the Commission to meet all operating requirements which might be reasonably anticipated.
3. The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, with consideration of investment risk constraints and liquidity needs taking priority over return on investment.

The Secretary-Treasurer shall hold periodic investment strategy meetings with the delegated Accounting Division staff and shall document the resulting investment strategies approved to meet the objectives of the Investment Policy. Monthly investment reports of investment activities will be submitted to the Secretary-Treasurer for review and to the Executive Committee for information. The Secretary-Treasurer shall provide the Commission with quarterly and annual reports summarizing policy compliance, investment activity and the average rates of return.



# Montgomery County

## Overview – Policies

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The Secretary-Treasurer shall establish and maintain a system of internal controls designed to prevent losses of public funds arising from fraud, employee error, and misrepresentation by third parties or imprudent actions by employees and investment officers of the Commission. An Independent Auditor, as part of the Annual Financial Audit, will review the internal controls of the investment program.

In strict accordance with state law, the Commission invests in obligations backed by the federal government, certificates of deposit and time deposits, bankers' acceptances, commercial paper, money market mutual funds, bonds, and other similar instruments. Awards are made on a competitive bid basis whenever possible. Generally, Commission investments will have a maximum maturity of one year to maintain appropriate liquidity. The Commission strictly adheres to policy on diversification, both by type of security and institution to minimize risk. All investment policies are subject to periodic review by the Secretary-Treasurer and amendment with the approval of the Commissioners.

### **DEBT MANAGEMENT POLICY**

The Commission has a comprehensive Debt Management Policy. Key components of the policy are presented here. The Debt Management Policy is intended to provide written guidelines and restrictions that affect the amount and type of debt permitted to be issued, the issuance process, and the management of the debt portfolio. The Policy provides justification for the structure of the debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan. The Policy is a critical aspect of our efforts to communicate to the Commissioners, County Officials, State Officials, the public, rating agencies and capital markets that the Commission is well managed and capable of meeting its financial obligations within its available resources and in a timely manner.

The Commission has legal authority under the Land Use Article of the Annotated Code of Maryland to issue Park Acquisition and Development Bonds (Park Bonds), Advance Land Acquisition Bonds (ALA Bonds), Revenue Bonds and Refunding Bonds for Park Bonds, ALA Bonds and Revenue Bonds as well as tax anticipation notes. Park and ALA bonds are secured by the full faith and credit of both the Commission and the county in which the bond proceeds will be spent. The Commission has legal authority to issue bond anticipation notes in accordance with Section 12 of Article 31 of the Annotated Code of Maryland (Article 31), and additional legal authority to issue Refunding Bonds in accordance with Section 24 of Article 31. Under the Commission's general powers, it is permitted to issue certificates of participation and to enter into master lease agreements to finance capital equipment, software systems, and other assets.

The Commission generally issues fixed-rate debt. Variable rate debt can be issued, but it must be monitored carefully so that the Commission is not subject to undue interest rate, liquidity, remarketing, and credit risks. The Commission determines the best form of debt and the most favorable debt structure based on the projects to be financed, market conditions and advice of the Commission's Secretary-Treasurer in consultation with the Commission's Bond Counsel and Financial Advisor. Bond and note issues are approved through the budget process in each county, and resolutions authorizing the issuance are subsequently adopted by the Commission. The Commission's Debt Management Policy incorporates the following debt limit targets and/or policies:

1. If, at any time, the planned debt levels of the approved capital budget are projected to be unaffordable based on conservative financial assumptions, the respective Planning Board



## Montgomery County Overview – Policies

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will slow down the implementation of the capital program to a level that meets the affordability standards of the policy.

2. In both counties, debt service cannot exceed the level of revenue generated by a portion of the Park Fund tax rate designated in state law. In the case of Montgomery County, the revenue limit is equivalent to the revenue generated by three and six-tenths cents of real property tax and nine cents of personal property tax, per \$100 of assessed value. For the Advance Land Acquisition Fund, the limit is the equivalent to the revenue generated by a one and two-tenths cents real property tax rate (three cents personal property).
3. Debt service as a percentage of General Fund expenditures in the Montgomery County Administration Fund and Park Fund should not exceed 10 percent.
4. Debt service as a percentage of General Fund expenditures in the Prince George's County Administration Fund, Park Fund and Recreation Fund should not exceed 10 percent.
5. Financing a major project critical to Commission business that will cause the debt service ratio to exceed 10 percent may be permitted as a special exception by a vote of the Commission that specifically grants the exception; however, the debt ratio will be brought back into conformance with the target within the next six-year period.
6. The percentage of principal to be paid over the next ten years should remain between 60 percent and 70 percent of the outstanding debt in each of the Commission's county debt portfolios.

Additionally, the two counties may impose further limitations through their respective spending affordability processes.

With regard to debt issuance, long-term debt will be issued only for acquisition, construction or renovation of capital assets, not for operation or general maintenance. PayGo capital financing is utilized when feasible. A competitive bidding process in issuing debt is employed unless there are unusual or complex reasons which justify an alternative method. The Commission's decision is rendered based on the advice of the Secretary-Treasurer after consultation with Bond Counsel and other financial advisors. The Commission also maintains regular communication with the bond rating agencies to keep them informed of the Commission's financial condition.

The Commission generally issues debt with a maximum term of 20 years. Dependent upon Commission financial planning, debt may be structured as level principal, equal payment, or another amortization schedule may be used. The Commission generally issues fixed rate debt. Variable rate debt is permissible, but cannot exceed 15 percent of the Commission's total outstanding debt. These policies are reviewed by the Secretary-Treasurer every three years. Any revisions must be approved by the Commission.

### **LONG-TERM SUSTAINABILITY**

In 2009, the Commission re-initiated the development of a six-year model with projections of revenues, expenditures, debt service, reserves and changes in uncommitted and available fund balances in the two primary tax-supported funds – the Administration Fund and the Park Fund. The projections serve as an early warning device to alert the Commission and the County to any issues that could jeopardize the Commission's long-term fiscal soundness, including structural balance, reserve levels, debt affordability, and stability of the Commission's property tax rates (overall and in the individual funds). It allows for long-term fiscal planning and developing strategies jointly to bring on-going revenues and expenditures into better balance.





# Montgomery County

## Overview – Policies

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With regard to revenues, the Commission generally employs the following assumptions.

- The County’s total assessable base for both real and personal property for the budget year is based on the latest available projection from the Maryland Department of Assessment and Taxation and Montgomery County Finance Department. Based on historical patterns, a collection factor is calculated (we currently assume collecting 99.1 percent for real property taxes and 97.5 percent for personal property taxes). The assessable base is then divided by \$100, multiplied by the tax rate and then by the collection factor to derive the projection for property tax revenues. Trend analysis factoring in latest information on housing market and commercial property development is then used to project property tax revenues over the six-year cycle.
- Interest and penalties on prior year taxes not paid are generally assumed at no growth from year to year, unless trend changes on collection factors warrant modifications.
- Fees and Charges are generally projected with modest annual growth (2-4 percent), unless trend analysis indicates otherwise.
- Interest income is projected taking into account possible changes in both short and long-term interest rates and anticipated levels of fund balance and other cash available for investment.

On the expenditure side, the following factors are taken into account.

- The projection factors in committed (based on ratified union contracts) annual cost-of-living adjustments and merit increases. Compensation adjustments for projected years without a contract commitment are based on historical trend and other considerations such as annual affordability and long-term sustainability.
- Based on actuarial projections, payroll growth and trend analysis, we separately project changes in social security, retirement, health insurance, and retiree health benefit costs over the six years.
- Operating expenses in the categories of supplies and materials, other services and charges, and capital outlay are projected to grow in the future based on anticipated changes in CPI-U (consumer price index- urban) for the Baltimore-Washington MSA (metropolitan service area) and other factors.
- Using the assumptions contained in the most recent six-year Capital Improvement Program (CIP) and developed by the CIP team, projections are developed on debt service and PayGo requirements, as well as the expected impact to the operating budget as these capital facilities are completed in the future.

These projections are presented to the Planning Board in September, and are updated during the year as events warrant.

### PERFORMANCE MEASURES

All government agencies must examine how well they meet their financial obligations and continually demonstrate value to their taxpayers. The Commission is using performance measurement as a means of documenting these efforts. In each of the department pages of the budget book, performance measurement information and data is provided. The Commission’s performance measures are comprehensive and continue to evolve, including a continued effort to develop more outcome measures to evaluate results of the services delivered.



# Montgomery County Overview – Budget Issues

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## BUDGET ISSUES

This section of the budget provides the global context underlying the Commission’s FY18 Proposed Budget. Both revenue and expenditure assumptions and major issues are discussed here.

## REVENUES

Montgomery County is continuing to recover from the Recession. For FY18, assessable base is projected to grow at a modest rate of about 4.26 percent, and general economic indicators show job growth, declining rates of unemployment, and low inflation. These positive indicators are welcome after the declines experienced in recent years. However, costs continue to grow at higher rates than the revenues that support them. Secondly, NPDES mandates and Operating Budget Impacts (OBI) from previously approved CIP projects impact the base budget. Thirdly, the Commission has budget needs that have been deferred over the last few years, particularly maintenance needs that grow more expensive to address the longer they are deferred. With property tax revenue making up more than 94 percent of operating revenues, a modest growth means the Commission must manage its resources carefully to sustain a stable financial position.

### Property Tax Revenue

Historically, the change in assessable base has been volatile with years of sharp growth and years of decline. FY18 projects to be a year of modest growth of about 4.26 percent. This growth rate does not provide enough new dollars to keep pace with the growth of major known cost commitments as well as the proposed critical needs. To avert budget reductions in this situation, the Commission actively plans and manages expenditures to maintain adequate reserves which help ensure financial stability through difficult economic times.

The FY18 Proposed Budget reflects minimal changes in the real and personal property tax rates for the Administration Fund and the Park Fund from the FY17 Adopted Budget. At this level, the total tax rate is still below what it was in FY07.

Total proposed tax revenues in the three tax-supported funds are budgeted to increase by \$7.8 million or 6.6 percent in FY18 to \$126.3 million.

The FY18 Proposed Budget reflects a total tax rate for property tax supported funds of 7.45 cents real property and 18.63 cents personal property. The breakdown by fund is:

- Administration Fund: 1.72 cents real and 4.30 cents personal;
- Park Fund: 5.63 cents real and 14.08 cents personal; and
- Advanced Land Acquisition Fund: 0.10 cents real and 0.25 cents personal.

At these tax rates, the Commission will have sufficient property tax revenues to meet the proposed expenditures and reserve requirements for the Administration Fund and the Park Fund although both funds will continue to utilize fund balance in FY18.

The SDAT will update its assessable base projections at the end of March. Based on those revised projections, we will work with the County government to modify the projected property tax revenues if warranted.



# Montgomery County

## Overview – Budget Issues

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### **Fees, Charges, and Rentals**

Revenues resulting from operations and functions of the Parks and Planning Departments are considered non-tax operating revenues. These are mainly fees and charges from services and programs, and revenues from the rental of Commission properties. Some small miscellaneous fees are collected, such as parking fines from Park Police enforcement operations. Service charges and fees of the two major tax-supported funds (Administration and Park) are projected at \$2.96 million in FY18, an 8.2 percent increase from the FY17 budget.

The Planning Board continues to review the Commission’s fee schedules with the objective of generating fee revenue to lessen the burden on taxpayers, while maintaining programs that are affordable and desirable. FY18 numbers reflect the ongoing effort and cost recovery pyramid approach to setting fees.

### **Interest Income**

Each tax-supported fund maintains a cash balance, and the balance fluctuates from the effects of tax and program revenue inflows as well as expenditure outflows. The cash balance from each fund is held in a cash pool, and cash in the pool is invested at the highest responsible rate within the constraints of protection of principal and liquidity requirements. Interest income depends on the cash balance in each fund as well as the prevailing interest rates earned throughout the year.

Total General Fund interest income for FY18 is proposed at \$75,000, an increase of 15.4 percent from the FY17 budget in line with expected FY17 estimates.

### **Grant Revenues**

Total grant revenue is projected at \$590,000 in the Administration and Park funds, the same as last year.

### **Other Revenues**

The FY18 Proposed Budget includes \$380,300 of continued funding from the Water Quality Protection Fund for the Administration Fund. In the Park Fund, funding from the Water Quality Protection Fund is increased to \$3,403,636. This is a total increase of 20.8 percent from FY17. The increase is necessary to cover staffing and other costs for the Parks Department to meet NPDES requirements. The budget also includes \$120,900 of miscellaneous revenue in the Park Fund.

### **Enterprise Fund Revenues**

In FY18, total Enterprise Fund revenues are proposed at \$10.6 million and expenditures at \$10.3 million. Due to strong fiscal and operational management, the Enterprise Fund budget no longer depends on any subsidies from the Park Fund.

## **EXPENDITURES**

The Commission is putting forth a budget for FY18 that includes increases for major known commitments, invests in critical needs, and seeks to continue to rebuild service levels.

The Proposed Budget includes the following major known commitments for personnel costs in FY18:

- Medical Insurance and Benefit Costs;
- Full funding of OPEB PayGo and Pre-Funding as determined by the actuarial study;
- Full funding of pension contribution as determined by the actuarial study; and
- A dollar marker to adjust employee compensation and possible reclassifications



# Montgomery County Overview – Budget Issues

due to a multi-year classification study. As can be seen in Exhibit 1, personnel expenses are proposed to increase by \$4.9 million, mostly due to increased pension costs and employee compensation markers.

## **Exhibit 1**

<b>FY18 Proposed Budget</b>					
<b>Summary of Changes in Major Personnel Costs</b>					
<b>Montgomery County Administration Fund and Park Fund</b>					
		<b>FY17</b>	<b>FY18</b>	<b>\$</b>	<b>%</b>
		<b>Adopted</b>	<b>Proposed</b>	<b>Change</b>	<b>Change</b>
<b>OPEB</b>					
	OPEB Paygo & Prefunding	\$ 6,464,146	\$ 6,382,400	\$ (81,746)	-1.3%
<b>Pension (ERS)</b>					
	Pension (ERS)	8,298,478	10,418,528	2,120,050	25.5%
<b>Health and Benefits(1)</b>					
	Employee Health Benefits	13,560,274	13,616,037	55,763	0.4%
<b>Subtotal Personnel Costs</b>		<b><u>\$ 28,322,898</u></b>	<b><u>\$ 30,416,965</u></b>	<b><u>\$ 2,094,067</u></b>	<b><u>7.4%</u></b>
<b>Employee Compensation</b>					
	Marker for Changes to Employee Comp.		1,975,067	1,975,067	
	Marker for Possible Reclassifications		820,301	820,301	
<b>Total Major Personnel Costs</b>				<b><u>\$ 4,889,435</u></b>	

(1) Health and Benefits includes medical insurances (health, dental, vision, prescription), long-term disability, accidental death and dismemberment, and life insurance.

An overview of the changes for each major personnel category is provided below.

### ***OPEB***

OPEB costs for FY18 have been determined by the actuary.

The net change for total OPEB costs is about a \$81,746 decrease or 1.3 percent less than FY17 Adopted.

Total OPEB funding is \$6.3 million. At this level of funding, we continue to be essentially at full funding of the annual required contribution.

### ***Pension (ERS)***

As determined by the actuary, pension costs are increasing by 25.5 percent in FY18. This represents a cost increase of \$2.12 million from the FY17 adopted budget. Having decreased by a similar percentage in FY17, this increase is due to an updated actuarial assumption review from this past spring, which showed that our retirees are living longer, thereby impacting the pension plan.

### ***Health Insurance and Benefits***

On average, health insurance and benefit costs are projected to increase by 0.4 percent in FY18, resulting in a cost increase of \$55,763 from the FY17 adopted budget. Health costs are growing more slowly due to previous restructuring of employee benefits and the focus on wellness initiatives.

### ***Employee Compensation***

The Commission's FY18 budget includes a compensation adjustment marker of \$1.97 million in the General Fund. The Commission is in full contract negotiations with the FOP, and in a wage





# Montgomery County

## Overview – Budget Issues

reopener with MCGEO for FY18. Also included in the budget is \$820,301 of funding for possible reclassification adjustments based on the multi-year classification study that is under way.

Total expenditures for tax supported funds in the FY18 Proposed Budget (excluding reserves) are \$137.6 million, a 6.9 percent increase from FY17. The total FY18 proposed budget for Tax and Non-Tax Supported Funds (less reserves), including the Enterprise Fund, the Park Debt Service Fund, the Property Management subfund and the Special Revenue Fund, is \$160.4 million, 6.5 percent higher than the FY17 budget. Exhibit 2 provides a comparative total funds summary.

### Exhibit 2

<b>Summary of FY18 Proposed Operating Budget Expenditures (net reserves, ALARF, Internal Service Funds, and Capital Projects Funds)</b>				
	<b>FY17 Adopted</b>	<b>FY18 Proposed</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Montgomery Funds</b>				
Administration (1)	\$ 30,464,202	\$ 31,643,571	\$ 1,179,369	3.9%
Park (2)	96,367,494	104,023,649	7,656,155	7.9%
ALA Debt	1,865,573	1,950,000	84,427	4.5%
<b>Subtotal Tax Supported</b>	<b>128,697,269</b>	<b>137,617,220</b>	<b>8,919,951</b>	<b>6.9%</b>
Enterprise (3)	10,012,147	10,347,797	335,650	3.4%
Property Management	1,319,000	1,311,100	(7,900)	-0.6%
Special Revenue	5,751,622	5,634,625	(116,997)	-2.0%
Park Debt	4,846,969	5,511,210	664,241	13.7%
<b>Total Montgomery</b>	<b>\$150,627,007</b>	<b>\$160,421,952</b>	<b>\$ 9,794,945</b>	<b>6.5%</b>

(1) Includes transfer to Special Revenue

(2) Includes transfer to Park Debt Service and Capital Projects

(3) Includes transfer to Capital Projects

### ***Investing to Meet Critical Equipment, Maintenance, and Essential Service Needs***

One of the primary objectives in the FY18 proposed budget is to meet core public service needs in the present and future. Included in the funding levels of the Administration Fund, and the Park Fund is a funding request of \$1.61 million to address critical equipment, programmatic, legislative, maintenance, and essential service needs. This investment will be made primarily in the Planning and Parks Departments to address public safety, departmental efficiencies and priorities, water quality fund, and operating budget impact. In the Parks Department, new initiatives include the opening of new facilities, meeting legislative mandates, debt service for capital projects, and increased capital equipment and Information Technology (IT) charges. In the Planning Department, new initiatives include research for a future General Plan update, an Agri-Tourism Study, transportation and design studies, and analyses for increased biennial transportation monitoring. Each department's budget section provides detailed information on how this increased investment will be used. Below is a summary of the investment by department.



# Montgomery County Overview – Budget Issues

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<u>Fund</u>	<u>Department</u>	<u>Essential Needs Investment Amount</u>
Administration	Planning	73,000
Administration	DHRM	63,657
Administration	Legal	35,012
Administration	Finance	27,944
Administration	Internal Audit	8,650
Parks	Parks	1,404,616
<b>Total</b>		<b>\$ 1,612,879</b>

Some of these costs will be offset with savings and removal of one-time requests from the prior year, and by funding from the County.

## FUND BALANCE

At the end of FY16, the Commission had \$5.4 million in fund balance in the Administration Fund and \$8.2 million fund balance in the Park Fund (which includes \$965,547 from the Property Management subfund). Based on current estimates, \$2.1 million and \$1.4 million respectively, of these fund balances will be utilized in FY17. This will leave \$3.3 million in the Administration Fund and \$5.8 million in the Park Fund (or \$6.8 million when the Property Management subfund is included) going into FY18. Therefore, coupled with the proposed tax rate increases, the fund balance in the Administration Fund and Park Fund is anticipated to be adequate to meet the proposed budgeted revenue, expenditure, and reserve requirements for both funds. This is based on the FY18 Proposed Budget being developed in accordance with the Commission’s Fund Balance Policy of a 3 percent reserve requirement. Based on projected revenues from property taxes and other sources, with the requested rate increases, projected expenditures and other uses, the ending fund balances after meeting reserve requirements for FY18 are projected to be \$646,461 in the Administration Fund and \$1,759,977 million in the Park Fund (which includes \$965,547 from the Property Management subfund).

## DEBT

Debt Service in the Park Fund is proposed to be \$5.5 million in FY18. Expenditures for the Advanced Land Acquisition Debt Service Fund are proposed at \$155,550 in FY18, as part of the continuing debt service repayment. Tax rates for the ALA debt service fund are proposed without change from the FY17 rates of personal property tax rate at 0.25 cent and real property tax rate at 0.10 cent.

Debt service is the amount the Commission must pay each year for the principal and interest on the Commission’s bonded indebtedness. The debt limit is established by State law using a formula that is based on the mandatory tax rate over the next 30 years. For Park Acquisition and Development Bonds, the Commission’s legal debt margin on June 30, 2016 is estimated at \$1.7 billion. This represents the excess of anticipated tax revenue from the mandatory 9-cent personal property and 3.6-cent real property tax available during the next 30 years over the debt service on the \$49.2 million of outstanding Park Acquisition and Development bonds. The Commission’s Montgomery County bonds are rated AAA by Standard & Poor’s Rating Services and Fitch Ratings, and Aaa by Moody’s Investor Services Inc.



# Montgomery County Overview – Budget Issues

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## SPENDING AFFORDABILITY PROCESS

The Montgomery County Council annually adopts spending affordability guidelines (SAG) for the operating budgets of all County agencies as well as the Commission. The law stipulates that the Council set three preliminary guidelines for the upcoming fiscal year’s budget no later than the third Tuesday in February, including:

- A ceiling on property tax revenues.
- A ceiling on the aggregate operating budget. This is defined as the total appropriation from current operating revenues, including current revenue funding for capital projects, but excluding grants and Enterprise Fund operations.
- An allocation of the budget among operating expenses, current revenue funding for the capital budget, and debt service for the County government, the County’s school system, the Community College and the Commission.

Because the Commission is mandated to submit its proposed budget by January 15, the Commission’s proposed budget is produced while the SAG is still being developed.

## DEVELOPMENT REVIEW

The Development Review Special Revenue Fund was created in recognition of the fact that a certain portion of the costs associated with the review of plans would be recovered through fees. However, there was always an understanding that a certain percentage of the costs of development review would continue to be covered by the Administration Fund. This was an acknowledgement of the fact that the regulatory review of plans was necessary to protect the public’s interest and that it was not reasonable to expect fees to cover 100 percent of such review.

In past years, fee collections have been greater than anticipated and allowed the fund balance to grow. This allowed for the discontinuance of the subsidy from the Administration Fund in FY14 through FY16. However, in anticipation of needing a larger subsidy in future years, a partial subsidy was proposed in FY17, and is proposed at the same level in FY18.



**FY18 Proposed Budget**  
**Fiscal and Budget Summary Schedules**





# Montgomery County Overview - Fiscal and Budget Summary Schedules

## COMMISSION SUMMARY OF FY18 PROPOSED BUDGET BY COUNTY AND FUND TYPE

	Prince George's County			Montgomery County			Total Commission			% Change
	FY 18 Actual	FY 17 Adopted	FY 18 Proposed	FY 16 Actual	FY 17 Adopted	FY 18 Proposed	FY 16 Actual	FY 17 Adopted	FY 18 Proposed	
<b>Total Sources: (excluding use of fund balance)</b>										
<b>Governmental Funds:</b>										
General Funds:										
Administration Fund	46,822,167	48,114,400	50,245,100	28,807,434	28,370,450	29,914,000	75,629,601	76,484,850	80,159,100	4.8%
Park Fund	150,525,799	131,793,900	137,997,400	92,908,786	94,914,106	101,953,179	243,535,585	226,708,006	239,950,579	5.8%
Recreation Fund	74,475,448	76,000,500	79,913,875	-	-	-	74,475,448	76,000,500	79,913,875	5.1%
General Funds Total	271,924,414	255,908,800	268,156,375	121,716,220	123,284,556	131,867,179	393,640,634	379,183,356	400,023,554	5.5%
ALA Debt Service Fund	774	-	-	1,794,531	1,865,573	1,950,000	1,795,305	1,865,573	1,950,000	4.5%
Tax Supported Funds Total	271,925,188	255,908,800	268,156,375	123,510,751	125,150,129	133,817,179	395,435,939	381,058,929	401,973,554	5.5%
Park Debt Service Fund	9,598,161	11,539,571	11,053,742	4,256,312	4,846,969	5,511,210	13,854,476	16,386,540	16,564,952	1.1%
Property Management Fund	32,849,890	39,882,000	19,782,701	1,125,812	1,319,000	1,311,100	1,125,812	1,319,000	1,311,100	-0.6%
Capital Projects Fund	8,401,215	8,401,215	8,389,215	41,016,199	37,503,000	26,932,000	73,866,001	77,385,000	46,714,701	-39.6%
Special Revenue Funds	7,227,894	7,227,894	7,227,894	4,531,216	4,101,145	4,236,770	11,759,110	12,502,360	12,695,985	1.5%
Governmental Funds Total	321,601,045	315,731,586	307,392,033	174,440,293	172,920,243	171,868,259	496,041,338	488,651,829	479,260,292	-1.9%
<b>Proprietary Funds:</b>										
Enterprise Fund	18,718,208	19,391,147	19,829,221	10,470,211	10,681,182	10,715,981	29,188,419	30,072,329	30,545,202	1.6%
Internal Service Funds:										
Risk Management Fund	5,442,343	3,817,300	3,827,200	4,143,666	2,735,200	2,786,500	9,586,009	6,552,500	6,613,700	0.9%
Capital Equipment Fund	2,663,089	3,156,950	3,723,927	3,057,221	4,635,650	8,859,500	5,720,310	7,792,600	12,583,427	61.5%
Comm-wide CIO & IT Initiatives Fund	394,381	1,797,804	1,698,175	293,020	1,122,900	984,247	687,401	2,920,704	2,892,422	-7.8%
Executive Office Building Fund*	-	-	-	-	-	-	1,194,428	1,194,440	1,357,000	13.6%
Group Insurance Fund	8,499,813	8,772,054	9,249,302	7,493,907	8,493,750	12,640,247	47,786,107	57,163,784	59,378,006	3.9%
Internal Service Funds Total	27,218,021	28,163,201	29,078,523	17,964,118	19,174,932	23,356,228	64,974,255	75,624,028	82,624,555	9.3%
<b>Private Purpose Trust Funds:</b>										
ALA Revolving Fund	29,673	20,000	-	1,692,709	1,808,044	1,824,450	1,722,382	1,828,044	1,824,450	-0.2%
<b>GRAND TOTAL</b>	<b>\$ 348,848,739</b>	<b>\$ 343,914,787</b>	<b>\$ 336,470,556</b>	<b>\$ 194,097,120</b>	<b>\$ 193,903,219</b>	<b>\$ 197,048,937</b>	<b>\$ 591,926,394</b>	<b>\$ 596,176,230</b>	<b>\$ 594,254,499</b>	<b>-0.3%</b>
<b>Total Uses and Funds Required: (includes reserve in budget amounts but not in actual)</b>										
<b>Governmental Funds:</b>										
General Funds:										
Administration Fund	45,829,148	51,255,196	52,219,634	28,639,076	31,363,102	32,577,871	74,468,224	82,618,298	84,797,505	2.6%
Park Fund	135,585,634	141,010,882	147,457,831	91,483,869	99,102,594	106,968,549	227,069,503	240,113,476	254,426,380	6.0%
Recreation Fund	73,612,925	75,385,200	82,265,518	-	-	-	73,612,925	75,385,200	82,265,518	9.1%
General Funds Total	255,027,707	267,651,278	281,942,983	120,122,945	130,465,696	139,546,420	375,150,652	398,116,974	421,489,403	5.9%
ALA Debt Service Fund	774	-	-	1,811,492	1,865,573	1,950,000	1,812,266	1,865,573	1,950,000	4.5%
Tax Supported Funds Total	255,028,481	267,651,278	281,942,983	121,934,437	132,331,269	141,496,420	376,962,918	399,982,547	423,439,403	5.9%
Park Debt Service Fund	9,637,059	11,539,571	11,053,742	4,335,968	4,846,969	5,511,210	13,973,027	16,386,540	16,564,952	1.1%
Property Management Fund	-	-	-	1,121,826	1,319,000	1,311,100	1,121,826	1,319,000	1,311,100	-0.6%
Capital Projects Fund	53,259,397	39,882,000	19,782,701	35,840,098	37,503,000	26,932,000	89,099,495	77,385,000	46,714,701	-39.6%
Special Revenue Funds	6,441,735	9,167,644	9,144,545	4,460,089	5,751,622	5,634,625	10,901,824	14,919,266	14,779,170	-0.9%
Governmental Funds Total	324,366,672	328,240,493	321,923,971	167,692,418	181,751,860	180,885,355	492,059,090	509,992,353	502,809,326	-1.4%
<b>Proprietary Funds:</b>										
Enterprise Fund	20,669,914	19,391,147	19,829,221	9,754,146	10,012,147	10,347,797	30,424,060	29,403,294	30,177,018	2.6%
Internal Service Funds:										
Risk Management Fund	5,363,775	4,617,255	4,998,544	3,944,626	3,235,155	3,359,940	9,308,401	7,852,410	8,358,484	6.4%
Capital Equipment Fund	994,906	2,399,931	2,463,842	2,552,429	3,827,125	8,100,151	3,547,335	6,227,056	10,563,993	69.5%
Comm-wide CIO & IT Initiatives Fund	815,349	1,873,588	1,688,614	543,568	1,188,934	988,919	1,358,917	3,062,522	2,677,533	-12.6%
Executive Office Building Fund*	-	-	-	-	-	-	733,091	1,194,440	1,577,000	32.0%
Group Insurance Fund	7,174,030	8,890,774	9,151,000	7,040,623	8,251,214	12,449,010	46,578,227	57,236,784	60,035,927	4.9%
Internal Service Funds Total	27,843,944	28,281,921	28,990,221	16,794,769	18,263,361	22,796,807	61,525,970	75,573,212	83,212,937	10.1%
<b>Private Purpose Trust Funds:</b>										
ALA Revolving Fund	(84,000)	784,935	226,791	21,491	10,641,644	2,854,136	(62,509)	11,426,579	3,080,927	-73.0%
<b>GRAND TOTAL</b>	<b>\$ 352,126,615</b>	<b>\$ 357,307,349</b>	<b>\$ 351,130,983</b>	<b>\$ 184,508,678</b>	<b>\$ 210,656,865</b>	<b>\$ 206,536,298</b>	<b>\$ 583,946,611</b>	<b>\$ 626,395,438</b>	<b>\$ 619,280,208</b>	<b>-1.1%</b>

\* The Executive Office Building Fund and the Group Insurance Fund are Commission-wide Internal Service Funds.

**EXPLANATORY NOTES:** This schedule summarizes the total revenues and total funds required for FY18. The revenues do not include the use of gain in fund balance. Therefore, the schedule intentionally does not balance. The amount of fund balance used or gained is summarized in the schedule on the following page. The two schedules are intended to be read together to provide a fuller picture of the financial condition of each fund.

# Montgomery County Overview - Fiscal and Budget Summary Schedules

## COMMISSION SUMMARY Summary of Changes in Actual Fund Balance/Net Position for FY16 and Budgeted Use of Fund Balance/Net Position for FY17 and FY18

	Prince George's County			Montgomery County			Total Commission		
	FY 16 Actual	FY 17 Adopted	FY 18 Proposed	FY 16 Actual	FY 17 Adopted	FY 18 Proposed	FY 16 Actual	FY 17 Adopted	FY 18 Proposed
<b>Governmental Funds:</b>									
Administration Fund	993,019	(3,140,796)	(1,974,534)	168,358	(2,992,652)	(2,663,871)	1,161,377	(6,133,448)	(4,638,405)
Park Fund	15,041,165	(9,216,982)	(9,460,431)	1,424,917	(4,188,488)	(5,015,370)	16,466,082	(13,405,470)	(14,475,801)
Recreation Fund	862,523	615,300	(2,351,643)	-	-	-	862,523	615,300	(2,351,643)
General Funds Total	16,896,707	(11,742,478)	(13,786,608)	1,593,275	(7,181,140)	(7,679,241)	18,489,982	(18,923,618)	(21,465,849)
ALA Debt Service Fund	-	-	-	(16,961)	-	-	(16,961)	-	-
Tax-Supported Funds Total	16,896,707	(11,742,478)	(13,786,608)	1,576,314	(7,181,140)	(7,679,241)	18,473,021	(18,923,618)	(21,465,849)
Park Debt Service Fund	(38,898)	-	-	(79,653)	-	-	(118,551)	-	-
Property Management Fund	-	-	-	3,986	-	-	3,986	-	-
Capital Projects Fund	(20,409,595)	-	-	5,176,101	-	-	(15,233,494)	-	-
Special Revenue Funds	786,159	(766,429)	(745,330)	71,127	(1,650,477)	(1,337,855)	857,286	(2,416,906)	(2,083,185)
Governmental Funds Total	(2,765,627)	(12,508,907)	(14,531,938)	6,747,875	(8,831,617)	(9,017,096)	3,982,248	(21,340,524)	(23,549,034)
<b>Proprietary Funds:</b>									
Enterprise Fund	(1,951,706)	-	-	716,065	669,035	368,184	(1,235,641)	669,035	368,184
Risk Management Fund	78,568	(799,955)	(1,171,344)	199,040	(499,955)	(573,440)	277,608	(1,299,910)	(1,744,784)
Capital Equipment Fund	1,668,184	757,019	1,260,085	504,792	808,525	759,349	2,172,976	1,565,544	2,019,434
Comm-wide CIO & IT Initiatives Fund	(420,968)	(75,784)	9,561	(250,548)	(66,034)	5,328	(671,516)	(141,818)	14,889
Executive Office Building Fund*	-	-	-	-	-	-	461,337	-	(220,000)
Group Insurance Fund *	-	-	-	-	-	-	1,207,880	(73,000)	(657,921)
Internal Service Funds Total	1,325,784	(118,720)	98,302	453,284	242,536	191,237	3,448,285	50,816	(588,382)
Proprietary Funds Total	(625,923)	(118,720)	98,302	1,169,349	911,571	559,421	2,212,644	719,851	(220,198)
<b>Private Purpose Trust Funds:</b>									
ALA Revolving Fund	113,673	(764,935)	(226,791)	1,671,218	(8,833,600)	(1,029,686)	1,784,891	(9,598,535)	(1,256,477)
GRAND TOTAL	(3,277,876)	(13,392,562)	(14,660,427)	9,588,442	(16,753,646)	(9,487,361)	7,979,783	(30,219,208)	(25,025,709)

\* The Executive Office Building Fund and the Group Insurance Fund are Commission-wide Internal Service Funds.

**Explanatory Note:** This schedule summarizes the change in fund balances and net position for FY16 Actual. For the current and proposed budget amounts, the change represents the gain (use) of fund balance necessary to balance the budget. This includes any fund balance needed to fund the reserve requirement. Fund balance used to fund the budgeted reserve requirements will not actually be spent. Therefore, the actual change in fund balance will be less.



# Montgomery County Overview - Fiscal and Budget Summary Schedules

## MONTGOMERY COUNTY FY18 PROPOSED BUDGET SUMMARY FUND SUMMARY BY DEPARTMENT AND BY DIVISION

	Administration Fund	Park Fund	Property Management Fund	Park Debt Service Fund	ALA Debt Service Fund	ALA Revolving Fund	Capital Projects Fund	Special Revenue Fund	Enterprise Fund	Risk Management Internal Service Fund	Capital Equipment Internal Service Fund	Commission-wide CIO & IT Initiatives Internal Service Fund	Total
<b>Sources:</b>													
Property Taxes	\$ 29,110,300	\$ 85,208,000	\$ -	\$ -	\$ 1,950,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 126,268,300
Inergovernmental	570,300	3,803,636	-	-	-	-	19,320,000	1,035,700	-	-	-	-	24,729,636
Sales	1,200	-	-	-	-	-	-	8,800	689,400	-	-	-	699,400
Charges for Services	162,200	2,047,368	-	-	-	-	-	2,420,470	5,953,875	2,741,500	2,706,500	994,247	17,026,160
Rentals and Concessions	-	753,275	1,306,600	-	-	-	-	114,500	3,314,020	-	-	-	5,488,395
Interest	70,000	5,000	4,500	-	-	30,000	15,000	16,500	60,000	45,000	3,000	-	249,000
Miscellaneous	-	120,900	-	-	-	1,794,450	600,000	200,800	698,686	-	-	-	3,414,836
Total Revenues	29,914,000	101,938,179	1,311,100	-	1,950,000	1,824,450	19,935,000	3,796,770	10,715,981	2,786,500	2,709,500	994,247	177,875,727
Transfers In	-	15,000	-	5,511,210	-	-	1,400,000	500,000	-	-	-	-	7,426,210
Bond Proceeds	-	-	-	-	-	-	5,597,000	-	-	-	6,150,000	-	11,747,000
Use of Fund Balance/Net Assets	2,663,871	5,015,370	-	-	-	1,029,686	-	1,337,855	-	573,440	-	-	10,620,222
Total Available Funds	\$ 32,577,871	\$ 106,968,549	\$ 1,311,100	\$ 5,511,210	\$ 1,950,000	\$ 2,854,136	\$ 26,932,000	\$ 5,634,625	\$ 10,715,981	\$ 3,359,940	\$ 8,859,500	\$ 994,247	\$ 207,669,159
<b>Uses:</b>													
Commissioners' Office	1,176,198	-	-	-	-	-	-	-	-	-	-	-	1,176,198
Planning Department	-	-	-	-	-	-	-	-	-	-	-	-	-
Office of The Planning Director	1,115,698	-	-	-	-	-	-	-	-	-	-	-	1,115,698
Management Services	2,303,760	-	-	-	-	-	-	-	-	-	-	-	2,303,760
Functional Planning & Policy	2,987,840	-	-	-	-	-	-	-	-	-	-	-	2,987,840
Area 1	1,219,902	-	-	-	-	-	-	-	-	-	-	-	1,219,902
Area 2	2,142,478	-	-	-	-	-	-	-	-	-	-	-	2,142,478
Area 3	1,742,020	-	-	-	-	-	-	-	-	-	-	-	1,742,020
Dev. Applications & Regulatory Coordination	931,062	-	-	-	-	-	-	-	-	-	-	-	931,062
Information Technology and Innovation	3,477,395	-	-	-	-	-	-	-	-	-	-	-	3,477,395
Research and Special Projects	1,468,927	-	-	-	-	-	-	-	-	-	-	-	1,468,927
Support Services	2,239,863	-	-	-	-	-	-	-	-	-	-	-	2,239,863
Grants	150,000	-	-	-	-	-	-	-	-	-	-	-	150,000
Special Revenue Operations	-	-	-	-	-	-	3,788,200	-	-	-	-	-	3,788,200
Planning Operations Total	19,778,945	-	-	-	-	-	3,788,200	-	-	-	-	-	23,567,145
Central Administrative Services (CAS):													
Dept of Human Resources and Mgmt	2,225,575	-	-	-	-	-	-	-	-	-	-	-	2,225,575
Department of Finance	3,334,279	-	-	-	-	-	-	-	-	-	-	-	3,334,279
Legal Department	1,368,467	-	-	-	-	-	-	-	-	-	-	-	1,368,467
Merit System Board	83,121	-	-	-	-	-	-	-	-	-	-	-	83,121
Office of Internal Audit	256,084	-	-	-	-	-	-	-	-	-	-	-	256,084
Support Services	657,844	-	-	-	-	-	-	-	-	-	-	-	657,844
CAS Total	7,925,370	-	-	-	-	-	-	-	-	-	-	-	7,925,370



# Montgomery County Overview - Fiscal and Budget Summary Schedules

## MONTGOMERY COUNTY FY18 PROPOSED BUDGET SUMMARY FUND SUMMARY BY DEPARTMENT AND BY DIVISION Cont'd

	Administration Fund	Park Fund	Property Management Fund	Park Debt Service Fund	ALA Debt Service Fund	ALA Revolving Fund	Capital Projects Fund	Special Revenue Fund	Enterprise Fund	Risk Management Internal Service Fund	Capital Equipment Internal Service Fund	Commission-wide CO & IT Initiatives Internal Service Fund	Total
Park Department Operating Divisions:													
Office of the Director	-	1,691,035	-	-	-	-	-	-	-	-	-	-	1,691,035
Public Affairs & Community Partnerships	-	2,906,278	-	-	-	-	-	-	-	-	-	-	2,906,278
Management Services	-	1,884,536	-	-	-	-	-	-	-	-	-	-	1,884,536
Information Technology & Innovation	-	2,319,436	-	-	-	-	-	-	-	-	-	-	2,319,436
Park Planning & Stewardship	-	5,186,457	-	-	-	-	-	-	-	-	-	-	5,186,457
Park Development	-	3,395,134	-	-	-	-	-	-	-	-	-	-	3,395,134
Park Police	-	14,699,032	-	-	-	-	-	-	-	-	-	-	14,699,032
Horticulture, Forestry & Environmental Education	-	9,851,020	-	-	-	-	-	-	-	-	-	-	9,851,020
Facilities Management	-	12,270,870	-	-	-	-	-	-	-	-	-	-	12,270,870
Northern Parks	-	10,540,405	-	-	-	-	-	-	-	-	-	-	10,540,405
Southern Parks	-	13,966,954	-	-	-	-	-	-	-	-	-	-	13,966,954
Support Services	-	12,128,270	-	-	-	-	-	-	-	-	-	-	12,128,270
Special Revenue Operations	-	-	-	-	-	-	1,846,425	-	-	-	-	-	1,846,425
Grants	-	400,000	-	-	-	-	-	-	-	-	-	-	400,000
Property Management	-	-	1,311,100	-	-	-	-	-	-	-	-	-	1,311,100
Enterprise Operations	-	-	-	-	-	-	-	9,297,797	9,297,797	-	-	-	9,297,797
Total Park Department Operations	-	91,239,427	1,311,100	-	-	-	1,846,425	9,297,797	9,297,797	-	-	-	103,694,749
NonDepartmental	2,263,058	6,923,012	-	-	-	-	-	-	-	-	-	-	9,186,070
Debt Service	-	-	-	5,511,210	155,550	-	-	-	-	-	-	-	5,666,760
Capital Projects	-	-	-	-	-	-	26,917,000	-	-	-	-	-	26,917,000
Transfer to Debt Service	-	5,511,210	-	-	-	-	-	-	-	-	-	-	5,511,210
Advanced Land Acquisition	-	-	-	-	1,794,450	2,854,136	-	-	-	-	-	-	4,648,586
Risk Management Operating	-	-	-	-	-	-	-	3,359,940	-	-	-	-	3,359,940
Capital Equipment Operating	-	-	-	-	-	-	-	-	-	8,100,151	-	-	8,100,151
CIO/Commission-wide IT Fund	-	-	-	-	-	-	-	-	-	-	988,919	-	988,919
Transfers Out	500,000	350,000	-	-	-	-	15,000	-	1,050,000	-	-	-	1,915,000
Total Uses	\$ 31,643,571	\$ 104,023,649	\$ 1,311,100	\$ 5,511,210	\$ 1,950,000	\$ 2,854,136	\$ 26,932,000	\$ 5,634,625	\$ 10,347,797	\$ 3,359,940	\$ 8,100,151	\$ 988,919	\$ 202,657,098
Designated Expenditure Reserve @ 3%	934,300	2,944,900	not applicable	not applicable	not applicable	not applicable	not applicable	not applicable	not applicable	not applicable	not applicable	not applicable	3,879,200
Total Required Funds	\$ 32,577,871	\$ 106,968,549	\$ 1,311,100	\$ 5,511,210	\$ 1,950,000	\$ 2,854,136	\$ 26,932,000	\$ 5,634,625	\$ 10,347,797	\$ 3,359,940	\$ 8,100,151	\$ 988,919	\$ 206,536,298
Excess of Sources over Uses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 368,184	\$ -	\$ 759,349	\$ 5,328	\$ 1,132,861
Total Funded Career/Term Positions	223.10	749.00	4.00	-	-	-	-	-	36.00	3.00	-	3.00	1,018.10
Total Funded Workyears	183.59	731.30	7.00	-	-	-	-	32.05	126.70	3.40	-	3.00	1,087.04

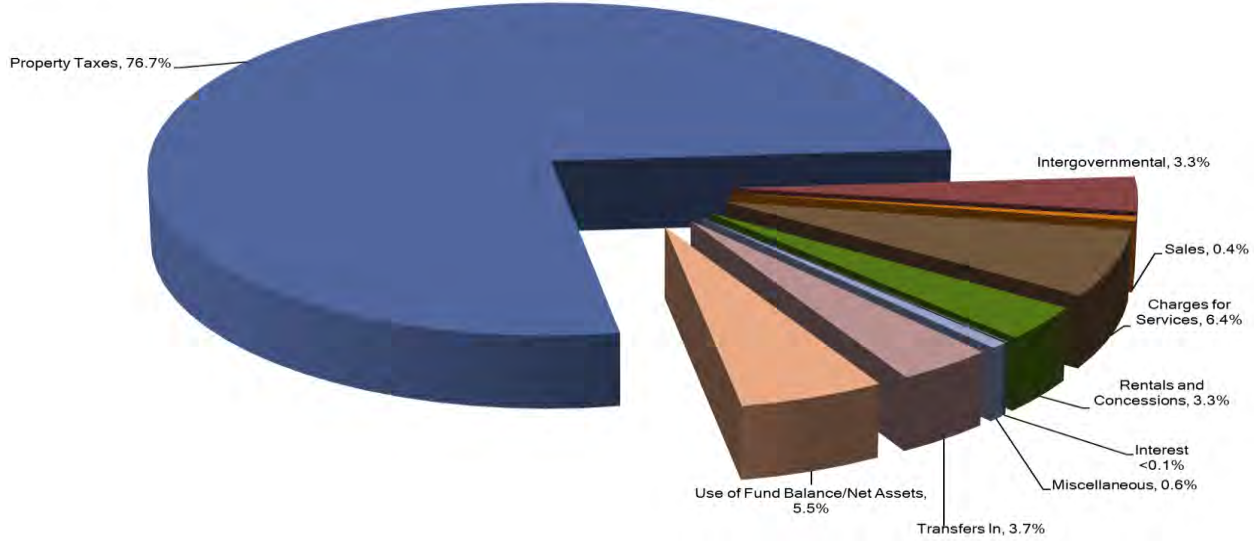




# Montgomery County Overview – Fiscal and Budget Summary Schedules

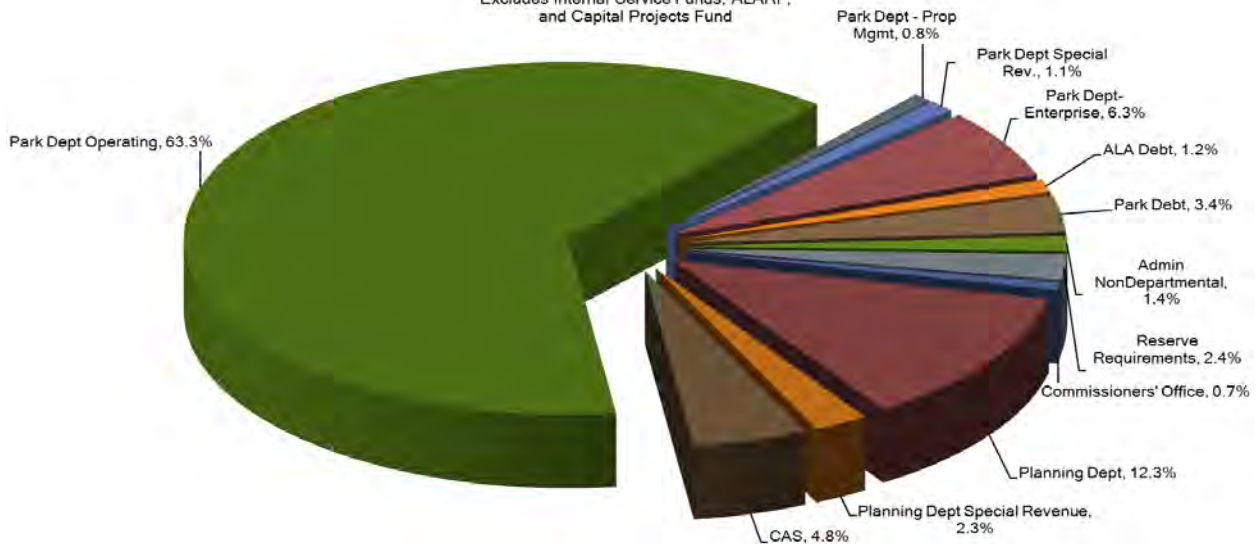
**Montgomery County FY18 Proposed Budget  
Revenue Sources (Percent of Total by Type)  
Operating Funds Total \$164,669,336**

Excludes Internal Service Funds,  
ALARF, and Capital Projects Fund



**Montgomery County FY18 Proposed Budget  
Funds Required (Percent of Total by Function)  
Total Operating Funds \$164,301,152**

Excludes Internal Service Funds, ALARF,  
and Capital Projects Fund



# Montgomery County Overview - Fiscal and Budget Summary Schedules

## MONTGOMERY COUNTY FY18 PROPOSED BUDGET EXPENDITURE SUMMARY BY MAJOR OBJECT

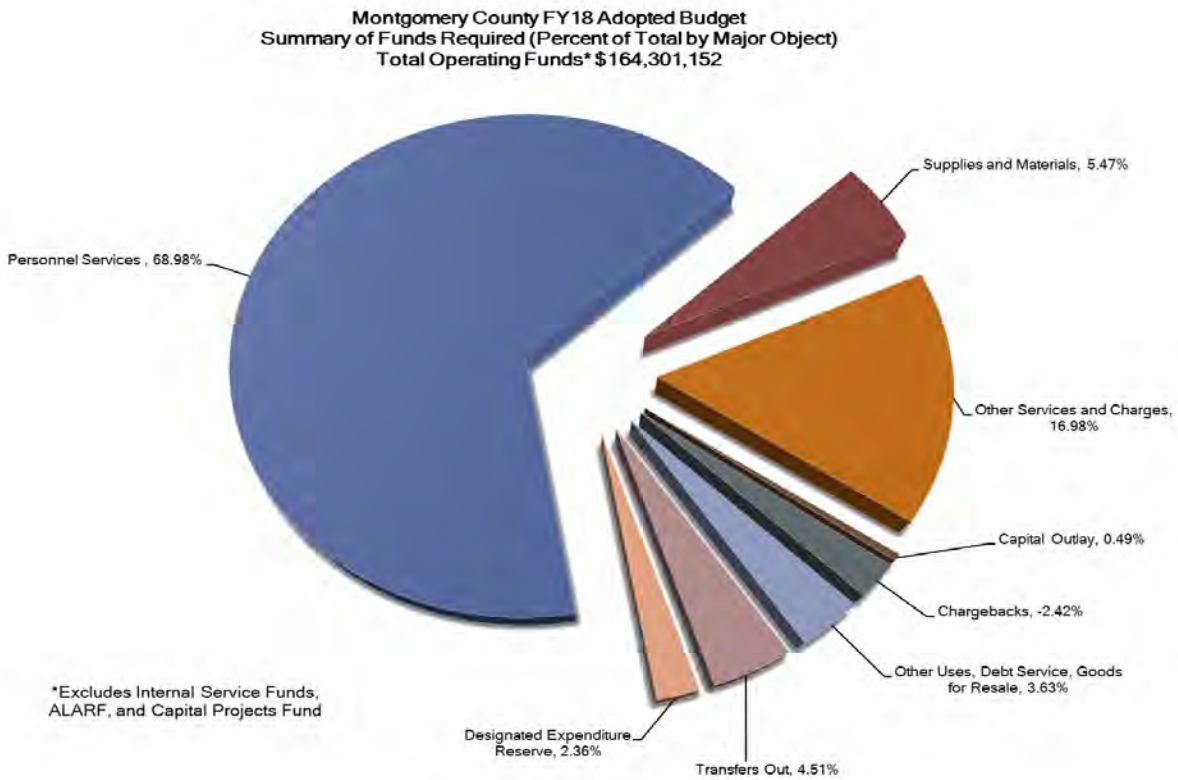
	Personnel Services	Supplies and Materials	Other Services and Charges	Capital Outlay	Other Classifications	Charge-backs	Other Uses, Debt Service, Goods for Resale	Transfers Out	Designated Expenditure Reserve	Total
<b>Governmental Funds:</b>										
General Funds:										
Administration Fund										
Commissioners' Office	1,137,298	25,600	13,300	-	-	-	-	-	-	1,176,198
Planning Department	17,807,664	441,119	4,421,862	-	-	(3,041,700)	-	-	-	19,778,945
DHRM	2,021,659	40,083	305,364	-	150,000	(141,531)	-	-	-	2,225,575
Department of Finance	3,265,760	79,900	950,959	-	-	(962,340)	-	-	-	3,334,279
Legal Department	1,758,862	15,019	209,724	-	-	(615,138)	-	-	-	1,368,467
Merit System Board	62,314	918	19,889	-	-	-	-	-	-	83,121
Office of Internal Audit	238,190	2,250	15,644	-	-	-	-	-	-	256,084
CAS Support Services	2,230	21,370	634,244	-	-	-	-	500,000	-	657,844
Non-Departmental	2,263,058	-	-	-	-	-	-	-	-	2,763,058
Budgetary Reserve	-	-	-	-	-	-	-	-	934,300	934,300
Administration Fund Total	28,557,035	626,259	6,570,986	-	150,000	(4,760,709)	-	500,000	934,300	32,577,871
Park Fund										
Parks Department	77,667,585	7,432,059	15,163,290	769,550	-	(2,870,045)	-	5,861,210	2,944,900	106,968,549
Park Fund Total	77,667,585	7,432,059	15,163,290	769,550	-	(2,870,045)	-	5,861,210	2,944,900	106,968,549
General Funds Total	106,224,620	8,058,318	21,734,276	769,550	150,000	(7,630,754)	-	6,361,210	3,879,200	139,546,420
ALA Debt Service Fund	-	-	1,794,450	-	-	-	155,550	-	-	1,950,000
Tax Supported Funds Total	106,224,620	8,058,318	23,528,726	769,550	150,000	(7,630,754)	155,550	6,361,210	3,879,200	141,496,420
Park Debt Service Fund	-	-	-	-	-	-	5,511,210	-	-	5,511,210
Property Management Fund										
Parks Department	476,570	194,090	471,140	-	-	169,300	-	-	-	1,311,100
Property Management Fund Total	476,570	194,090	471,140	-	-	169,300	-	-	-	1,311,100
Capital Projects Fund	-	-	-	26,917,000	-	-	-	15,000	-	26,932,000
Special Revenue Funds										
Planning Department	-	13,000	475,000	-	-	3,300,200	-	-	-	3,788,200
Parks Department	560,300	203,000	1,011,125	29,600	-	42,400	-	-	-	1,846,425
Special Revenue Funds Total	560,300	216,000	1,486,125	29,600	-	3,342,600	-	-	-	5,634,625
Governmental Funds Total	107,261,490	8,468,408	25,485,991	27,716,150	150,000	(4,118,854)	5,666,760	6,376,210	3,879,200	180,885,355
<b>Proprietary Funds:</b>										
Enterprise Funds										
Parks Department	6,068,975	516,250	2,265,495	-	-	144,477	302,600	1,050,000	-	10,347,797
Enterprise Funds Total	6,068,975	516,250	2,265,495	-	-	144,477	302,600	1,050,000	-	10,347,797
Internal Service Funds:										
Risk Management Fund	484,459	30,000	2,598,445	-	-	247,036	-	-	-	3,359,940
Capital Equipment Internal Service Fund	-	-	-	6,150,000	-	40,951	1,909,200	-	-	8,100,151
Commission-wide CIO & IT Initiatives Fund	358,171	20,144	572,501	-	-	-	38,103	-	-	988,919
Internal Service Funds Total	842,630	50,144	3,170,946	6,150,000	-	287,987	1,947,303	-	-	12,449,010
Proprietary Funds Total	6,911,605	566,394	5,436,441	6,150,000	-	432,464	2,249,903	1,050,000	-	22,796,807
<b>Private Purpose Trust Funds:</b>										
ALA Revolving Fund	-	-	-	2,854,136	-	-	-	-	-	2,854,136
Private Purpose Trust Funds Total	-	-	-	2,854,136	-	-	-	-	-	2,854,136
<b>GRAND TOTAL</b>	\$ 114,173,095	\$ 9,034,802	\$ 30,922,432	\$ 36,720,286	\$ 150,000	\$ (3,686,390)	\$ 7,916,663	\$ 7,426,210	\$ 3,879,200	\$ 206,536,298

\* Administration Fund transfer out reflects the transfer to the Special Revenue Fund

\*\* Park Fund transfer out includes the transfers to CIP Pay-Go (\$350K) and to Debt Service (\$5.51M)



# Montgomery County Overview – Fiscal and Budget Summary Schedules



# Montgomery County

## Overview – Fiscal and Budget Summary Schedules

**MONTGOMERY COUNTY**  
**BUDGET PRESENTATION in COUNTY COUNCIL RESOLUTION FORMAT and GROUPINGS**  
**PROPOSED BUDGET FISCAL YEAR 2018**

**Part I. Administration Fund**

	<b>FY 17 Adopted</b>	<b>FY 18 Proposed</b>	<b>% Change</b>
Commissioners' Office	1,193,633	1,176,198	-1.5%
<b>Planning Department</b>			
Planning Director's Office	958,251	1,115,698	16.4%
Management Services	2,179,170	2,303,760	5.7%
Functional Planning & Policy	3,078,132	2,987,840	-2.9%
Area 1	1,461,944	1,219,902	-16.6%
Area 2	2,016,799	2,142,478	6.2%
Area 3	2,041,269	1,742,020	-14.7%
Dev. Applications & Regulatory Coordination	1,118,165	931,062	-16.7%
Information Technology and Innovation	3,217,719	3,477,395	8.1%
Research and Special Projects	1,347,156	1,468,927	9.0%
Support Services	2,137,101	2,239,863	4.8%
<b>Subtotal Planning</b>	19,555,706	19,628,945	0.4%
<b>Central Administrative Services</b>			
Department of Human Resources and Management	2,069,304	2,225,575	7.6%
Department of Finance	3,201,045	3,334,279	4.2%
Legal Department	1,350,530	1,368,467	1.3%
Merit System Board	81,571	83,121	1.9%
Office of Internal Audit	234,792	256,084	9.1%
Support Services	619,665	657,844	6.2%
<b>Subtotal Central Administrative Services</b>	7,556,907	7,925,370	4.9%
Non-Departmental	1,507,956	2,263,058	50.1%
<b>Total Expenditures</b>	29,814,202	30,993,571	4.0%

**Part II. Park Fund**

	<b>FY 17 Adopted</b>	<b>FY 18 Proposed</b>	<b>% Change</b>
Director of Parks	1,540,997	1,691,035	9.7%
Public Affairs & Community Partnerships	2,699,010	2,906,278	7.7%
Management Services	1,752,965	1,884,536	7.5%
Information Technology & Innovation	2,345,089	2,319,436	-1.1%
Park Planning and Stewardship	4,729,310	5,186,457	9.7%
Park Development	3,242,259	3,395,134	4.7%
Park Police	14,160,643	14,699,032	3.8%
Horticulture, Forestry & Environmental Education	9,133,771	9,851,020	7.9%
Facilities Management	11,844,367	12,270,870	3.6%
Northern Parks	10,238,687	10,540,405	2.9%
Southern Parks	13,137,439	13,966,954	6.3%
Support Services	10,951,898	12,128,270	10.7%
<b>Subtotal Park Operations</b>	85,776,435	90,839,427	5.9%
Non-Departmental	4,994,090	6,923,012	38.6%
Debt Service	4,846,969	5,511,210	13.7%
<b>Total Expenditures</b>	95,617,494	103,273,649	8.0%



# Montgomery County Overview – Fiscal and Budget Summary Schedules

-CONTINUED-  
MONTGOMERY COUNTY  
BUDGET PRESENTATION in COUNTY COUNCIL RESOLUTION FORMAT and GROUPINGS  
PROPOSED BUDGET FISCAL YEAR 2018

**Part III. Grants**

	FY 17 Adopted	FY 18 Proposed	% Change
Admin Fund Future Grants	150,000	150,000	0.0%
Park Fund Future Grants	400,000	400,000	0.0%
<b>Total Expenditures</b>	<b>550,000</b>	<b>550,000</b>	<b>0.0%</b>

**Part IV. Self Supporting Funds**

	FY 17 Adopted	FY 18 Proposed	% Change
Enterprise Fund	8,712,147	9,297,797	6.7%
Property Management	1,319,000	-	-100.0%
<b>Total Expenditures</b>	<b>10,031,147</b>	<b>9,297,797</b>	<b>-7.3%</b>

**Part V. Advance Land Acquisition Debt Service Fund**

	FY 17 Adopted	FY 18 Proposed	% Change
Debt Service	77,529	155,550	100.6%
<b>Total Expenditures</b>	<b>77,529</b>	<b>155,550</b>	<b>100.6%</b>

**Part VI. Internal Service Funds**

	FY 17 Adopted	FY 18 Proposed	% Change
Risk Management Fund	3,235,155	3,359,940	3.9%
Capital Equipment Fund	3,827,125	8,100,151	111.7%
<b>Total Expenditures</b>	<b>7,062,280</b>	<b>11,460,091</b>	<b>62.3%</b>

**Part VII. Special Revenue Funds**

	FY 17 Adopted	FY 18 Proposed	% Change
Park Activities	1,843,500	1,846,425	0.2%
Planning Activities	3,908,122	3,788,200	-3.1%
<b>Total Expenditures</b>	<b>5,751,622</b>	<b>5,634,625</b>	<b>-2.0%</b>

**Explanatory Notes to Reconcile to Commission Budget Resolution:**

*This schedule differs from the budget resolution adopted by the Commission. The budget resolution adopted by the County Council does not include all the funds required to operate the Commission as presented in the Commission Budget Resolution, and it groups certain budget units differently. The Commission's Budget Resolution is organized by the fund and organization structure of the Commission's accounting system. The table summarizes the different treatment between the two resolutions.*

	<b><u>County Resolution</u></b>	<b><u>Commission Resolution</u></b>
* Budgetary Reserve Requirements	Not included	Included in Admin. and Park Funds
* Administration Fund Transfer to Special Revenue Fund	Not included	Transfer Out in Admin. Fund
* Park Fund Transfer to the CIP Fund	Not included	Transfer Out in Park Fund
* Grants	Included as separate section	Included in Admin. and Park Funds
* Advance Land Acquisition - Revolving Fund	Not Included	Included
* Enterprise Fund Transfers to CIP	Not Included	Included as Transfer Out
* Gain in Proprietary Funds		Included in Total Funds Required
* Park Fund Debt Service Fund	Not Included	Included
* Park Capital Projects Fund	Not Included	Included





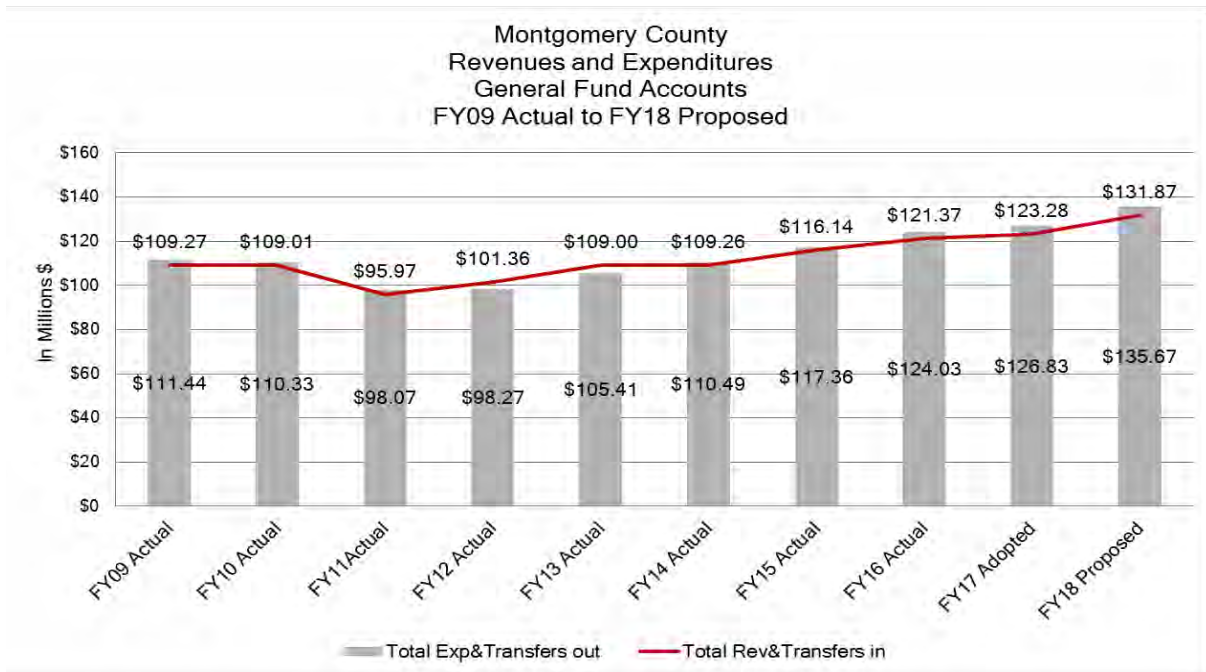
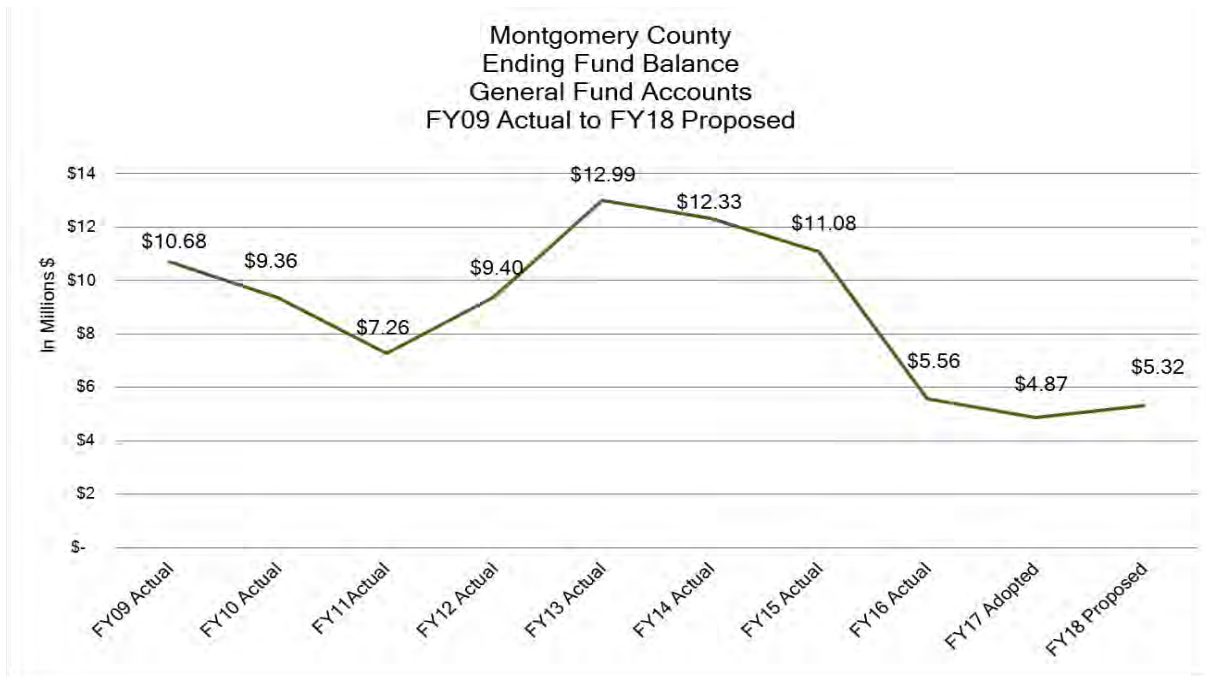
# Montgomery County Overview - Fiscal and Budget Summary Schedules

## MONTGOMERY COUNTY GOVERNMENTAL FUNDS Summary of Revenues, Expenditures, and Changes in Fund Balance PROPOSED BUDGET FISCAL YEAR 2018

	General Fund Accounts		Advance Land Acquisition Debt Service Fund		Total Tax Supported Funds		Park Debt Service Fund		Capital Projects Fund		Special Revenue Funds		Total Governmental Funds	
	FY 17 Adopted	FY 18 Proposed	FY 17 Adopted	FY 18 Proposed	FY 17 Adopted	FY 18 Proposed	FY 17 Adopted	FY 18 Proposed	FY 17 Adopted	FY 18 Proposed	FY 17 Adopted	FY 18 Proposed	FY 17 Adopted	FY 18 Proposed
<b>Revenues:</b>														
Property Taxes														
Intergovernmental - Federal	116,570,500	124,318,300	1,865,573	1,950,000	118,436,073	126,288,300							118,436,073	126,288,300
State													988,200	1,035,700
County-Other	550,000	550,000		550,000		550,000			2,000,000				988,200	1,035,700
County- Water Quality Protection	40,000	40,000		40,000		40,000			3,300,000				2,000,000	2,000,000
Sales	3,187,313	3,783,936		3,187,313		3,783,936			15,990,000				18,397,000	16,030,000
Charges for Services	1,200	1,200		1,200		1,200							3,187,313	3,783,936
Rentals and Concessions	2,042,988	2,209,588		2,042,988		2,209,588							12,200	13,500
Interest	695,275	753,275		695,275		753,275							2,134,000	4,176,588
Miscellaneous	65,000	75,000		65,000		75,000			15,000				89,945	114,500
Total Revenues	123,259,556	131,852,179	1,865,573	1,950,000	125,251,219	133,802,179			52,000	600,000			200,800	1,001,700
<b>Expenditures by Major Object:</b>														
Personnel Services	100,341,594	106,224,620		100,341,594		106,224,620							537,800	100,879,394
Supplies and Materials	7,442,654	8,058,318		7,442,654		8,058,318							202,500	7,645,134
Other Services and Charges	20,244,581	21,884,276	1,788,044	1,794,450	22,032,625	23,678,726							1,726,000	23,758,625
Debt Service			77,529	155,550		155,550	4,846,969	5,511,210						4,924,488
Capital Outlay	714,650	769,550		714,650		769,550			26,917,000				34,000	38,226,650
Other Classifications														
Chargebacks	(7,608,732)	(7,630,754)		(7,608,732)		(7,630,754)							3,251,322	3,342,610
Total Expenditures	121,134,727	129,306,010	1,865,573	1,950,000	123,000,300	131,256,010	4,846,969	5,511,210	37,478,000	26,917,000			5,751,622	5,634,625
Excess of Revenues over Expenditures	2,124,829	2,546,169		2,124,829		2,546,169	(4,846,969)	(5,511,210)	(12,644,000)	(6,982,000)			(2,150,477)	(1,837,855)
<b>Other Financing Sources (Uses):</b>														
Bond Proceeds														
Transfers In									11,019,000	5,597,000				11,019,000
Park Fund							4,846,969	5,511,210	350,000	350,000				5,196,969
Capital Projects Fund		15,000				15,000								25,000
Capital Equipment Fund														
Enterprise Fund														
Administration Fund									1,300,000	1,050,000				1,300,000
Total Transfers In	25,000	15,000		25,000		15,000	4,846,969	5,511,210	1,650,000	1,400,000			500,000	500,000
Transfers (Out) To:														
Park Fund									(25,000)	(15,000)				(25,000)
Special Revenue Fund	(500,000)	(600,000)		(500,000)		(600,000)								(600,000)
Capital Projects Fund	(350,000)	(350,000)		(350,000)		(350,000)								(350,000)
Debt Service Fund	(4,846,969)	(5,511,210)		(4,846,969)		(5,511,210)								(4,846,969)
Enterprise Fund														
Total Transfers (Out)	(5,696,969)	(6,361,210)		(5,696,969)		(6,361,210)			(25,000)	(15,000)				(5,721,969)
Total Other Financing Sources (Uses)	(5,671,969)	(6,346,210)		(5,671,969)		(6,346,210)	4,846,969	5,511,210	12,644,000	6,982,000			500,000	500,000
Total Uses	126,831,696	135,667,220	1,865,573	1,950,000	128,697,269	137,617,220	4,846,969	5,511,210	37,503,000	26,932,000			5,751,622	5,634,625
Excess of Sources over (Under) Total Uses	(3,547,140)	(3,800,041)		(3,547,140)		(3,800,041)							(1,650,477)	(1,337,855)
Designated Expenditure Reserve @ 3%	3,634,000	3,879,200		3,634,000		3,879,200								3,634,000
Total Required Funds	130,465,696	139,546,420	1,865,573	1,950,000	132,331,269	141,496,420	4,846,969	5,511,210	37,503,000	26,932,000			5,751,622	5,634,625
Excess of Sources over (Under) Total Funds Required	(7,181,140)	(7,679,241)		(7,181,140)		(7,679,241)							(1,650,477)	(1,337,855)
Fund Balance - Beginning	8,418,131	9,120,132		8,418,131		9,120,132			4,279,743	9,422,062			3,440,330	16,138,203
Fund Balance - Ending	4,870,991	5,320,091		4,870,991		5,320,091			4,279,743	9,422,062			1,789,853	10,940,566
Classification of Ending Fund Balance:														
Designated Expenditure Reserve	3,634,000	3,879,200	not applicable	3,634,000	not applicable	3,879,200	not applicable	not applicable	not applicable	not applicable			862,743	845,194
Undesignated Fund Balance	1,236,991	1,440,891		1,236,991		1,440,891			4,279,743	9,422,062			927,109	1,446,188
Total Ending Fund Balance	4,870,991	5,320,091		4,870,991		5,320,091			4,279,743	9,422,062			1,789,853	10,940,566

Note: Designated Expenditure Reserve is part of total required funds because there needs to be sufficient ending fund balance to meet the reserve requirement. However, it is not a use of fund balance because it is not appropriated to spend. Rather, it is a designated part of ending fund balance.

# Montgomery County Overview - Fiscal and Budget Summary Schedules



# Montgomery County Overview - Fiscal and Budget Summary Schedules

## CENTRAL ADMINISTRATIVE SERVICES BUDGET SUMMARY Expenditures by County, by Department and by Object PROPOSED BUDGET FISCAL YEAR 2018

	Montgomery County			Prince George's County			Combined Department Total		
	FY 17 Adopted	FY 18 Proposed	% Change	FY 17 Adopted	FY 18 Proposed	% Change	FY 17 Adopted	FY 18 Proposed	% Change
DHRM									
Personnel Services	1,919,573	2,021,659	5.3%	2,606,157	2,755,295	5.7%	4,525,730	4,776,954	5.6%
Supplies and Materials	36,022	40,083	11.3%	49,097	52,917	7.8%	85,119	93,000	9.3%
Other Services and Charges	275,234	305,364	10.9%	379,111	386,511	2.0%	654,345	691,875	5.7%
Capital Outlay	-	-	-	-	-	-	-	-	-
Other Classifications	-	-	-	-	-	-	-	-	-
Subtotal Before Chargebacks	2,230,829	2,367,106	6.1%	3,034,365	3,194,723	5.3%	5,265,194	5,561,829	5.6%
Chargebacks	(161,525)	(141,531)	-12.4%	(438,278)	(399,213)	-8.9%	(599,803)	(540,744)	-9.8%
Total	2,069,304	2,225,575	7.6%	2,596,087	2,795,510	7.7%	4,665,391	5,021,085	7.6%
Department of Finance									
Personnel Services	3,127,334	3,265,760	4.4%	4,206,431	4,257,778	1.2%	7,333,765	7,523,538	2.6%
Supplies and Materials	79,900	79,900	0.0%	104,300	104,300	0.0%	184,200	184,200	0.0%
Other Services and Charges	816,118	950,959	16.5%	1,043,986	1,197,218	14.7%	1,860,104	2,148,177	15.5%
Capital Outlay	-	-	-	-	-	-	-	-	-
Other Classifications	-	-	-	-	-	-	-	-	-
Subtotal Before Chargebacks	4,023,352	4,296,619	6.8%	5,354,717	5,559,296	3.8%	9,378,069	9,855,915	5.1%
Chargebacks	(822,307)	(962,340)	17.0%	(1,518,860)	(1,753,765)	15.5%	(2,341,167)	(2,716,105)	16.0%
Total	3,201,045	3,334,279	4.2%	3,835,857	3,805,531	-0.8%	7,036,902	7,139,810	1.5%
Legal Department									
Personnel Services	1,740,520	1,758,862	1.1%	1,606,686	1,729,890	7.7%	3,347,206	3,488,752	4.2%
Supplies and Materials	15,466	15,019	-2.9%	14,334	14,781	3.1%	29,800	29,800	0.0%
Other Services and Charges	198,478	209,724	5.7%	183,945	202,636	10.2%	382,423	412,360	7.8%
Capital Outlay	-	-	-	-	-	-	-	-	-
Other Classifications	-	-	-	-	-	-	-	-	-
Subtotal Before Chargebacks	1,954,464	1,983,605	1.5%	1,804,965	1,947,307	7.9%	3,759,429	3,930,912	4.6%
Chargebacks	(603,934)	(615,138)	1.9%	(758,667)	(775,041)	2.2%	(1,362,601)	(1,390,179)	2.0%
Total	1,350,530	1,368,467	1.3%	1,046,298	1,172,266	12.0%	2,396,828	2,540,733	6.0%
Merit System Board									
Personnel Services	60,764	62,314	2.6%	60,765	62,314	2.5%	121,529	124,628	2.6%
Supplies and Materials	918	918	0.0%	917	918	0.1%	1,835	1,836	0.1%
Other Services and Charges	19,889	19,889	0.0%	19,889	19,889	0.0%	39,778	39,778	0.0%
Capital Outlay	-	-	-	-	-	-	-	-	-
Other Classifications	-	-	-	-	-	-	-	-	-
Subtotal Before Chargebacks	81,571	83,121	1.9%	81,571	83,121	1.9%	163,142	166,242	1.9%
Chargebacks	-	-	-	-	-	-	-	-	-
Total	81,571	83,121	1.9%	81,571	83,121	1.9%	163,142	166,242	1.9%



# Montgomery County Overview - Fiscal and Budget Summary Schedules

	Montgomery County			Prince George's County			Combined Department Total		
	FY 17 Adopted	FY 18 Proposed	% Change	FY 17 Adopted	FY 18 Proposed	% Change	FY 17 Adopted	FY 18 Proposed	% Change
<b>Office of Internal Audit</b>									
Personnel Services	223,662	238,190	6.5%	422,416	450,225	6.6%	646,078	688,415	6.6%
Supplies and Materials	5,540	2,250	-59.4%	9,660	4,100	-57.6%	15,200	6,350	-58.2%
Other Services and Charges	5,590	15,644	179.9%	10,510	22,618	115.2%	16,100	38,262	137.7%
Capital Outlay	-	-	-	-	-	-	-	-	-
Other Classifications	-	-	-	-	-	-	-	-	-
Subtotal Before Chargebacks	234,792	256,084	9.1%	442,586	476,943	7.8%	677,378	733,027	8.2%
Chargebacks	-	-	-	(97,502)	(121,332)	24.4%	(97,502)	(121,332)	24.4%
<b>Total</b>	<b>234,792</b>	<b>256,084</b>	<b>9.1%</b>	<b>345,084</b>	<b>355,611</b>	<b>3.1%</b>	<b>579,876</b>	<b>611,695</b>	<b>5.5%</b>
<b>CAS Support Services</b>									
Personnel Services	3,492	2,230	-36.1%	4,408	2,770	-37.2%	7,900	5,000	-36.7%
Supplies and Materials	9,737	21,370	119.5%	12,292	26,760	117.7%	22,029	48,130	118.5%
Other Services and Charges	606,436	634,244	4.6%	765,591	791,258	3.4%	1,372,027	1,425,502	3.9%
Capital Outlay	-	-	-	-	-	-	-	-	-
Other Classifications	-	-	-	-	-	-	-	-	-
Subtotal Before Chargebacks	619,665	657,844	6.2%	782,291	820,788	4.9%	1,401,956	1,478,632	5.5%
Chargebacks	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>619,665</b>	<b>657,844</b>	<b>6.2%</b>	<b>782,291</b>	<b>820,788</b>	<b>4.9%</b>	<b>1,401,956</b>	<b>1,478,632</b>	<b>5.5%</b>
<b>Total Central Administrative Services</b>									
Personnel Services	7,075,345	7,349,015	3.9%	8,906,863	9,258,272	3.9%	15,982,208	16,607,287	3.9%
Supplies and Materials	147,583	159,540	8.1%	190,600	203,776	6.9%	338,183	363,316	7.4%
Other Services and Charges	1,921,745	2,135,824	11.1%	2,403,032	2,620,130	9.0%	4,324,777	4,755,954	10.0%
Capital Outlay	-	-	-	-	-	-	-	-	-
Other Classifications	-	-	-	-	-	-	-	-	-
Subtotal Before Chargebacks	9,144,673	9,644,379	5.5%	11,500,495	12,082,178	5.1%	20,645,168	21,726,557	5.2%
Chargebacks	(1,587,766)	(1,719,009)	8.3%	(2,813,307)	(3,049,351)	8.4%	(4,401,073)	(4,768,360)	8.3%
<b>Total</b>	<b>\$ 7,556,907</b>	<b>\$ 7,925,370</b>	<b>4.9%</b>	<b>\$ 8,687,188</b>	<b>\$ 9,032,827</b>	<b>4.0%</b>	<b>\$ 16,244,095</b>	<b>\$ 16,958,197</b>	<b>4.4%</b>

\* % Allocation is the amount of budget funded by each County.



# Montgomery County

## Overview – Fiscal and Budget Summary Schedules

### MONTGOMERY COUNTY ADMINISTRATION FUND Summary of Revenues, Expenditures, and Changes in Fund Balance PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Revenues:</b>					
Property Taxes	\$ 27,931,521	\$ 27,605,550	\$ 27,605,550	\$ 29,110,300	5.5%
Intergovernmental -					
Federal	-	-	-	-	-
State	-	150,000	150,000	150,000	0.0%
County - Other	43,217	40,000	40,000	40,000	0.0%
County - Water Quality Protection	360,400	369,900	369,900	380,300	2.8%
Sales	3,011	1,200	1,200	1,200	0.0%
Charges for Services	394,390	143,800	143,800	162,200	12.8%
Rentals and Concessions	-	-	-	-	-
Interest	68,041	60,000	60,000	70,000	16.7%
Miscellaneous	6,854	-	-	-	-
<b>Total Revenues</b>	<b>28,807,434</b>	<b>28,370,450</b>	<b>28,370,450</b>	<b>29,914,000</b>	<b>5.4%</b>
<b>Expenditures by Major Object:</b>					
Personnel Services	25,359,668	27,570,998	27,570,998	28,557,035	3.6%
Supplies and Materials	807,491	616,884	616,884	626,259	1.5%
Other Services and Charges	5,888,078	6,320,586	6,320,586	6,720,986	6.3%
Capital Outlay	261,821	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	(4,377,982)	(4,544,266)	(4,544,266)	(4,760,709)	4.8%
<b>Total Expenditures</b>	<b>27,939,076</b>	<b>29,964,202</b>	<b>29,964,202</b>	<b>31,143,571</b>	<b>3.9%</b>
Excess of Revenues over (under) Expenditures	868,358	(1,593,752)	(1,593,752)	(1,229,571)	-22.9%
<b>Other Financing Sources (Uses):</b>					
Transfer In	-	-	-	-	-
Total Transfers In	-	-	-	-	-
Transfers (Out)-					
Park Fund	(700,000)	-	-	-	-
Special Revenue Fund	-	(500,000)	(500,000)	(500,000)	0.0%
Total Transfers (Out)	(700,000)	(500,000)	(500,000)	(500,000)	0.0%
Total Other Financing Sources (Uses)	(700,000)	(500,000)	(500,000)	(500,000)	0.0%
<b>Total Uses</b>	<b>28,639,076</b>	<b>30,464,202</b>	<b>30,464,202</b>	<b>31,643,571</b>	<b>3.9%</b>
Excess of Sources over (under) Total Uses	168,358	(2,093,752)	(2,093,752)	(1,729,571)	-17.4%
Designated Expenditure Reserve @ 3%	-	898,900	-	934,300	3.9%
<b>Total Required Funds</b>	<b>\$ 28,639,076</b>	<b>\$ 31,363,102</b>	<b>\$ 30,464,202</b>	<b>\$ 32,577,871</b>	<b>3.9%</b>
Excess of Sources over (under) Total Funds Required	\$ 168,358	\$ (2,992,652)	\$ (2,093,752)	\$ (2,663,871)	-11.0%
Fund Balance - Beginning	5,235,726	3,136,647	5,404,084	3,310,332	5.5%
Fund Balance - Ending	\$ 5,404,084	\$ 1,042,895	\$ 3,310,332	\$ 1,580,761	51.6%
<b>Classification of Ending Fund Balance:</b>					
Designated Expenditure Reserve	-	898,900	-	934,300	3.9%
Undesignated Fund Balance	5,404,084	143,995	3,310,332	646,461	348.9%
<b>Total Ending Fund Balance</b>	<b>\$ 5,404,084</b>	<b>\$ 1,042,895</b>	<b>\$ 3,310,332</b>	<b>\$ 1,580,761</b>	<b>51.6%</b>

Note: Designated Expenditure Reserve is part of total required funds because there needs to be sufficient ending fund balance to meet the reserve requirement. However, it is not a use of fund balance because it is not appropriated to spend. Rather, it is a designated part of ending fund balance.





# Montgomery County

## Overview – Fiscal and Budget Summary Schedules

### MONTGOMERY COUNTY PARK FUND

#### Summary of Revenues, Expenditures, and Changes in Fund Balance

#### PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Revenues:</b>					
Property Taxes	\$ 85,610,387	\$ 88,964,950	\$ 88,964,950	\$ 95,208,000	7.0%
Intergovernmental:					
Federal	272,792	-	-	-	-
State	8,877	400,000	400,000	400,000	0.0%
County - Other	-	-	-	-	-
County - Water Quality Protection	2,770,489	2,817,413	2,817,413	3,403,636	20.8%
Local	-	-	-	-	-
Sales	5,375	-	-	-	-
Charges for Services	1,870,097	1,898,768	1,898,768	2,047,368	7.8%
Rentals and Concessions	745,053	695,275	695,275	753,275	8.3%
Interest	(24,245)	5,000	5,000	5,000	0.0%
Miscellaneous	144,411	107,700	107,700	120,900	12.3%
<b>Total Revenues</b>	<b>91,403,236</b>	<b>94,889,106</b>	<b>94,889,106</b>	<b>101,938,179</b>	<b>7.4%</b>
<b>Expenditures by Major Object:</b>					
Personnel Services	69,852,054	72,770,596	72,770,596	77,667,585	6.7%
Supplies and Materials	6,492,352	6,825,750	6,825,750	7,432,059	8.9%
Other Services and Charges	13,071,046	13,923,995	13,923,995	15,163,290	8.9%
Capital Outlay	863,380	714,650	714,650	769,550	7.7%
Other Classifications	-	-	-	-	-
Chargebacks	(3,418,170)	(3,064,466)	(3,064,466)	(2,870,045)	-6.3%
<b>Total Expenditures</b>	<b>86,860,662</b>	<b>91,170,525</b>	<b>91,170,525</b>	<b>98,162,439</b>	<b>7.7%</b>
Excess of Revenues over (under) Expenditures	4,542,574	3,718,581	3,718,581	3,775,740	1.5%
<b>Other Financing Sources (Uses):</b>					
Transfers In					
Capital Projects Funds	-	25,000	25,000	15,000	-40.0%
Capital Equipment Fund	805,550	-	-	-	-
Administration Fund	700,000	-	-	-	-
<b>Total Transfers In</b>	<b>1,505,550</b>	<b>25,000</b>	<b>25,000</b>	<b>15,000</b>	<b>-40.0%</b>
Transfers(Out)					
Capital Projects Funds	(366,891)	(350,000)	(350,000)	(350,000)	0.0%
Debt Service Fund	(4,256,316)	(4,846,969)	(4,846,969)	(5,511,210)	13.7%
<b>Total Transfers (Out)</b>	<b>(4,623,207)</b>	<b>(5,196,969)</b>	<b>(5,196,969)</b>	<b>(5,861,210)</b>	<b>12.8%</b>
<b>Total Other Financing Sources (Uses)</b>	<b>(3,117,657)</b>	<b>(5,171,969)</b>	<b>(5,171,969)</b>	<b>(5,846,210)</b>	<b>13.0%</b>
<b>Total Uses</b>	<b>91,483,869</b>	<b>96,367,494</b>	<b>96,367,494</b>	<b>104,023,649</b>	<b>7.9%</b>
Excess of Sources over (under) Total Uses	1,424,917	(1,453,388)	(1,453,388)	(2,070,470)	42.5%
Designated Expenditure Reserve @ 3%	-	2,735,100	-	2,944,900	7.7%
<b>Total Required Funds</b>	<b>\$ 91,483,869</b>	<b>\$ 99,102,594</b>	<b>\$ 96,367,494</b>	<b>\$ 106,968,549</b>	<b>7.9%</b>
Excess of Sources over (under) Total Funds Required	\$ 1,424,917	\$ (4,188,488)	\$ (1,453,388)	\$ (5,015,370)	19.7%
Fund Balance - Beginning	5,838,271	5,281,484	7,263,188	5,809,800	10.0%
Fund Balance - Ending	\$ 7,263,188	\$ 3,828,096	\$ 5,809,800	\$ 3,739,330	-2.3%
<b>Classification of Ending Fund Balance:</b>					
Designated Expenditure Reserve	-	2,735,100	-	2,944,900	7.7%
Undesignated Fund Balance	7,263,188	1,092,996	5,809,800	794,430	-27.3%
<b>Total Ending Fund Balance</b>	<b>\$ 7,263,188</b>	<b>\$ 3,828,096</b>	<b>\$ 5,809,800</b>	<b>\$ 3,739,330</b>	<b>-2.3%</b>

Note: Designated Expenditure Reserve is part of total required funds because there needs to be sufficient ending fund balance to meet the reserve requirement. However, it is not a use of fund balance because it is not appropriated to spend. Rather, it is a designated part of ending fund balance.



# Montgomery County

## Overview – Fiscal and Budget Summary Schedules

### MONTGOMERY COUNTY PROPERTY MANAGEMENT SUBFUND Summary of Revenues, Expenditures, and Changes in Fund Balance PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Revenues:</b>					
Intergovernmental	\$ -	\$ -	\$ -	\$ -	-
Sales	-	-	-	-	-
Charges for Services	-	-	-	-	-
Rentals and Concessions	1,115,182	1,315,000	1,267,435	1,306,600	-0.6%
Interest	4,410	4,000	4,000	4,500	12.5%
Miscellaneous	6,220	-	5,500	-	-
<b>Total Revenues</b>	<b>1,125,812</b>	<b>1,319,000</b>	<b>1,276,935</b>	<b>1,311,100</b>	<b>-0.6%</b>
<b>Expenditures by Major Object:</b>					
Personnel Services	362,161	466,792	466,792	476,570	2.1%
Supplies and Materials	115,158	201,820	183,637	194,090	-3.8%
Other Services and Charges	411,087	479,288	455,506	471,140	-1.7%
Capital Outlay	-	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	171,100	171,100	171,000	169,300	-1.1%
<b>Total Expenditures</b>	<b>1,059,506</b>	<b>1,319,000</b>	<b>1,276,935</b>	<b>1,311,100</b>	<b>-0.6%</b>
Excess of Revenues over Expenditures	66,306	-	-	-	-
<b>Other Financing Sources (Uses):</b>					
Transfer to Special Revenue Fund	(62,320)	-	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>(62,320)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses	\$ 3,986	\$ -	\$ -	\$ -	-
Fund Balance - Beginning	961,561	961,561	965,547	965,547	0.4%
<b>Fund Balance - Ending</b>	<b>\$ 965,547</b>	<b>\$ 961,561</b>	<b>\$ 965,547</b>	<b>\$ 965,547</b>	<b>0.4%</b>



# Montgomery County

## Overview – Fiscal and Budget Summary Schedules

### MONTGOMERY COUNTY ADVANCE LAND ACQUISITION DEBT SERVICE FUND Summary of Revenues, Expenditures, and Changes in Fund Balance PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Revenues:</b>					
Property Taxes	\$ 1,794,531	\$ 1,865,573	\$ 1,865,573	\$ 1,950,000	4.5%
Intergovernmental -					-
Federal	-	-	-	-	-
State	-	-	-	-	-
County	-	-	-	-	-
Sales	-	-	-	-	-
Charges for Services	-	-	-	-	-
Rentals and Concessions	-	-	-	-	-
Interest	-	-	-	-	-
Miscellaneous	-	-	-	-	-
Total Revenues	<u>1,794,531</u>	<u>1,865,573</u>	<u>1,865,573</u>	<u>1,950,000</u>	<u>4.5%</u>
<b>Expenditures by Major Object:</b>					
Personnel Services	-	-	-	-	-
Supplies and Materials	-	-	-	-	-
Other Services and Charges-Contribution	1,663,867	1,788,044	1,796,218	1,794,450	0.4%
Debt Service:	147,625	77,529	77,529	155,550	100.6%
Debt Service Principal	120,000	55,000	55,000	135,000	145.5%
Debt Service Interest	23,430	21,129	21,129	19,050	-9.8%
Debt Service Fees	4,195	1,400	1,400	1,500	7.1%
Capital Outlay	-	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	-	-	-	-	-
Total Expenditures	<u>1,811,492</u>	<u>1,865,573</u>	<u>1,873,747</u>	<u>1,950,000</u>	<u>4.5%</u>
Designated Expenditure Reserve	-	-	-	-	-
Excess of Revenues over Expenditures	<u>(16,961)</u>	<u>-</u>	<u>(8,174)</u>	<u>-</u>	<u>-</u>
<b>Other Financing Sources (Uses):</b>					
Bond Proceeds					
Premiums, Bond Issued	42,094	-	-	-	-
Proceeds, Refunding Bond	1,075,000	-	-	-	-
Payment, Refunded Bond Esc Agent	(1,101,125)	-	-	-	-
Transfers In/(Out)-					
Total Transfers In	-	-	-	-	-
Total Transfers (Out)	-	-	-	-	-
Total Other Financing Sources (Uses)	<u>15,969</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses	<u>\$ (992)</u>	<u>\$ -</u>	<u>\$ (8,174)</u>	<u>\$ -</u>	<u>-</u>
Fund Balance, Beginning	<u>9,166</u>	<u>-</u>	<u>8,174</u>	<u>-</u>	<u>-</u>
Fund Balance, Ending	<u>\$ 8,174</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>



# Montgomery County

## Overview – Fiscal and Budget Summary Schedules

### MONTGOMERY COUNTY ADVANCE LAND ACQUISITION REVOLVING FUND Summary of Revenues, Expenditures, and Changes in Net Position PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
Revenues:					
Property Taxes	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental:					
Federal	-	-	-	-	-
State	-	-	-	-	-
County - Grant	-	-	-	-	-
County	-	-	-	-	-
Sales	-	-	-	-	-
Charges for Services	-	-	-	-	-
Rentals and Concessions	-	-	-	-	-
Interest	28,842	20,000	20,000	30,000	50.0%
Miscellaneous (Contributions)	1,663,867	1,788,044	1,796,218	1,794,450	0.4%
Total Revenues	<u>1,692,709</u>	<u>1,808,044</u>	<u>1,816,218</u>	<u>1,824,450</u>	<u>0.9%</u>
Expenditures by Major Object:					
Personnel Services	-	-	-	-	-
Supplies and Materials	-	-	-	-	-
Other Services and Charges	20,735	-	-	-	-
Capital Outlay	-	10,641,644	10,641,644	2,854,136	-73.2%
Other Classifications	-	-	-	-	-
Chargebacks	756	-	-	-	-
Total Expenditures	<u>21,491</u>	<u>10,641,644</u>	<u>10,641,644</u>	<u>2,854,136</u>	<u>-73.2%</u>
Designated Expenditure Reserve	-	-	-	-	-
Excess of Revenues over Expenditures	<u>1,671,218</u>	<u>(8,833,600)</u>	<u>(8,825,426)</u>	<u>(1,029,686)</u>	<u>-88.3%</u>
Other Financing Sources (Uses):					
Transfers In/(Out):					
Total Transfers In	-	-	-	-	-
Total Transfers (Out)	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-
Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses	<u>\$ 1,671,218</u>	<u>\$ (8,833,600)</u>	<u>\$ (8,825,426)</u>	<u>\$ (1,029,686)</u>	<u>-88.3%</u>
Total Net Position - Beginning	<u>8,183,894</u>	<u>8,833,600</u>	<u>9,855,112</u>	<u>1,029,686</u>	<u>-88.3%</u>
Total Net Position - Ending	<u>\$ 9,855,112</u>	<u>\$ -</u>	<u>\$ 1,029,686</u>	<u>\$ -</u>	<u>-</u>



# Montgomery County

## Overview – Fiscal and Budget Summary Schedules

### MONTGOMERY COUNTY DEBT SERVICE FUND

#### Summary of Revenues, Expenditures, and Changes in Fund Balance

#### PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Revenues:</b>					
Property Taxes	\$ -	\$ -	\$ -	\$ -	-
<b>Intergovernmental:</b>					
Federal	-	-	-	-	-
State	-	-	-	-	-
County	-	-	-	-	-
Sales	-	-	-	-	-
Charges for Services	-	-	-	-	-
Rentals and Concessions	-	-	-	-	-
Interest	-	-	-	-	-
Miscellaneous	-	-	-	-	-
<b>Total Revenues</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Expenditures by Major Object:</b>					
Personnel Services	-	-	-	-	-
Supplies and Materials	-	-	-	-	-
Other Services and Charges	-	-	-	-	-
Debt Service -	4,335,968	4,846,969	4,846,969	5,511,210	14%
Debt Service Principal	2,745,000	3,050,000	3,050,000	3,660,000	20%
Debt Service Interest	1,326,450	1,646,969	1,646,969	1,701,210	3%
Debt Service Fees	264,518	150,000	150,000	150,000	0%
Capital Outlay	-	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	-	-	-	-	-
<b>Total Expenditures</b>	<u>4,335,968</u>	<u>4,846,969</u>	<u>4,846,969</u>	<u>5,511,210</u>	<u>14%</u>
Designated Expenditure Reserve	-	-	-	-	-
<b>Excess of Revenues over Expenditures</b>	<u>(4,335,968)</u>	<u>(4,846,969)</u>	<u>(4,846,969)</u>	<u>(5,511,210)</u>	<u>14%</u>
<b>Other Financing Sources (Uses):</b>					
Refunding Bonds Issued	6,120,000	-	-	-	-
Premiums on Bonds Issued	742,188	-	-	-	-
Payment to Refunding Bond Escrow Agent	(6,782,535)	-	-	-	-
<b>Transfers In/(Out):</b>					
Transfer from Park Fund	4,256,315	4,846,969	4,846,969	5,511,210	14%
<b>Total Transfers In</b>	<u>4,256,315</u>	<u>4,846,969</u>	<u>4,846,969</u>	<u>5,511,210</u>	<u>14%</u>
Transfer to CIP	-	-	-	-	-
<b>Total Transfers (Out)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Other Financing Sources (Uses)</b>	<u>4,335,968</u>	<u>4,846,969</u>	<u>4,846,969</u>	<u>5,511,210</u>	<u>14%</u>
<b>Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>
Fund Balance, Beginning	-	-	-	-	-
Fund Balance, Ending	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>





# Montgomery County

## Overview – Fiscal and Budget Summary Schedules

### MONTGOMERY COUNTY CAPITAL PROJECTS FUND

#### Summary of Revenues, Expenditures, and Changes in Fund Balance

#### PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Revenues:</b>					
Intergovernmental:	\$	\$	\$	\$	
Federal	-	2,000,000	2,000,000	-	-100.0%
State (POS)	7,263,966	3,745,000	3,745,000	3,050,000	-18.6%
State (Other)	565,224	175,000	175,000	280,000	60.0%
County	18,587,734	18,357,000	18,357,000	15,990,000	-12.9%
Interest	12,187	25,000	25,000	15,000	-40.0%
Contributions	1,516,289	532,000	532,000	600,000	12.8%
Miscellaneous	2,251	-	-	-	-
Total Revenues	<u>27,947,651</u>	<u>24,834,000</u>	<u>24,834,000</u>	<u>19,935,000</u>	<u>-19.7%</u>
<b>Expenditures by Major Object:</b>					
Personnel Services	-	-	-	-	-
Supplies and Materials	-	-	-	-	-
Other Services and Charges	-	-	-	-	-
Capital Outlay	35,840,098	37,478,000	37,478,000	26,917,000	-28.2%
Park Acquisition	3,430,100	5,420,000	5,420,000	5,420,000	0.0%
Park Development	32,409,998	32,058,000	32,058,000	21,497,000	-32.9%
Other Classifications	-	-	-	-	-
Chargebacks	-	-	-	-	-
Total Expenditures	<u>35,840,098</u>	<u>37,478,000</u>	<u>37,478,000</u>	<u>26,917,000</u>	<u>-28.2%</u>
Excess of Revenues over Expenditures	<u>(7,892,447)</u>	<u>(12,644,000)</u>	<u>(12,644,000)</u>	<u>(6,982,000)</u>	<u>-44.8%</u>
<b>Other Financing Sources (Uses):</b>					
Bond Proceeds	12,701,657	11,019,000	11,019,000	5,597,000	-49.2%
Transfers In					
Transfer from Park Fund (Pay-Go)	366,891	350,000	350,000	350,000	0.0%
Transfer from Enterprise Fund	-	1,300,000	1,300,000	1,050,000	-19.2%
Transfer from Debt Service Fund	-	-	-	-	-
Total Transfers In	<u>366,891</u>	<u>1,650,000</u>	<u>1,650,000</u>	<u>1,400,000</u>	<u>-15.2%</u>
Transfers Out					
Transfer to Park Fund	-	(25,000)	(25,000)	(15,000)	-40.0%
Total Transfers Out	<u>-</u>	<u>(25,000)</u>	<u>(25,000)</u>	<u>(15,000)</u>	<u>-40.0%</u>
Total Other Financing Sources (Uses)	<u>13,068,548</u>	<u>12,644,000</u>	<u>12,644,000</u>	<u>6,982,000</u>	<u>-</u>
Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses	<u>5,176,101</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Fund Balance, Beginning	<u>4,279,743</u>	<u>4,279,743</u>	<u>9,455,844</u>	<u>9,455,844</u>	<u>120.9%</u>
Fund Balance, Ending	<u>\$ 9,455,844</u>	<u>\$ 4,279,743</u>	<u>\$ 9,455,844</u>	<u>\$ 9,455,844</u>	<u>120.9%</u>



# Montgomery County

## Overview – Fiscal and Budget Summary Schedules

### MONTGOMERY COUNTY SPECIAL REVENUE FUNDS

#### Summary of Revenues, Expenditures, and Changes in Fund Balance

#### PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Revenues:</b>					
Intergovernmental:	\$ 919,862	\$ 988,200	\$ 988,200	\$ 1,035,700	4.8%
Sales	8,153	12,300	9,000	8,800	-28.5%
Charges for Services	3,202,532	2,134,000	2,214,470	2,420,470	13.4%
Rentals and Concessions	90,956	89,645	106,500	114,500	27.7%
Interest	16,796	15,000	13,100	16,500	10.0%
Miscellaneous	230,597	362,000	160,885	200,800	-44.5%
Total Revenues	<u>4,468,896</u>	<u>3,601,145</u>	<u>3,492,155</u>	<u>3,796,770</u>	<u>5.4%</u>
<b>Expenditures by Major Object:</b>					
Personnel Services	529,540	537,800	509,551	560,300	4.2%
Supplies and Materials	63,646	202,500	178,303	216,000	6.7%
Other Services and Charges	899,098	1,726,000	1,843,280	1,486,125	-13.9%
Capital Outlay	31,113	34,000	32,000	29,600	-12.9%
Other Classifications	(200,841)	-	-	-	-
Chargebacks	3,137,533	3,251,322	3,251,322	3,342,600	2.8%
Total Expenditures	<u>4,460,089</u>	<u>5,751,622</u>	<u>5,814,456</u>	<u>5,634,625</u>	<u>-2.0%</u>
Excess of Revenues over Expenditures	<u>8,807</u>	<u>(2,150,477)</u>	<u>(2,322,301)</u>	<u>(1,837,855)</u>	<u>-14.5%</u>
<b>Other Financing Sources (Uses):</b>					
Transfers In					
Administration Fund	-	500,000	500,000	500,000	0.0%
Property Management Fund	62,320	-	-	-	-
Administration Account	-	-	-	-	-
Total Transfers In	<u>62,320</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>0.0%</u>
Transfers In/(Out)-					
Administration Account	-	-	-	-	-
Total Transfers (Out)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Other Financing Sources (Uses)	<u>62,320</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>0.0%</u>
Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses	<u>71,127</u>	<u>(1,650,477)</u>	<u>(1,822,301)</u>	<u>(1,337,855)</u>	<u>-18.9%</u>
Fund Balance - Beginning	5,380,411	3,440,330	5,451,538	3,629,237	5.5%
Fund Balance - Ending	<u>\$ 5,451,538</u>	<u>\$ 1,789,853</u>	<u>\$ 3,629,237</u>	<u>\$ 2,291,382</u>	<u>28.0%</u>



# Montgomery County

## Overview – Fiscal and Budget Summary Schedules

### MONTGOMERY COUNTY ENTERPRISE FUND

#### Summary of Revenues, Expenses, and Changes in Fund Net Position

#### PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Operating Revenues:</b>					
Intergovernmental:	\$ -	\$ -	\$ -	\$ -	-
Sales	552,860	621,300	620,200	689,400	11.0%
Charges for Services	5,946,788	5,951,700	5,997,075	5,953,875	0.0%
Rentals and Concessions	3,220,579	3,370,624	3,368,956	3,314,020	-1.7%
Miscellaneous	691,366	687,558	685,558	698,686	1.6%
<b>Total Operating Revenues</b>	<b>10,411,593</b>	<b>10,631,182</b>	<b>10,671,789</b>	<b>10,655,981</b>	<b>0.2%</b>
<b>Operating Expenses:</b>					
Personnel Services	4,821,995	5,347,038	5,403,171	6,068,975	13.5%
Goods for Resale	348,488	316,000	303,400	302,600	-4.2%
Supplies and Materials	764,192	495,500	571,950	516,250	4.2%
Other Services and Charges	2,422,035	2,230,166	2,431,613	2,265,495	1.6%
Depreciation & Amortization Expense	1,153,949	-	-	-	-
Capital Outlay	(5,025)	118,000	140,376	-	-100.0%
Other Classifications	-	-	-	-	-
Chargebacks	248,512	205,443	177,343	144,477	-29.7%
Indirect Charges (Admin Chargeback)	-	-	1,956	-	-
<b>Total Operating Expenses</b>	<b>9,754,146</b>	<b>8,712,147</b>	<b>9,029,809</b>	<b>9,297,797</b>	<b>6.7%</b>
<b>Operating Income (Loss)</b>	<b>657,447</b>	<b>1,919,035</b>	<b>1,641,980</b>	<b>1,358,184</b>	<b>-29.2%</b>
<b>Nonoperating Revenue (Expenses):</b>					
Interest Income	58,618	50,000	51,200	60,000	20.0%
Interest Expense, Net of Amortization	-	-	-	-	-
Contribution of General Govt Assets	-	-	-	-	-
Loss on Sale/Disposal Assets	-	-	-	-	-
<b>Total Nonoperating Revenues (Expenses)</b>	<b>58,618</b>	<b>50,000</b>	<b>51,200</b>	<b>60,000</b>	<b>20.0%</b>
<b>Income (Loss) Before Operating Transfers</b>	<b>716,065</b>	<b>1,969,035</b>	<b>1,693,180</b>	<b>1,418,184</b>	<b>-28.0%</b>
<b>Operating Transfers In (Out):</b>					
Transfer in - Park Fund	-	-	-	-	-
Transfer - Other	-	-	-	-	-
<b>Total Transfers In</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfer Out - Capital Projects Funds	-	(1,300,000)	-	(1,050,000)	-19.2%
<b>Net Operating Transfer</b>	<b>-</b>	<b>(1,300,000)</b>	<b>-</b>	<b>(1,050,000)</b>	<b>-19.2%</b>
<b>Change in Net Position</b>	<b>716,065</b>	<b>669,035</b>	<b>1,693,180</b>	<b>368,184</b>	<b>-45.0%</b>
<b>Total Net Position - Beginning</b>	<b>24,005,691</b>	<b>24,779,149</b>	<b>24,721,756</b>	<b>26,414,936</b>	<b>6.6%</b>
<b>Total Net Position - Ending</b>	<b>\$ 24,721,756</b>	<b>\$ 25,448,184</b>	<b>\$ 26,414,936</b>	<b>\$ 26,783,120</b>	<b>5.2%</b>

Note: Enterprise Funds' actuals reflect the appropriate accounting treatment of debt principal, capital outlay and depreciation as reported in the CAFR; however, the budget for these funds is prepared on a cash requirements basis.



# Montgomery County

## Overview – Fiscal and Budget Summary Schedules

### MONTGOMERY COUNTY RISK MANAGEMENT INTERNAL SERVICE FUND Summary of Revenues, Expenses, and Changes in Fund Net Position PROPOSED BUDGET FISCAL YEAR 2018

	FY16 Actual	FY17 Adopted	FY17 Estimate	FY18 Proposed	% Change
<b>Operating Revenues:</b>					
Charges for Services:	\$	\$	\$	\$	
Parks	2,681,100	2,637,500	2,637,500	2,650,500	0.5%
Planning	46,400	52,400	52,400	83,900	60.1%
CAS	4,700	4,800	4,800	5,900	22.9%
Enterprise	38,000	500	500	1,200	140.0%
Miscellaneous (Claim Recoveries, etc.)	544,877	-	-	-	-
<b>Total Operating Revenues</b>	<b>3,315,077</b>	<b>2,695,200</b>	<b>2,695,200</b>	<b>2,741,500</b>	<b>1.7%</b>
<b>Operating Expenses:</b>					
Personnel Services	399,798	460,855	460,855	484,459	5.1%
Supplies and Materials	31,052	27,500	27,500	30,000	9.1%
<b>Other Services and Charges:</b>					
Insurance Claims:					
Parks	1,864,537	1,918,100	1,918,100	1,942,800	1.3%
Planning	(20,426)	51,700	51,700	65,500	26.7%
CAS	15,639	8,000	8,000	7,100	-11.3%
Enterprise	(4,654)	24,400	24,400	24,700	1.2%
Misc., Professional services, etc.	561,924	518,500	518,500	558,345	7.7%
Depreciation & Amortization Expense	1,252	-	-	-	-
Capital Outlay	53,086	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	256,280	226,100	226,100	247,036	9.3%
<b>Total Operating Expenses</b>	<b>3,158,488</b>	<b>3,235,155</b>	<b>3,235,155</b>	<b>3,359,940</b>	<b>3.9%</b>
<b>Operating Income (Loss)</b>	<b>156,589</b>	<b>(539,955)</b>	<b>(539,955)</b>	<b>(618,440)</b>	<b>14.5%</b>
<b>Nonoperating Revenue (Expenses):</b>					
Interest Income	42,451	40,000	40,000	45,000	12.5%
Loss on Sale/Disposal Assets	-	-	-	-	-
<b>Total Nonoperating Revenue (Expenses):</b>	<b>42,451</b>	<b>40,000</b>	<b>40,000</b>	<b>45,000</b>	<b>12.5%</b>
<b>Income (Loss) Before Operating Transfers</b>	<b>199,040</b>	<b>(499,955)</b>	<b>(499,955)</b>	<b>(573,440)</b>	<b>14.7%</b>
<b>Operating Transfers In (Out):</b>					
Transfer In	786,138	-	-	-	-
Transfer (Out)	(786,138)	-	-	-	-
<b>Net Operating Transfer</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Change in Net Position</b>	<b>199,040</b>	<b>(499,955)</b>	<b>(499,955)</b>	<b>(573,440)</b>	<b>14.7%</b>
<b>Total Net Position - Beginning</b>	<b>5,485,272</b>	<b>4,950,427</b>	<b>5,684,312</b>	<b>5,184,357</b>	<b>4.7%</b>
<b>Total Net Position - Ending</b>	<b>\$ 5,684,312</b>	<b>\$ 4,450,472</b>	<b>\$ 5,184,357</b>	<b>\$ 4,610,917</b>	<b>3.6%</b>
<b>Designated Position</b>	<b>2,892,000</b>	<b>3,346,497</b>	<b>3,346,497</b>	<b>3,310,416</b>	<b>-1.1%</b>
<b>Unrestricted Position</b>	<b>2,792,312</b>	<b>1,103,975</b>	<b>1,837,860</b>	<b>1,300,501</b>	<b>17.8%</b>
<b>Total Net Position, June 30</b>	<b>\$ 5,684,312</b>	<b>\$ 4,450,472</b>	<b>\$ 5,184,357</b>	<b>\$ 4,610,917</b>	<b>3.6%</b>

Note: Allocation of administrative expense paid to Montgomery County for insurance pool management

Parks	\$ 446,127	\$ 416,500	\$ 416,500	\$ 438,900	5.4%
Planning	11,414	11,300	11,300	14,800	31.0%
CAS	1,284	1,700	1,700	1,600	-5.9%
Enterprise	16,740	5,300	5,300	5,600	5.7%
<b>Total</b>	<b>\$ 475,565</b>	<b>\$ 434,800</b>	<b>\$ 434,800</b>	<b>\$ 460,900</b>	<b>6.0%</b>

Note: Internal Service Funds' actuals reflect the appropriate accounting treatment of debt principal, capital outlay and depreciation as reported in the CAFR; however, the budget for these funds is prepared on a cash requirements basis.



# Montgomery County

## Overview – Fiscal and Budget Summary Schedules

### MONTGOMERY COUNTY CAPITAL EQUIPMENT INTERNAL SERVICE FUND Summary of Revenues, Expenses, and Changes in Fund Net Position PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Operating Revenues:</b>					
Charges to Departments	\$	\$	\$	\$	
Planning	-	-	-	95,000	-
Parks	2,755,000	1,881,000	1,881,000	2,498,500	32.8%
Finance	74,150	101,650	101,650	113,000	11.2%
Miscellaneous (Sale of Equipment, etc.)	23,329	-	-	-	-
Total Operating Revenues	<u>2,852,479</u>	<u>1,982,650</u>	<u>1,982,650</u>	<u>2,706,500</u>	<u>36.5%</u>
<b>Operating Expenses:</b>					
Personnel Services	-	-	-	-	-
Supplies and Materials	28,888	-	-	-	-
Other Services and Charges:	31,727	-	-	-	-
Debt Service:					
Debt Service Principal	-	903,200	903,200	1,517,350	68.0%
Debt Service Interest	-	233,250	233,250	391,850	68.0%
Depreciation & Amortization Expense	1,750,747	-	-	-	-
Capital Outlay	-	2,650,000	2,650,000	6,150,000	132.1%
Other Classifications	-	-	-	-	-
Chargebacks	31,500	40,675	40,675	40,951	0.7%
Total Operating Expenses	<u>1,842,862</u>	<u>3,827,125</u>	<u>3,827,125</u>	<u>8,100,151</u>	<u>111.7%</u>
Operating Income (Loss)	<u>1,009,617</u>	<u>(1,844,475)</u>	<u>(1,844,475)</u>	<u>(5,393,651)</u>	<u>192.4%</u>
<b>Nonoperating Revenue (Expenses):</b>					
Debt Proceeds	-	2,650,000	2,650,000	6,150,000	132.1%
Interest Income	4,400	3,000	3,000	3,000	0.0%
Interest Expense, Net of Amortization	-	-	-	-	-
Loss on Sale/Disposal Assets	95,983	-	-	-	-
Total Nonoperating Revenue (Expenses):	<u>100,383</u>	<u>2,653,000</u>	<u>2,653,000</u>	<u>6,153,000</u>	<u>131.9%</u>
Income (Loss) Before Operating Transfers	<u>1,110,000</u>	<u>808,525</u>	<u>808,525</u>	<u>759,349</u>	<u>-6.1%</u>
<b>Operating Transfers In (Out):</b>					
Transfer in	200,342	-	-	-	-
Transfer (Out)	(805,550)	-	-	-	-
Net Operating Transfer	<u>(605,208)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Change in Net Position	504,792	808,525	808,525	759,349	-6.1%
Total Net Position - Beginning	<u>8,668,359</u>	<u>8,441,776</u>	<u>9,173,151</u>	<u>9,981,676</u>	<u>18.2%</u>
Total Net Position - Ending	<u>\$ 9,173,151</u>	<u>\$ 9,250,301</u>	<u>\$ 9,981,676</u>	<u>\$ 10,741,025</u>	<u>16.1%</u>

Note: Future Financing Plans

Capital equipment financed for Planning	\$	-	\$	-	\$	500,000
Capital equipment financed for Parks		2,400,000		2,400,000		5,400,000
Capital equipment financed for Finance		250,000		250,000		250,000

Note: Internal Service Funds' actuals reflect the appropriate accounting treatment of debt principal, capital outlay and depreciation as reported in the CAFR; however, the budget for these funds is prepared on a cash requirements basis.





# Montgomery County

## Overview – Fiscal and Budget Summary Schedules

### MONTGOMERY COUNTY COMMISSION-WIDE CIO & IT INITIATIVES INTERNAL SERVICE FUND Summary of Revenues, Expenses, and Changes in Fund Net Position PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Operating Revenues:</b>					
Charges to Departments/Funds	\$	\$	\$	\$	
DHRM	9,897	12,300	12,300	32,162	161.5%
CIO	-	-	-	2,500	-
Finance	15,591	57,210	57,210	98,054	71.4%
Legal	6,303	7,890	7,890	23,142	193.3%
Internal Audit	200	250	250	6,950	2680.0%
Parks	175,190	312,290	312,290	537,701	72.2%
Planning	76,860	385,460	385,460	290,238	-24.7%
Enterprise	3,500	3,500	3,500	3,500	0.0%
Miscellaneous (Sale of Equipment, etc.)	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>287,541</b>	<b>778,900</b>	<b>778,900</b>	<b>994,247</b>	<b>27.6%</b>
<b>Operating Expenses:</b>					
Personnel Services	37,943	237,409	237,409	358,171	50.9%
Supplies and Materials	13,866	2,061	2,061	20,144	877.4%
Other Services and Charges:	329,938	949,464	949,464	572,501	-39.7%
Debt Service:					
Debt Service Principal	-	-	-	30,283	-
Debt Service Interest	-	-	-	7,820	-
Depreciation & Amortization Expense	75,207	-	-	-	-
Capital Outlay	-	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>456,954</b>	<b>1,188,934</b>	<b>1,188,934</b>	<b>988,919</b>	<b>-16.8%</b>
<b>Operating Income (Loss)</b>	<b>(169,413)</b>	<b>(410,034)</b>	<b>(410,034)</b>	<b>5,328</b>	<b>-101.3%</b>
<b>Nonoperating Revenue (Expenses):</b>					
Debt Proceeds	-	344,000	344,000	-	-100.0%
Interest Income	5,479	-	-	-	-
Interest Expense, Net of Amortization	-	-	-	-	-
Loss on Sale/Disposal Assets	(6,477)	-	-	-	-
<b>Total Nonoperating Revenue (Expenses):</b>	<b>(998)</b>	<b>344,000</b>	<b>344,000</b>	<b>-</b>	<b>-100.0%</b>
<b>Income (Loss) Before Operating Transfers</b>	<b>(170,411)</b>	<b>(66,034)</b>	<b>(66,034)</b>	<b>5,328</b>	<b>-108.1%</b>
<b>Operating Transfers In (Out):</b>					
Transfer in	-	-	-	-	-
Transfer (Out)	(80,137)	-	-	-	-
<b>Net Operating Transfer</b>	<b>(80,137)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Change in Net Position</b>	<b>(250,548)</b>	<b>(66,034)</b>	<b>(66,034)</b>	<b>5,328</b>	<b>-108.1%</b>
<b>Total Net Position - Beginning</b>	<b>1,947,093</b>	<b>1,722,350</b>	<b>1,722,350</b>	<b>1,656,316</b>	<b>-3.8%</b>
<b>Total Net Position - Ending</b>	<b>\$ 1,696,545</b>	<b>\$ 1,656,316</b>	<b>\$ 1,656,316</b>	<b>\$ 1,661,644</b>	<b>0.3%</b>
<b>Note: Future Financing Plans</b>					
Capital equipment financed for IT Initiatives		\$ 344,000	\$ 344,000	\$ -	

Note: Internal Service Funds' actuals reflect the appropriate accounting treatment of debt principal, capital outlay and depreciation as reported in the CAFR; however, the budget for these funds is prepared on a cash requirements basis.



# Montgomery County

## Overview – Fiscal and Budget Summary Schedules

### COMMISSION-WIDE EXECUTIVE OFFICE BUILDING INTERNAL SERVICE FUND

#### Summary of Revenues, Expenses, and Changes in Fund Net Position

#### PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
Operating Revenues:					
Charges for Services:	\$	\$	\$	\$	
Office Space Rental- PGC Parks and Rec.	212,449	212,449	212,449	126,178	-40.6%
Retirement System	88,822	96,015	96,015	108,680	13.2%
Chief Information Office	-	-	-	59,644	
Risk Management	-	-	-	54,808	
Group Insurance	-	-	-	65,338	
CAS Departments	885,976	885,976	885,976	937,352	5.8%
Miscellaneous (Claim Recoveries, etc.)	-	-	-	-	-
Total Operating Revenues	<u>1,187,247</u>	<u>1,194,440</u>	<u>1,194,440</u>	<u>1,352,000</u>	<u>13.2%</u>
Operating Expenses:					
Personnel Services	186,748	250,295	250,295	240,805	-3.8%
Supplies and Materials	36,012	21,500	21,500	35,500	65.1%
Other Services and Charges:	344,347	590,645	590,645	637,815	8.0%
Debt Service:					
Debt Service Principal	-	-	-	-	-
Debt Service Interest	-	-	-	-	-
Depreciation & Amortization Expense	165,984	-	-	-	-
Other Financing Uses	-	-	-	-	-
Capital Outlay	-	332,000	332,000	662,880	99.7%
Other Classifications	-	-	-	-	-
Chargebacks - Finance Dept.	-	-	-	-	-
Total Operating Expenses	<u>733,091</u>	<u>1,194,440</u>	<u>1,194,440</u>	<u>1,577,000</u>	<u>32.0%</u>
Operating Income (Loss)	<u>454,156</u>	<u>-</u>	<u>-</u>	<u>(225,000)</u>	<u>-</u>
Nonoperating Revenue (Expenses):					
Interest Income	7,181	-	-	5,000	-
Interest Expense, Net of Amortization	-	-	-	-	-
Loss on Sale/Disposal Assets	-	-	-	-	-
Total Nonoperating Revenue (Expenses):	<u>7,181</u>	<u>-</u>	<u>-</u>	<u>5,000</u>	<u>-</u>
Income (Loss) Before Operating Transfers	<u>461,337</u>	<u>-</u>	<u>-</u>	<u>(220,000)</u>	<u>-</u>
Operating Transfers In (Out):					
Transfer In	-	-	-	-	-
Transfer (Out)	-	-	-	-	-
Net Operating Transfer	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Change in Net Position	461,337	-	-	(220,000)	-
Total Net Position - Beginning	<u>3,369,981</u>	<u>3,369,981</u>	<u>3,369,981</u>	<u>3,369,981</u>	<u>0.0%</u>
Total Net Position - Ending	<u>\$ 3,831,318</u>	<u>\$ 3,369,981</u>	<u>\$ 3,369,981</u>	<u>\$ 3,149,981</u>	<u>-6.5%</u>

Note: Internal Service Funds' actuals reflect the appropriate accounting treatment of debt principal, capital outlay and depreciation as reported in the CAFR; however, the budget for these funds is prepared on a cash requirements basis.



# Montgomery County

## Overview – Fiscal and Budget Summary Schedules

### COMMISSION-WIDE GROUP HEALTH INSURANCE INTERNAL SERVICE FUND Summary of Revenues, Expenses, and Changes in Fund Net Position PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Operating Revenues:</b>					
Intergovernmental	\$	\$	\$	\$	
EGWP Subsidy	1,034,165	1,200,000	1,200,000	1,769,000	47.4%
<b>Charges for Services:</b>					
Employer Contributions, Other	18,624	15,900	15,900	13,900	-12.6%
Employee/Retiree Contributions	10,001,553	10,137,524	10,137,524	10,421,294	2.8%
Employer Contributions/Premiums	36,650,990	45,795,360	45,795,360	47,113,812	2.9%
Miscellaneous (Claim Recoveries, etc.)	20,510	-	-	-	-
<b>Total Operating Revenues</b>	<b>47,725,842</b>	<b>57,148,784</b>	<b>57,148,784</b>	<b>59,318,006</b>	<b>3.8%</b>
<b>Operating Expenses:</b>					
Personnel Services	715,052	739,799	739,799	700,198	-5.4%
Supplies and Materials	15,619	50,000	50,000	50,000	0.0%
<b>Other Services and Charges:</b>					
Professional Services	331,810	595,000	595,000	662,203	11.3%
Insurance Claims and Fees	36,218,524	47,338,073	47,338,073	50,052,368	5.7%
Insurance Premiums	8,355,215	8,195,394	8,195,394	8,210,772	0.2%
Change in IBNR	618,267	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	323,740	318,518	318,518	360,386	13.1%
<b>Total Operating Expenses</b>	<b>46,578,227</b>	<b>57,236,784</b>	<b>57,236,784</b>	<b>60,035,927</b>	<b>4.9%</b>
<b>Operating Income (Loss)</b>	<b>1,147,615</b>	<b>(88,000)</b>	<b>(88,000)</b>	<b>(717,921)</b>	<b>715.8%</b>
<b>Non-operating Revenue (Expenses):</b>					
Interest Income	60,265	15,000	15,000	60,000	300.0%
<b>Total Non-operating Revenue (Expenses)</b>	<b>60,265</b>	<b>15,000</b>	<b>15,000</b>	<b>60,000</b>	<b>300.0%</b>
<b>Income (Loss) Before Operating Transfers</b>	<b>1,207,880</b>	<b>(73,000)</b>	<b>(73,000)</b>	<b>(657,921)</b>	<b>801.3%</b>
<b>Operating Transfers In (Out):</b>					
Transfer In	-	-	-	-	-
Transfer (Out)	-	-	-	-	-
<b>Net Operating Transfer</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Change in Net Position</b>	<b>1,207,880</b>	<b>(73,000)</b>	<b>(73,000)</b>	<b>(657,921)</b>	<b>801.3%</b>
<b>Total Net Position, Beginning</b>	<b>13,648,205</b>	<b>12,756,217</b>	<b>14,856,085</b>	<b>14,783,085</b>	<b>15.9%</b>
<b>Total Net Position, Ending</b>	<b>14,856,085</b>	<b>12,683,217</b>	<b>14,783,085</b>	<b>14,125,164</b>	<b>11.4%</b>
<b>Designated Position</b>	<b>4,168,336</b>	<b>4,865,127</b>	<b>4,865,127</b>	<b>5,403,233</b>	<b>11.1%</b>
<b>Unrestricted Position</b>	<b>10,687,749</b>	<b>7,818,090</b>	<b>9,917,958</b>	<b>8,721,931</b>	<b>11.6%</b>
<b>Total Net Position, June 30</b>	<b>\$ 14,856,085</b>	<b>\$ 12,683,217</b>	<b>\$ 14,783,085</b>	<b>\$ 14,125,164</b>	<b>11.4%</b>

Policy requires a reserve equal to 9% of Total Operating Expense



# Montgomery County

## Overview – Fiscal and Budget Summary Schedules

### MONTGOMERY COUNTY TAX RATES AND ASSESSABLE BASE

		FY 16 Actual	FY 17 Adopted	FY 18 Proposed	Rate Change
<b><u>Tax Rates:</u></b>					
(Cents per \$100 of assessed value)					
Administration					
	Real	1.80	1.70	1.72	0.02
	Personal	4.50	4.25	4.30	0.05
Park					
	Real	5.52	5.48	5.63	0.15
	Personal	13.80	13.70	14.08	0.38
Adv. Land Acquisition					
	Real	0.10	0.10	0.10	-
	Personal	0.25	0.25	0.25	-
Total Tax Rates (Cents)					
	Real	<u>7.42</u>	<u>7.28</u>	<u>7.45</u>	<u>0.17</u>
	Personal	<u>18.55</u>	<u>18.20</u>	<u>18.63</u>	<u>0.43</u>

		FY 16 Actual	FY 17 Adopted	FY 18 Proposed	% Change
<b><u>Assessable Base):</u></b>					
(in billions \$)					
Administration Fund*					
	Real	148.955	155.997	162.663	4.27%
	Personal	2.913	3.084	3.063	-0.68%
Park Fund*					
	Real	148.955	155.997	162.663	4.27%
	Personal	2.913	3.084	3.063	-0.68%
Adv. Land Acquisition (Entire County)					
	Real	171.470	179.260	187.089	4.37%
	Personal	3.590	3.803	3.771	-0.84%

\* The assessable base for both the Administration Fund and the Park Fund covers all of Montgomery County except the municipalities of Rockville, Gaithersburg, Washington Grove, Barnesville, Brookeville, Poolesville, and Laytonsville.



# Montgomery County Overview – Fiscal and Budget Summary Schedules

## MONTGOMERY COUNTY POSITIONS/WORKYEARS SUMMARY BY FUND

	FY 16 Actual		FY 17 Adopted		FY 18 Proposed	
	POS	WYS	POS	WYS	POS	WYS
<b>ADMINISTRATION FUND</b>						
Full-Time Career	207.95	207.00	207.70	207.00	208.20	207.51
Unfunded Career (Planning Dept)	4.00	-	3.00	-	3.00	-
Part-Time Career	8.90	5.15	8.90	5.15	8.90	5.15
<b>Career Total</b>	<b>220.85</b>	<b>212.15</b>	<b>219.60</b>	<b>212.15</b>	<b>220.10</b>	<b>212.66</b>
Term Contract	1.50	1.25	2.50	2.25	3.00	2.50
Seasonal/Intermittent		-		-		0.20
Chargebacks		(23.55)		(23.55)		(23.55)
Less Lapse		(8.11)		(8.11)		(8.22)
<b>TOTAL ADMINISTRATION FUND</b>	<b>222.35</b>	<b>181.74</b>	<b>222.10</b>	<b>182.74</b>	<b>223.10</b>	<b>183.59</b>
<b>PARK FUND</b>						
Full-Time Career	695.00	695.00	715.00	715.00	733.00	733.00
Part-Time Career	11.00	7.20	10.00	6.70	8.00	5.40
<b>Career Total</b>	<b>706.00</b>	<b>702.20</b>	<b>725.00</b>	<b>721.70</b>	<b>741.00</b>	<b>738.40</b>
Term Contract	10.00	9.80	10.00	9.80	8.00	7.80
Seasonal/Intermittent		61.00		67.60		77.00
Chargebacks		(36.50)		(35.50)		(36.10)
Less Lapse		(52.50)		(56.00)		(55.80)
<b>TOTAL PARK FUND</b>	<b>716.00</b>	<b>684.00</b>	<b>735.00</b>	<b>707.60</b>	<b>749.00</b>	<b>731.30</b>
<b>TOTAL TAX SUPPORTED (Admin. and Park)</b>						
Full-Time Career	902.95	902.00	922.70	922.00	941.20	940.51
Unfunded Career (Planning Dept)	4.00	-	3.00	-	3.00	-
Part-Time Career	19.90	12.35	18.90	11.85	16.90	10.55
<b>Career Total</b>	<b>926.85</b>	<b>914.35</b>	<b>944.60</b>	<b>933.85</b>	<b>961.10</b>	<b>951.06</b>
Term Contract	11.50	11.05	12.50	12.05	11.00	10.30
Seasonal/Intermittent		61.00		67.60		77.20
Chargebacks		(60.05)		(59.05)		(59.65)
Less Lapse		(60.61)		(64.11)		(64.02)
<b>TOTAL TAX SUPPORTED (Admin. and Park)</b>	<b>938.35</b>	<b>865.74</b>	<b>957.10</b>	<b>890.34</b>	<b>972.10</b>	<b>914.89</b>
<b>ENTERPRISE FUND</b>						
Full-Time Career	34.00	34.00	33.00	33.00	36.00	36.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>34.00</b>	<b>34.00</b>	<b>33.00</b>	<b>33.00</b>	<b>36.00</b>	<b>36.00</b>
Term Contract	1.00	1.00	1.00	1.00	-	-
Seasonal/Intermittent		74.10		84.40		91.30
Chargebacks		0.90		0.90		(0.60)
Less Lapse		-		-		-
<b>TOTAL ENTERPRISE FUND</b>	<b>35.00</b>	<b>110.00</b>	<b>34.00</b>	<b>119.30</b>	<b>36.00</b>	<b>126.70</b>
<b>PROPERTY MANAGEMENT FUND</b>						
Full-Time Career	4.00	4.00	4.00	4.00	4.00	4.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent		3.00		3.00		3.00
Chargebacks		-		-		-
Less Lapse		-		-		-
<b>TOTAL PROPERTY MANAGEMENT FUND</b>	<b>4.00</b>	<b>7.00</b>	<b>4.00</b>	<b>7.00</b>	<b>4.00</b>	<b>7.00</b>
<b>SPECIAL REVENUE FUND</b>						
Seasonal/Intermittent		24.85		29.55		32.05
<b>INTERNAL SERVICE FUNDS</b>						
Full-Time Career	4.50	4.65	4.50	4.90	6.00	6.40
Part-Time Career	0.50	0.25	0.50	0.25	-	-
<b>Career Total</b>	<b>5.00</b>	<b>4.90</b>	<b>5.00</b>	<b>5.15</b>	<b>6.00</b>	<b>6.40</b>
<b>TOTAL TAX &amp; NON-TAX SUPPORTED FUNDS</b>						
Full-Time Career	945.45	944.65	964.20	963.90	987.20	986.91
Unfunded Career (Planning Dept)	4.00	-	3.00	-	3.00	-
Part-Time Career	20.40	12.60	19.40	12.10	16.90	10.55
<b>Career Total</b>	<b>969.85</b>	<b>957.25</b>	<b>986.60</b>	<b>976.00</b>	<b>1,007.10</b>	<b>997.46</b>
Term Contract	12.50	12.05	13.50	13.05	11.00	10.30
Seasonal/Intermittent		159.95		181.55		200.55
Chargebacks		(56.15)		(55.15)		(57.25)
Less Lapse		(60.61)		(64.11)		(64.02)
<b>GRAND TOTAL</b>	<b>982.35</b>	<b>1,012.49</b>	<b>1,000.10</b>	<b>1,051.34</b>	<b>1,018.10</b>	<b>1,087.04</b>



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**Commissioners' Office and CAS Departments  
(Administration Fund)**

**COMMISSIONERS' OFFICE AND CENTRAL ADMINISTRATIVE SERVICES (CAS)**

Montgomery County Commissioners' Office.....58  
CAS Overview .....62  
Department of Human Resources and Management.....67  
Finance Department.....80  
Legal Department.....87  
Office of Internal Audit .....91  
Merit System Board .....94  
CAS Support Services .....97  
Departmental Summaries.....99  
Non-Departmental, Other and Transfers ..... 106



# Montgomery County Commissioners' Office

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## EXECUTIVE OVERVIEW

The five Planning Board members, appointed by the Montgomery County Council, consists of one full-time Chair and four Commissioners who meet weekly (or more often if needed) as the Montgomery County Planning Board. The Board plans for livable communities by developing large and small scale plans, providing guidelines for the pattern and pace of future development, preserving historic resources throughout the 323,000-acre county, and develops and manages Montgomery County's nationally recognized 36,512-acre park system.

The Planning Board sets policy on parks and planning issues, prepares master plans for County Council action, and acts as the final decision-maker in subdivision reviews and for site, sketch, and project plans. The Board makes recommendations to the County Council,



the Board of Appeals, the school system, and other local, county, state, and federal agencies on projects affecting land use. The Planning Board reviews and makes recommendations on the County's Capital Improvements Program, reviews and approves land acquisitions and major park development contracts, and approves plans to develop park facilities.

The Montgomery County Commissioners' Office consists of the Planning Board, the Chair's Office staff, and the Technical Writers/Editors unit.

## MISSION

The role of the Commissioners' Office staff is to support the Chair and Planning Board in the performance of their official duties, serve as the point of contact for meeting related issues, and coordinate prompt responses to issues and inquiries from agencies and the general public. This also includes preparing and web posting the Board's meeting agenda; producing and maintaining records of official Board proceedings; managing correspondence between the Board and other agencies and the public; and coordinating schedules for the Chair and Board members.

## PROGRAMS AND SERVICES PROVIDED

The Commissioners' Office staffing for FY18, which remains the same as in FY17, is outlined below:

- The Planning Board includes one (1) full-time Chair position and four (4) part-time Commissioner positions.
- The Chair's Office staff includes three (3) full-time career positions (one position is currently vacant), one (1) part-time career position, and one (1) term/contract position.
- The Technical Writers/Editor's unit includes two (2) full-time career positions.



# Montgomery County Commissioners' Office

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## CHAIR'S OFFICE UNIT

In FY18, the Chair's Office will continue to carry out the following responsibilities:

- Serve as primary point of contact for callers and visitors to the Chair and/or Planning Board.
- Coordinate and provide administrative, technical, and public support at Board hearings.
- Develop and manage the Planning Board meeting agenda.
- Web post the Board's meeting agenda, meeting minutes, and resolutions.
- Receive, acknowledge, and distribute correspondence directed to the Chair and Planning Board members for hearings.
- Assist members of the public to access online Board hearings and documents.
- Manage the correspondence tracking system and ensure timely response to written and verbal inquiries concerning parks and planning issues.
- Serve as point of contact for local, county, state, regional, and federal officials and agencies.
- Act as liaison to the public to assist with resolution of issues.
- Develop and manage the budget for the Commissioners' Office.
- Manage the human resource functions for the Commissioners' Office.
- Represent the Commission on internal committees related to outreach, diversity, and special events.

## TECHNICAL WRITERS/EDITORS UNIT

This unit serves the Planning Board by performing the following:

- Produce the minutes for Planning Board public and closed session meetings.
- Coordinate transcription of specific Planning Board meetings as requested by the Office of the General Counsel and the Board of Appeals, and as needed for master plans.
- Assist members of the public and staff with locating archived records of Board meetings.
- Assist with the editing of Commission documents, as requested.
- Participate on internal committees specifically related to general writing procedures and archiving documents.

## ACCOMPLISHMENTS

Achievements by the Commissioners' Office staff in calendar year 2016 include the following:

- Processed over 2,500 emails, letters, and other documents for the Chair and Planning Board related to Board hearings and general parks and planning issues.
- Staffed 44 Planning Board meetings as clerks/webcasters and technical writers.
- Coordinated and produced Planning Board agendas and meeting minutes for each meeting, including accurate and timely web postings.
- Served on various Montgomery and bi-county internal committees and work groups including Diversity Council, Black History Month, and Women's History Month.



# Montgomery County Commissioners' Office

## HIGHLIGHTS AND MAJOR CHANGES IN FY17 PROPOSED BUDGET

- The Montgomery County Commissioners' Office proposes an FY18 Operating Budget of \$1,176,198 a decrease of -1.5 percent from the FY17 adopted budget and a reduction of \$17,435.
- The proposed staff complement for FY18 remains the same as in FY17: Six (6) full-time (includes chair and five career staff positions), five (5) part-time positions (includes four commissioners and one career staff), and one (1) term/contract position. The total position count remained the same as in FY17 for a total of 11 career positions and 1 term contract position, 9.50 workyears.

The proposed FY18 operating budget includes the following major categories:

- \$1,137,298 in Personnel Services, a reduction of \$19,735, or 1.7%, from the FY17 adopted budget due primarily to decreased Unemployment Insurance.
- \$25,600 in Supplies and Materials, which represents a modest increase of \$1,000, or 4.1%, over the FY17 adopted budget in this major category for inflation costs for supplies and services.
- \$13,300 for Other Services and Charges, which represents a modest increase of \$1,300, or 10.8%, over the FY17 adopted budget in this major category for research funding and bulk email client services.

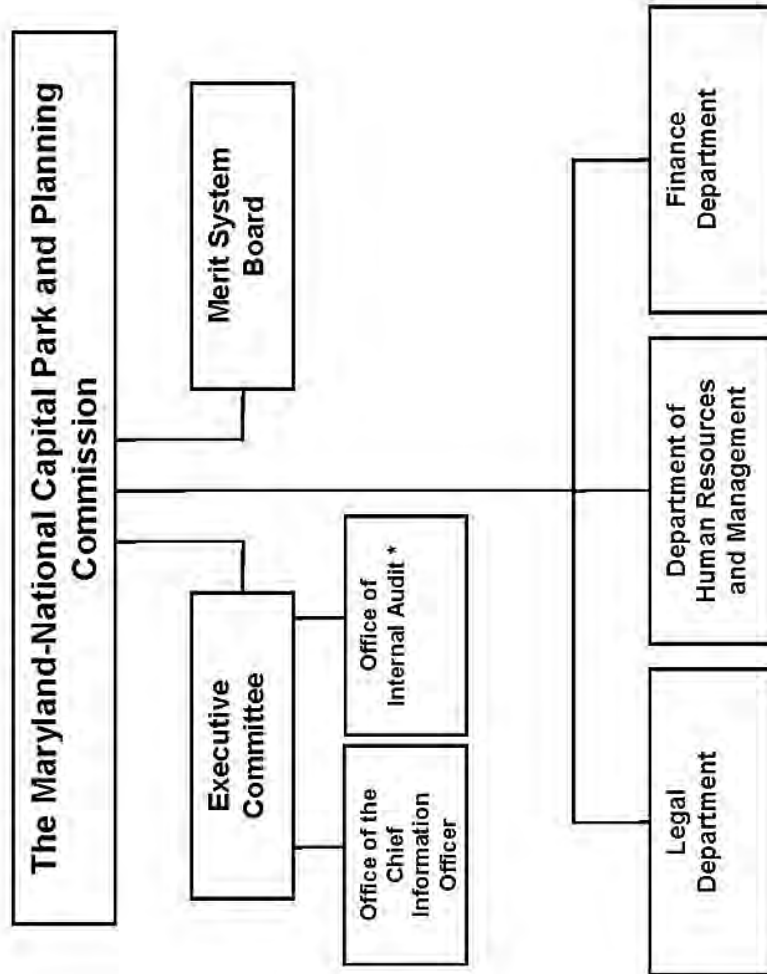
	<u>FY 16 Actual</u>	<u>FY 17 Adopted</u>	<u>FY 18 Proposed</u>	<u>% Change</u>
Commissioners' Office				
Personnel Services	1,112,588	1,157,033	1,137,298	-1.7%
Supplies and Materials	17,633	24,600	25,600	4.1%
Other Services and Charges	16,388	12,000	13,300	10.8%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	-	-	-	-
<b>Total</b>	<u>1,146,609</u>	<u>1,193,633</u>	<u>1,176,198</u>	<u>-1.5%</u>

	<u>FY17 Adopted</u>	<u>FY18 Proposed</u>	<u>% Change</u>
<b>Budget</b>			
Expenditures	\$ 1,193,633	\$ 1,176,198	-1.5%
<b>Staffing</b>			
Funded Career Positions	11.00	11.00	0.0%
Funded Term Positions	1.00	1.00	0.0%
Funded Workyears	9.50	9.50	0.0%



ORGANIZATIONAL STRUCTURE

# CENTRAL ADMINISTRATIVE SERVICES



\*Internal Audit Division reports to Chair and Vice Chair of the Commission and the Audit Committee.





# Central Administrative Services Overview

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## EXECUTIVE OVERVIEW

Central Administrative Services (CAS) consists of the following departments and units that provide corporate administrative governance and support to the agency as a whole:

- Department of Human Resources and Management
- Finance Department
- Legal Department
- Office of Internal Audit
- Office of the Chief Information Officer
- Merit System Board
- Support Services

The Commission's three Officers -- the Executive Director, the Secretary-Treasurer, and the General Counsel -- are responsible for corporate functions as well as leading their respective departments. The Office of Internal Audit is overseen by the Chair and Vice-Chair, in conjunction with the Audit Committee, to increase independence. Administrative oversight for Internal Audit is provided by the Executive Director. The Chief Information Officer reports to the Executive Committee (Chair, Vice-Chair, and Executive Director) to enable focus on Enterprise-wide IT initiatives. Enterprise-wide IT initiatives are recommended by the IT Council which is comprised of the leadership from each of the operating departments, the Executive Director and the Secretary-Treasurer.

CAS services include oversight of enterprise-wide administrative, human resources, corporate budgeting and governance; financial business services; legal counsel and representation; internal controls and compliance with rules and regulations; IT strategic planning and agency-wide systems; and risk mitigation and workplace safety to protect and support the Commission's employees, patrons and operations.

CAS also includes funding for the Merit System Board and CAS Support Services. The budget for the Office of the Chief Information Officer and Commission-wide IT initiatives are shown in the Internal Service Fund section of the FY18 Proposed Budget Document, under the Commission-wide CIO & IT Initiatives Internal Service Fund.

## PROGRAMS AND SERVICES PROVIDED

### Department of Human Resources and Management

The Department of Human Resources and Management (DHRM), which operates under the direction of the Executive Director, provides quality corporate budgeting, corporate governance, and enterprise-wide administrative and human resource management systems/services. The Department delivers executive and operational leadership through a set of best management practices, strong fiscal planning, and fair employment and compensation programs. It is composed of four cross-functional Divisions: Office of the Executive Director, Corporate Budget Division, Corporate Policy and Management Operations Division, and the Corporate Human Resources Division.

### Finance Department

The Finance Department operates under the direction of the Secretary-Treasurer, and is organized into four divisions: Administrative Services, Accounting, Central Purchasing, and Information Technology. The Department is responsible for Corporate Financial Policy, Management of Debt and Investments, Payroll Administration and Disbursements, Accounting and Financial Reporting, Procurement, and Information Technology Administration and Systems Support for Central Administrative Services and the Employees' Retirement System (ERS).



# Central Administrative Services

## Overview

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### **Legal Department**

The Office of the General Counsel (OGC or Legal Department) provides a comprehensive program of legal services to the Commission, supporting almost every facet of the Commission's work program. The OGC guides the Commission's internal corporate operations; advises staff and the Planning Boards as they navigate their important quasi-judicial and regulatory responsibilities; advocates on the Commission's behalf in litigation before the state and federal courts; and participates in cross-functional teams assembled periodically to develop creative solutions to new challenges facing the Commission.

### **Office of Internal Audit**

The Office of Internal Audit provides a systematic disciplined approach to evaluating and improving the effectiveness of governance, risk management, internal control processes, compliance with all applicable rules and regulations, and reliable financial reporting.

### **Office of the Chief Information Officer**

The Office of the Chief Information Officer (CIO) strategically plans and implements enterprise-wide IT systems in collaboration with departments in order to meet business needs. The CIO Office also functions as the Commission's Chief Technology Security Officer, ensuring confidentiality, availability, and the integrity of Commission data.

### **Merit System Board**

The Merit System Board, which is authorized by the agency's enabling legislation, is comprised of three appointed members. The Board's operations are supported by one part-time Merit System employee. Merit System Board members are responsible for making recommendations to the agency's Merit System, hearing appeals of adverse actions (e.g., termination, demotion, loss of pay, etc.) and hearing appeals on administrative grievances. With support of the agency's Corporate Policy and Management Operations Division, and with input from employees and management, the Board recommends changes to Merit System Rules and Regulations (personnel policies). Recommendations are submitted to the Commission for adoption. With the support of the agency's Human Resources Division, the Board reviews proposed changes to compensation and classification plans and submits recommendations to the Commission.

### **Support Services**

Central Administrative Services Support Services accounts for non-discretionary shared operating expenses attributable to the Departments of Human Resources and Management (DHRM), Finance, Legal, the Merit System Board, the Office of Internal Audit, and the Office of the Chief Information Officer, collectively known as Central Administrative Services (CAS). These expenses include unemployment insurance, workers' compensation costs, shared document production services (the print and reproduction center), centralized office supplies, and the costs associated with housing the CAS Departments and Offices.

Full descriptions of the CAS Departments/units are provided in their respective sections.



# Central Administrative Services Overview

## CENTRAL ADMINISTRATIVE SERVICES CHARGEBACKS BY COUNTY BY FUND AND DEPARTMENT

County	Service User/Fund	Service Supplier	FY16 Budget	FY17 Adopted	FY18 Proposed	% Change
<b>MONTGOMERY</b>						
	Park Fund - Labor Relations	DHRM	58,900	61,255	66,250	8.2%
	Park Fund - Park Police Support	DHRM	56,100	58,345	45,000	-22.9%
	Risk Management	DHRM	19,970	20,963	13,892	-33.7%
	Capital Equipment Fund	Finance	31,500	40,675	40,951	0.7%
	Enterprise Funds	Finance	197,000	203,377	196,565	-3.3%
	Park Fund - Single Audit	Finance	7,500	7,500	6,760	-9.9%
	Park Fund - Data Center	Finance	255,700	315,576	411,616	30.4%
	Park Fund - P/P Prtnshps.	Finance	61,200	61,200	61,200	0.0%
	Pension Trust Fund	Finance	23,600	23,600	23,600	0.0%
	Risk Management	Finance	47,300	8,135	32,761	302.7%
	Spec Rev Fund - Development Review	Finance	26,100	23,948	25,083	4.7%
	Admin Fund - Planning	Legal	85,000	85,000	85,000	0.0%
	Park Fund	Legal	140,590	145,377	149,232	2.7%
	Pension Trust Fund	Legal	32,100	32,100	32,100	0.0%
	Risk Management	Legal	189,009	197,035	200,383	1.7%
	Spec Rev Fund - Development Review	Legal	133,433	144,422	148,423	2.8%
	<b>Subtotal Montgomery</b>		<b>1,365,002</b>	<b>1,428,508</b>	<b>1,538,816</b>	<b>7.7%</b>
<b>PRINCE GEORGE'S</b>						
	Admin Fund - Planning - HRIS/CC	DHRM	22,430	23,551	20,766	-11.8%
	Admin Fund - Planning - Recruitment	DHRM	16,824	17,665	13,982	-20.8%
	Park Fund - HRIS/CC	DHRM	56,080	58,884	46,599	-20.9%
	Park Fund - Labor Relations	DHRM	58,900	61,255	66,250	8.2%
	Park Fund - Park Police Support	DHRM	56,100	58,345	45,000	-22.9%
	Park Fund - Recruitment	DHRM	56,080	58,884	51,903	-11.9%
	Rec Fund - Recruitment	DHRM	56,080	58,884	51,903	-11.9%
	Recreation Fund - HRIS/CC	DHRM	56,080	58,884	72,529	23.2%
	Risk Management	DHRM	19,970	20,963	13,892	-33.7%
	Capital Equipment Fund	Finance	19,700	4,881	31,942	554.4%
	Enterprise Funds	Finance	245,880	253,758	242,758	-4.3%
	Enterprise Funds - Sportsplex	Finance	69,420	71,645	68,470	-4.4%
	Park Fund - Single Audit	Finance	7,500	7,500	6,800	-9.3%
	Park Fund - New Positions	Finance	125,000	125,000	108,000	-13.6%
	Park Fund - Data Center	Finance	526,100	562,144	758,817	35.0%
	Park Fund - Purchasing	Finance	50,000	50,000	50,000	0.0%
	Park Fund - P/P Prtnshps.	Finance	61,200	61,200	61,200	0.0%
	Pension Trust Fund	Finance	23,600	23,600	23,600	0.0%
	Rec Fund - Purchasing	Finance	50,000	50,000	50,000	0.0%
	Risk Management	Finance	63,000	16,270	49,141	202.0%
	Special Revenue Funds (multiple)	Finance	141,900	154,566	139,233	-9.9%
	Park Fund	Internal Audit	95,000	97,502	121,332	24.4%
	Admin Fund - Planning	Legal	234,134	252,702	265,430	5.0%
	Park Fund	Legal	175,200	186,653	186,653	0.0%
	Park Fund - Atty support	Legal	80,000	80,000	80,000	0.0%
	Pension Trust Fund	Legal	32,100	32,100	32,100	0.0%
	Risk Management	Legal	199,644	207,212	210,858	1.8%
	<b>Subtotal Prince George's</b>		<b>2,597,922</b>	<b>2,654,048</b>	<b>2,869,158</b>	<b>8.1%</b>
<b>Commission-Wide</b>						
	Group Insurance	DHRM	39,940	41,925	32,778	-21.8%
	Group Insurance	Finance	283,800	276,592	327,608	18.4%
	<b>Subtotal Commission-Wide</b>		<b>323,740</b>	<b>318,517</b>	<b>360,386</b>	<b>13.1%</b>
<b>COMBINED TOTAL</b>			<b>4,286,664</b>	<b>4,401,073</b>	<b>4,768,360</b>	<b>8.3%</b>
<b>SUMMARY BY SUPPLIER DEPARTMENT</b>						
	DHRM		573,454	599,803	540,744	-9.8%
	Finance		2,317,000	2,341,167	2,716,105	16.0%
	Legal		1,301,210	1,362,601	1,390,179	2.0%
	Internal Audit		95,000	97,502	121,332	24.4%
<b>TOTAL</b>			<b>4,286,664</b>	<b>4,401,073</b>	<b>4,768,360</b>	<b>8.3%</b>



# Central Administrative Services Overview

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## HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

The bi-county proposed FY18 operating budget for Central Administrative Services before chargebacks is \$21,726,557, which is a 5.2% increase over FY17. The budget sustains, at a minimum, the same service level as FY17, and incorporates the compensation and benefit assumptions utilized for all operating departments. The level of services, and therefore, funding allocation by county, is tailored to the agency and the individual department needs. Certain functions are allocated based on labor distribution or a cost driver, such as number of employees paid. Some functions, such as the Merit System Board, are funded evenly by both counties.

### Annual Review of Cost Allocation and Chargebacks

Each year, cost drivers and labor distribution are analyzed to better reflect county service levels. The FY18 proposed budget is based on the analysis performed in the Fall of 2016.

The FY18 funding allocation for all Administration Funds' CAS services except for the Merit System Board, is approximately 44.4% Montgomery County and 55.6% Prince George's County. The allocation is calculated prior to chargebacks, as chargebacks shift the cost within county to another fund and do not impact each county's funding share. The Merit System Board's budget is allocated at 50% for each county.

The proposed budget for each Department/Unit is provided in the individual sections that follow the CAS summary.

### Investing in an Essential Needs Budget

In FY18, the proposed budget addresses major known commitments and essential needs. The proposed budget focuses on such core needs as:

- Continuing implementation of functionality in Enterprise Resource Planning (ERP) system and upgrading to the latest version.
- Responding to increase in position management workload as a result of ERP system.
- Responding to operating departments request to develop and implement mandatory training on agency standards/policies; and leadership training to address critical succession planning needs.
- Addressing critical need for administrative support in the Human Resources Director's office.

The CAS budget proposal reflects positions and workyears comparable to FY 2012 levels, even while work program demands have increased over the past few years. Work program demands such as, increased cost analyses for alternative medical designs to contain costs, preparation for health care reform, required policy revisions, zoning ordinance review, legal advice, and the continued rollout of ERP functionality, increase the demand for CAS departments' services.

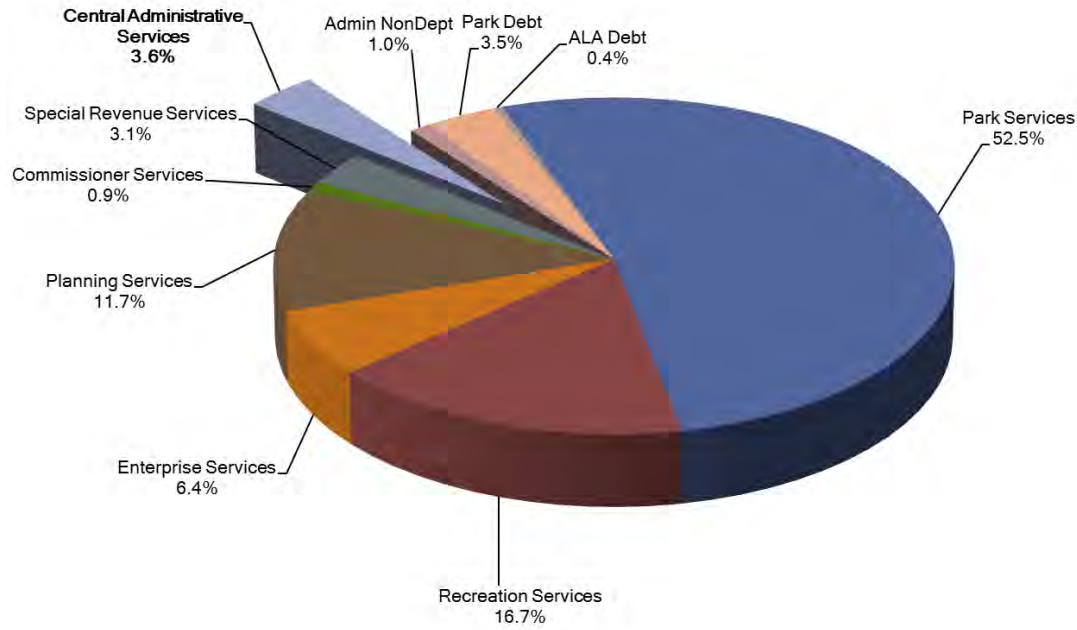
The CAS proposed budget is 3.6% of the Commission's proposed total bi-county operating budget.



# Central Administrative Services Overview

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**Central Administrative Services (CAS)**  
**FY18 Proposed Budget as a Percent of Total Operating Budget**  
(excludes reserves, ISF, ALARF, and Capital Projects Fund)



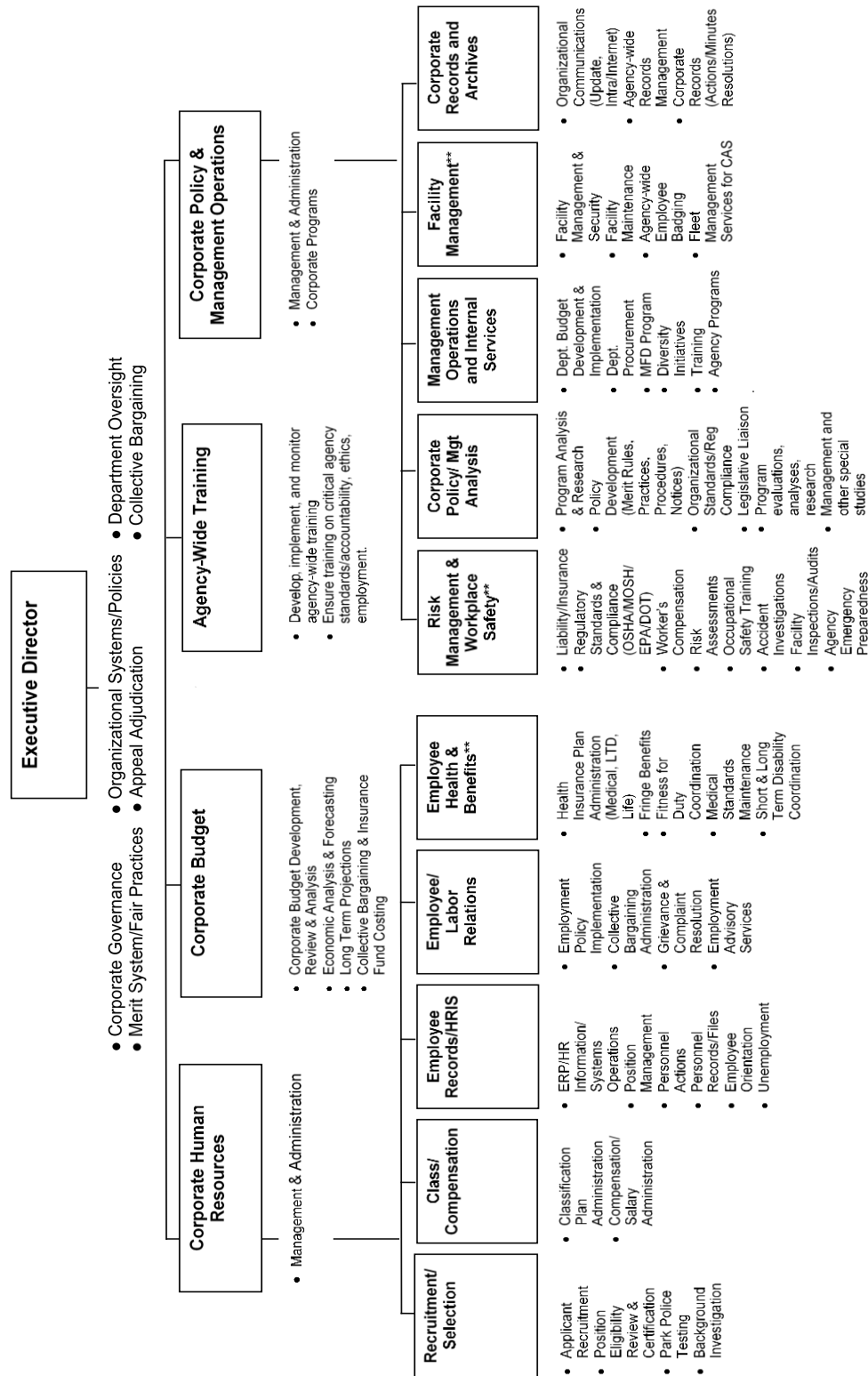
CAS continually strives to improve its operations by promoting best management practices, greater outreach/partnering with departments, and transparency. More comprehensive details on programs can be found in the individual department sections.



# Central Administrative Services Department of Human Resources and Management

## ORGANIZATIONAL STRUCTURE

### Department of Human Resources and Management



\*\* Internal Service Funds.





# Central Administrative Services

## Department of Human Resources and Management

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### MISSION AND OVERVIEW

The mission of the Department of Human Resources and Management (DHRM) is to provide quality corporate governance and budget services, effective organizational standards, and human resource management systems; to perform with integrity, innovation, and responsiveness; and, to deliver excellent customer service to the agency, its employees, elected and appointed officials, and the communities served in the bi-county region. The Executive Director provides executive functions for the Commission and also oversees the work of DHRM. The Executive Director meets regularly with the two respective Planning Board Chairs as the Executive Committee to support and administer the business of the Commission.

Under the leadership of the Executive Director, DHRM includes:

- Office of the Executive Director
- Corporate Budget Division
- Corporate Human Resources Division
- Corporate Policy and Management Operations Division

Collectively these operations provide corporate governance and administer agency-wide initiatives to ensure fair and equitable practices/programs, competitive and cost-effective employment compensation and benefits, prudent fiscal planning, and sound workplace and liability protections. Programs administered by the Department/Divisions are presented on the organizational chart.

Most of the DHRM functions are funded in the Administration Funds. However, the Employee Health and Benefits, and the Risk and Workplace Safety functions are included in the Group Insurance and Risk Management Internal Service Funds, respectively. DHRM also manages the Executive Office Building (EOB) Internal Service Fund. The EOB activities include facility operation, building/safety code compliance, landlord-tenant relations, energy conservation, major maintenance and repair projects, and space planning.

### PROGRAMS AND SERVICES PROVIDED

Over the past few years, the Department has implemented a number of initiatives to ensure that the needs of operating departments are actively considered in the establishment of work program priorities. This is accomplished through regular meetings with senior management, formal input on recommended programs and policies, and other collaborative efforts. Highlights of programs managed by each Division are described in the following pages.

#### Office of the Executive Director

The Office of the Executive Director provides executive leadership, coordination, and administrative direction for the operation of the agency and the DHRM. The Executive Director assures public accountability through a set of responsible, best-management practices, systems and programs to meet local, State, County, and Federal regulatory requirements, and sustain the agency and its employees in the bi-county region. Services provided by the Office include ensuring fair and prudent workplace practices, implementation of the Merit System Rules and Regulations, and oversight of organizational policies and union contracts. The Office ensures compliance with adopted policies; monitors effectiveness of the Minority, Female, and Disabled (MFD) procurement



## **Central Administrative Services**

### **Department of Human Resources and Management**

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program; conducts contract execution and procurement waiver reviews; reviews employment concerns and handles adjudication of grievance appeals; negotiates collective bargaining agreements; serves as liaison with both County Councils and County Executives; and provides oversight of agency-wide initiatives such as the Diversity Council and preferred workplace programs. The Office oversees other corporate functions of the agency including policy development, administration of workforce programs/benefits/insurance, budget development and fiscal planning, and coordination of Commission, Executive Committee, and Department Directors meetings.

The Executive Director and both Planning Board Chairs comprise the Executive Committee. The Executive Committee, pursuant to Commission practices, meets regularly to conduct business, and effectively leads the administrative bi-county operations of the agency.

#### **Corporate Budget Division**

The Corporate Budget Division promotes the responsible and sustainable use of public resources to meet the needs of the bi-county residents by providing the Commission and departments with strategic information, central budget coordination, and fiscal planning for the agency. The Office delivers an array of services, including:

- Comprehensive fiscal and budget analysis
- Coordination of agency-wide budget needs
- Strategic information regarding the development of the Commission's annual operating budget
- Long-term fiscal policies and strategies

It is the strategic goal of the Corporate Budget Division to make the budget function a value-added service by working collaboratively with all customers, and by providing sound, timely, and transparent fiscal information to support effective resource allocation decisions. The Division provides agency-wide planning, analysis and reporting. It works to understand customer needs and applies creative analyses to develop information that helps governance and operations to better meet customer needs. The Corporate Budget Division oversees the Commission's budget preparation process to ensure accuracy and uniformity throughout the Commission.

#### **Corporate Policy and Management Operations Division**

This Division is responsible for assisting with organizational governance, developing organizational policy and standards, issuing employee communications and emergency announcements, and administering corporate programs which support the Office of the Executive Director, the Executive Committee, and the Commission. This Division performs analysis and research to ensure that business operations are effective, efficiently utilizing resources, and upholding public accountability. Staff incorporates management principles of responsibility and transparency into operational standards, and provides systems analysis and resource planning. Federal, State, and local mandates are implemented through policies and programs to assure compliance and due diligence in business operations. The Division manages four cross-functional teams: Corporate Policy and Corporate Records, Management Operations and Internal Services, Risk Management and Workplace Safety, and EOB Facility Operations.



## Central Administrative Services

### Department of Human Resources and Management

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**Corporate Policy and Corporate Records** conduct research and analysis of organizational needs, regulatory mandates, and best practices for greater efficiency, cost containment, and effective programs. Analysis is used to develop policy and operational standards through a collaborative review with departments, Merit System Board, union representatives, and the Commission.

The Corporate Policy unit also conducts specialized management studies, implements organizational development initiatives, and provides legislative support on bills or actions impacting policy or operational standards. The Commission's policy system, as issued through Merit System Rules and Regulations, Notices, Administrative Practices/Procedures, and Resolutions, is managed by this team. These policies address organizational functions, employment regulations, financial systems, and other operational standards. The Corporate Records unit manages the agency's archive program to ensure official records are safeguarded and retained in accordance with Federal and State public record mandates. It is also responsible for coordinating and supporting corporate meetings of the Commission, the Executive Committee, Directors, and other ad hoc or standing committees; formally documenting the actions of the Commission; and conducting research of historical records/actions.

**Management Operations and Internal Services** carry out corporate and departmental activities including: budget management and procurement administration for the following operations: DHRM, Risk Management, Group Insurance, the Executive Office Building, CAS Support Services, and the Merit System Board; development and dissemination of corporate communications (e.g., agency-wide directives, Notices, employee newsletters, facility and emergency closing information, telephone directories, etc.); management of agency-wide training initiatives; and support for agency-wide programs including diversity initiatives.

**Risk Management and Workplace Safety** develops and implements programs that help protect employees and patrons, protect and secure the agency's assets, and mitigate losses. Goals are achieved through: supervisory/employee training; compliance with Federal/State safety regulations issued by Maryland Occupational Safety and Health (MOSH), Federal Occupational Safety and Health Administration (OSHA), Environmental Protection Agency (EPA) and the Department of Transportation (DOT); administration of workers compensation and liability programs; insurance portfolios for loss control; safety programs such as drug and alcohol testing, blood-borne pathogens and hazards, drivers' license and driver safety, and emergency response initiatives; accident and damage inspections; and risk assessments. The unit also provides oversight of the agency's participation in the Montgomery County Government's Self-Insurance Program (MCSIP). The self-insurance program provides specialized services related to third party reviews of workers' compensation/liability claims and participation in some group insurance.

#### **EOB Facility Operations**

Staff manages the facility operations that house the Central Administrative Services departments/units, certain divisions of Prince George's Department of Parks and Recreation, the Employees' Retirement System, and the Merit System Board. Operations include facility maintenance, support, and compliance with State/local fire/workplace codes. Staff also manages facility security and agency-wide employee identification badging program.



# Central Administrative Services

## Department of Human Resources and Management

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### Human Resources Division

The goals of the Human Resources (HR) Division are to ensure an applicant pool that is diverse, qualified and available; employee recognition and compensation that reflect performance; and an affordable, responsive, and attractive array of benefits and health programs with effective service delivery.

The HR Division strives to ensure fair and equitable treatment of all employees, and administers a personnel system to create and maintain a diverse, qualified, healthy, and motivated workforce. The Merit System Rules and Regulations, Administrative Practices, Administrative Procedures, and union contracts are the foundation for this work. The two collective bargaining agreements cover Park Police Officers through the rank of Sergeant (FOP), and general service career employees in the Service/Labor, Skilled Trades, and Office/Clerical classifications (MCGEO). The Division includes the HR Director and cross-functional teams to carry out HR employee and employment services activities.

The HR Director provides expert guidance and advice on human resources management for the agency. The HR Director also provides supervision of all programs and activities provided to the agency relating to employment and working conditions. Services include training coordination, employment for disabled persons, personnel management review, and areas described below.

**Classification and Compensation** establishes and administers a personnel system to assure equal pay for equal work. Staff analyzes and evaluates positions based on duties, responsibilities, and minimum qualifications, and recommends the Commission's compensation (salary) schedule. Related work includes benchmarking, salary exception review, classification specification development and maintenance, and position control in accordance with adopted budgets.

**Human Resources Information System (HRIS)/Employment Records** safeguards and maintains official employee records (physical and electronic) according to Federal and State regulations. Staff uses HRIS to maintain the employee/employment database, and to review, enter, authorize, and/or approve employee actions (e.g., hire, pay, terminate) in accordance with personnel policy and collective bargaining agreements. Responsibilities include custodianship of employee records, oversight and coordination for State unemployment reimbursement or claims, employment verification and legal garnishments tracking, provision of ad hoc and regular employee-data reporting, and support and integration with existing timekeeping (KRONOS) and payroll systems.

**Recruitment and Selection Services** supports the provision of a diverse, skilled, and effective workforce. Staff provides whole-cycle recruitment activities to the agency from advertising, testing, application processing, selection, employment/promotion offers, and orientation. This team manages an outsourced online applicant tracking system. Two options are provided to the operating departments: either full-service recruitment or online recruitment support as requested. Related tasks involve administration of background/reference checks, and Park Police entry and advancement testing.

**Employee and Labor Relations** fosters management/employee partnerships and assists management in handling complex employment concerns. Staff investigates complaints and resolves grievances, reviews disciplinary and performance issues, provides alternate dispute resolution, supports the Park Police Chief's Committee and Grievance Mediation Boards, and administers the Performance Recognition and Performance Management Programs. Labor Relations' functions include assistance with negotiation, administration of employment policy and



## Central Administrative Services Department of Human Resources and Management

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collective bargaining contracts, and ongoing training on updated and current Commission policies for managers and employees. This unit also reviews reasonable accommodation requests for compliance with the Americans with Disabilities Act.

**Employee Health and Benefits** administers a comprehensive health benefits program, including medical, dental, vision service, prescription drug plans and life and long-term disability insurance programs. Programs aimed at improving the health and well-being of our employees, such as health screenings, financial wellness counseling, smoking cessation classes and weight loss programs are handled by this office as well. The Office also ensures implementation of programs such as the Affordable Care Act, Consolidated Omnibus Budget Reconciliation Act (COBRA), and Health Insurance Portability and Accountability Act (HIPAA). Related work covers administration of benefit programs, the flexible spending account program, the employee assistance program, critical incident support, long-term care, childcare and elder care referral networks, Employees' Sick Leave Bank, deferred compensation plans, and a tuition assistance program. The team also coordinates specialized medical testing and monitoring such as return to work, pre-employment, police physicals, fitness for duty examinations, and psychological evaluations. It also oversees the family medical leave program (FMLA). Other services include workshops and presentations, benefit processing, records and eligibility maintenance, health benefit communications, and legal compliance with Federal and State mandates.

### FY17 ACCOMPLISHMENTS

Below is a summary of major accomplishments.

- **Corporate governance:** Provided guidance and oversight in areas related to upholding the Merit System, organizational policies and standards, collective bargaining and agency-wide programs such as Diversity Council, Enterprise Resource Planning, conflict resolution (administrative grievances), Equal employment opportunity, and employee appeals adjudication, etc. Human Resources Classification and Compensation expanded the number of pay grades to provide more flexibility to new classification and compensation job specifications.
- **Corporate Budget:** Continued enhancing the role of the corporate budget office to assure prudent use of funds, providing long-range strategic budget planning, streamlining budget processes, and improving transparency of budget information.
  - **GFOA Award:** Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada (GFOA) for the 31<sup>st</sup> consecutive year in FY2017.
  - Revised both the Prince George's County operation's and the Montgomery County operation's long term fiscal plans to guide the FY18 budget submission.
- **Collective Bargaining:** Negotiated and implemented FY17 Fraternal Order of Police (FOP) wage reopener; and in process of full contract negotiations for FY18 – FY20 agreement.
- **Succession Planning/Workforce Development:** Began to restore agency-wide employee development training to address deficit in available workforce training and critical succession planning concerns. 34% of workforce eligible to retire in less than 5 years (74.7% of



## Central Administrative Services

### Department of Human Resources and Management

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officials/administrators will become eligible). Web-based and other training will be implemented to enhance understanding of critical systems/policies, equal employment standards, ethics and internal controls, performance management, and leadership development. Language and literacy program also implemented to assist native English speakers and individuals who speak English as a second language.

- **Enterprise Resource Planning System (ERP)**: DHRM, in partnership with the Department of Finance, implemented the following:
  - Implemented Central Administrative Services pilot program for Online Benefits Enrollments.
  - Trained departments on human resources inquiry capabilities of Manager Self-Service component.
  - Developed management reports to meet the needs of the departments.
- **Employee Benefits**: Implement pension, medical, and prescription benefits plan design to maintain competitive benefits at sustainable funding levels.
  - As a result of Collective Bargaining with MCGEO, the Group Insurance Fund Reserve was adjusted from 8.5% to 9%.
  - Added a new Health Plan, Kaiser Permanente. The new plan offers employees a lower cost health plan with a different plan design model.
  - Applied for and received \$479,932 in subsidies from the Federal government for retiree drug expenses.
  - Implemented benefit changes to control long term medical cost through preventative health screenings, flu shots, health lifestyle education, smoking cessation, and prescription drug management to assist with better care of chronic illness. The department continues to enhance its agency-wide Wellness Program.
  - Successfully distributed the IRS 1095-C forms to employees and retirees; and submitted the corresponding 1094-C form to the IRS as required by the Affordable Care Act. Also put programs in place to offer health coverage to seasonal staff who worked the required hours for eligibility for health insurance.
- **Policy Development and Management Studies**: Continue extensive analysis, review and update of agency standards/policies, to ensure greater operational efficiency and organizational accountability, consistency with ERP platforms, compliance with evolving employment regulations, and workplace/public safety. The following policy areas are among those that will be addressed in FY17:
  - M-NCPPC work/life program and related procedures.
  - Expense reimbursement for travel, meetings and conferences.
  - Temporary contract employment regulations to clarify overtime and other compensation policies, management and employee responsibilities, fringe benefits including Affordable Care Act, and compliant procedures.
  - Ethics: Sections related to charitable contributions by agency and/or agency officials; and use of agency funds for individual special occasion gifts.
  - Performance recognition program.
  - Series 1-00 Organization and Functions; and Series 2-00 Employee Services and Relations to be reviewed for potential updates and clarification of content.





## Central Administrative Services

### Department of Human Resources and Management

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- Records Management: Continued reviewing agency-wide archive program to ensure ongoing compliance with State archiving requirement and updated digital records to enhance inventory and access.
- Workplace Excellence: Achieved several prestigious awards for innovative programs and policies such the Workplace Excellence Award for exceptional commitment to overall workforce initiatives such as management practices, workplace standards, and comprehensive work/life policies; Health and Wellness Trailblazer Award; Diversity Champion Award; and EcoLeadership Award for Visionary leadership and commitment to environmentally sustainable workplace practices.
- Workforce Analysis: Continue to implement management-supported recommendations from the Classification and Compensation Study, including job class series reviews prioritized by operating departments. Implemented updated class series to include, Design and Construction, Engineers, Park Development, and Land Surveyors and Landscape Architects.



# Central Administrative Services Department of Human Resources and Management

## BUDGET AT A GLANCE

### Summary of Department of Human Resources and Management Budget

		<b>FY17 Adopted</b>	<b>FY18 Proposed</b>	<b>% Change</b>	<b>% Allocated*</b>
<b>Montgomery County</b>					
<b>Budget</b>					
	Expenditures	\$ 2,069,304	\$ 2,225,575	7.6%	44.3%
<b>Staffing</b>					
	Funded Career Positions	16.00	16.50	3.1%	42.3%
	Term Contract Position	0.50	1.00	100.0%	50.0%
	Funded Workyears	15.00	16.26	8.4%	41.2%
<b>Prince George's County</b>					
<b>Budget</b>					
	Expenditures	\$ 2,596,087	\$ 2,795,510	7.7%	55.7%
<b>Staffing</b>					
	Funded Career Positions	22.00	22.50	2.3%	57.7%
	Term Contract Position	0.50	1.00	100.0%	50.0%
	Funded Workyears	21.00	23.24	10.7%	58.8%
<b>Combined Department Total</b>					
<b>Budget</b>					
	Expenditures	\$ 4,665,391	\$ 5,021,085	7.6%	100%
<b>Staffing</b>					
	Funded Career Positions	38.00	39.00	2.6%	100%
	Term Contract Position	1.00	2.00	100.0%	100%
	Funded Workyears	36.00	39.50	9.7%	100%

\*Percent allocated is the amount of the Department's budget funded by each county

## HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

The FY18 proposed budget is \$5,021,085, representing an increase of 7.6% (\$355,695) over the FY17 adopted budget level. Please note that the proposed compensation marker is not included in this number. Based on a recent cost allocation analysis by the Corporate Budget Division, the Commission supported adjusting the FY18 funding allocation before chargebacks to 42.6% Montgomery and 57.4% Prince George's. This shifts 0.2% funding from Prince George's to Montgomery compared to FY17. Major components of the budget are described below:



## Central Administrative Services

### Department of Human Resources and Management

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- **Personnel Services:** This category, which includes salaries and benefits, has a proposed increase of 5.6% (\$251,228). The proposed DHRM budget includes 39 career and 2 term contract positions, with 39.5 WYS (of which 16.26 WYS are allocated to Montgomery and 23.24 WYS Prince George's respectively). The additional position/workyears are being requested to address critical operational needs as described below:
  - **One term contract HR position is proposed (MC \$12,965, PGC 12,965 – 3 month delay).** This position is proposed to be funded by the Administration Funds at 25% by Montgomery County and 25% Prince George's County after a 50% chargeback to the Prince George's Recreation Fund to reflect the impact of their large seasonal workforce.

The new ERP system has resulted in a substantial increase in the workload related to position management transactions. The term contract position will enable timely delivery of services to the operating departments while we work to value engineer the system under the leadership of the CIO.

- **Unfreeze Administrative Specialist Position to Assist the Human Resources Director (MC \$23,758 and PGC \$31,366 – 3 month delay).** The Human Resources Director has an essential need for administrative support. The administrative support position was frozen some years ago, leaving the Human Resources Director without any support. The administrative support is needed to assist with project tracking, scheduling, data entry answering phones, and general administrative duties.

These duties must be absorbed by the Human Resources Director. It is more cost effective for this work to be performed by the administrative support position, thus freeing up the Human Resources Director for mission-critical priorities of the operating departments.

- **One new position to lead mandatory training and leadership training (6 month MC \$25,346 and PGC \$32,786).** The request for one position is based on a plan to leverage partnerships with MC Parks and PGC Parks and Recreation HR staff in developing and rolling out consistent training Commission-wide as requested by Directors and the Office of Internal Audit.

Mandatory Training: for all employees on agency standards/policies such as: Compliance with equal employment laws/fair practices/ADA: Mitigate discrimination/grievances; Ethics/Public Accountability, Timekeeping and Attendance, and Performance Management.

Leadership Training: Address critical succession planning needs, and prepare current/future supervisors to become more effective leaders and compete for opportunities resulting from significant outflow of managers due to retirement eligibility. Courses will strengthen supervisory competencies, encourage creativity and innovation, and develop communication skills.



## Central Administrative Services

### Department of Human Resources and Management

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- **Supplies and Materials:** These charges reflect an increase of 9.3% (\$7,881) due to additional cost related to increase in personnel as outlined in summary of salary and benefits.
- **Other Services and Charges:** These charges reflect an increase of 5.7% (\$37,530) due to upgrades to NEOGOV system, recruitment training, and CIO cost allocations for Commission-wide IT initiatives.

#### FY18 PRIORITIES

In addition to performing the departmental functions identified previously, major priorities for FY18 include:

- Implement value engineering improvements in the new Enterprise Resources Planning system (ERP) related to the Human Resources components including compensation, position, recruitment, benefits, and self-service modules for improved data consistency, to streamline processes and provide information for managers.
- Continue comprehensive update of agency standards/policies. The policy system encompasses nearly 200 policy areas covering organizational functions, employment, procurement, financial systems, and risk/liability and safety regulations.
- Implement agency-wide employee training and leadership development program to address critical succession planning and lack of workforce training, and to address recommendations stemming from operating departments/CAS Study. Department Heads recommended that CAS develop a central platform for agency-wide training requiring subject matter experts for core areas such as: legal issues, financial systems, employment, organizational policy/regulatory compliance, and workplace safety, delivered by CAS.
- Implement a digital platform for the Corporate Records/Archives program to ensure continued compliance with changes in public records laws and revised State of Maryland protocols.
- Continue implementing management-supported recommendations from the Classification and Compensation study, such as job class series reviews prioritized by operating departments, including position management needs.
- Upgrade Recruitment and Selection's online application NEOGOV to include more efficient document management and screening.



# Central Administrative Services Department of Human Resources and Management

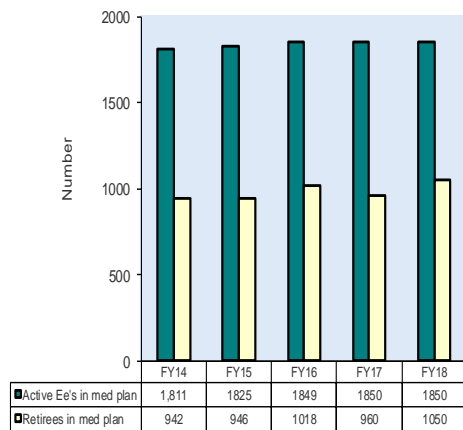
## GOALS AND PERFORMANCE MEASURES

**Goal:** To perform with integrity, innovation, responsiveness; and to provide caring customer service.

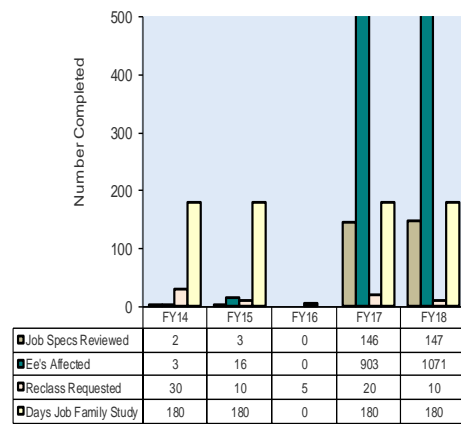
**Objective:** To provide quality corporate management and human resource systems.

**Outcome for Human Resources:** An affordable, responsive, attractive and diverse array of benefits and health programs with effective service delivery; an applicant pool that is diverse, qualified and available; employee recognition and compensation that reflect performance; and a safe work environment.

### Employee Health and Benefits

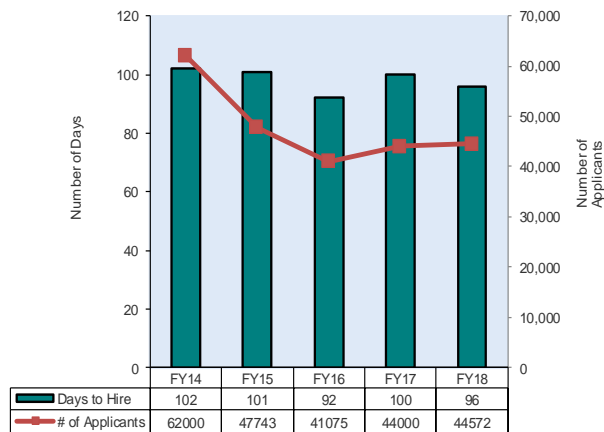


### Classification and Compensation



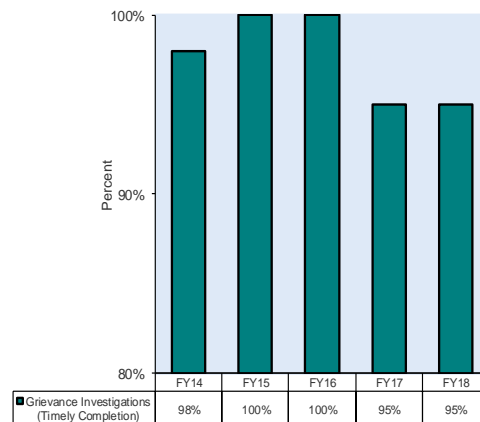
Due to utilizing the services of a consultant and the start of the classification study process, no job family reviews were completed in FY16.

### Recruitment and Selection



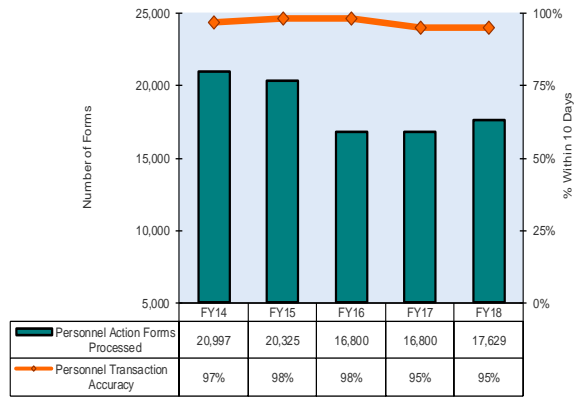
FY18 Days to Hire is based average of FY16 actuals & FY17 estimates.

### Employee and Labor Relations

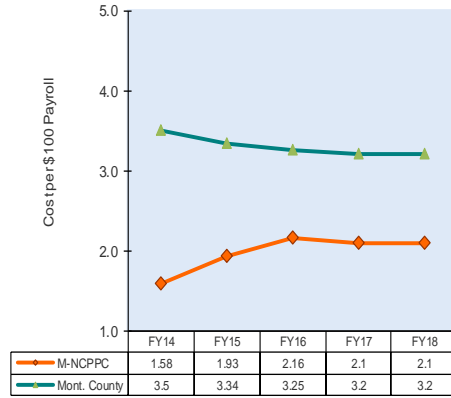


# Central Administrative Services Department of Human Resources and Management

## Human Resource Records



## Risk and Safety Management Claims and Workers' Compensation Costs

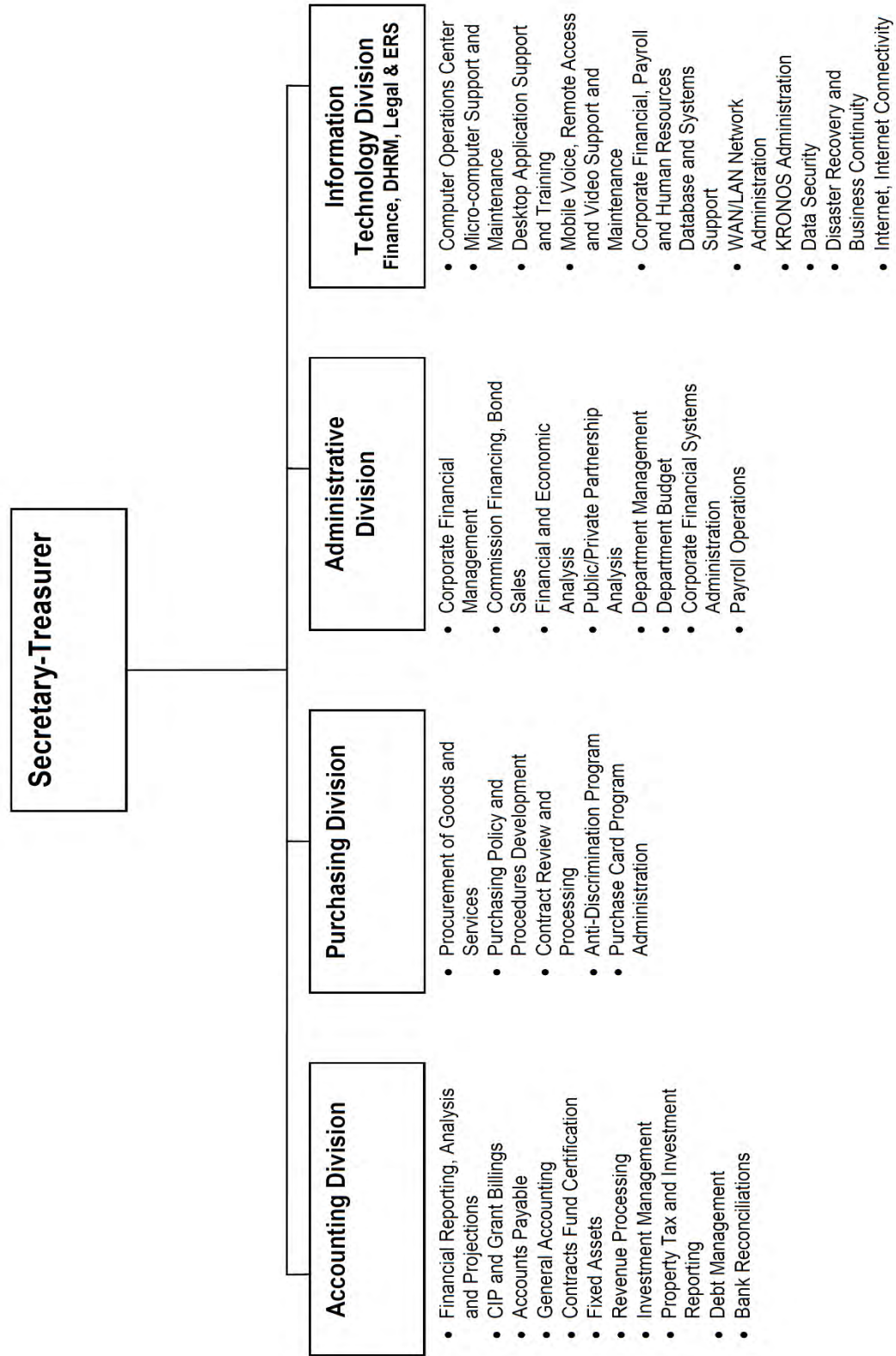


Commission participates in same self-insurance fund & claims admin. as Montgomery County Government.



ORGANIZATIONAL STRUCTURE

**FINANCE DEPARTMENT**





# Central Administrative Services

## Finance Department

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### OVERVIEW

The Finance Department operates under the direction of the Secretary-Treasurer and is organized into four divisions: Administrative Services, Accounting, Central Purchasing, and Information Technology. The Department is responsible for Corporate Financial Policy, Management of Debt and Investments, Payroll Administration and Disbursements, Accounting and Financial Reporting, Procurement, and Information Technology Administration and Systems Support for Central Administrative Services and ERS.

### MISSION

The Finance Department's mission is to provide comprehensive financial services, maintain strong internal controls, and implement and administer corporate management information systems using advanced technologies for Commission management and staff, Montgomery and Prince George's County governments, and other relevant outside entities in order to maintain a financially sound organization and support Commission's delivery of services to the bi-county region.

### PROGRAMS AND SERVICES PROVIDED

#### Office of the Secretary-Treasurer

The Office of the Secretary-Treasurer provides corporate financial oversight and directs the overall operations of the Finance Department. The Division manages the debt program to finance capital equipment and the Commission's capital improvement projects; administers the Enterprise Resource Planning software (Accounting, Budget, Fixed Asset and Purchasing modules) and manages the Payroll function. The Division also offers financial advice and financial analysis expertise to other Commission departments to enable them to make informed judgments and strategic financial planning decisions.

#### Accounting Division

The Accounting Division has three (3) major programs: Financial Accounting and Reporting, Accounts Payable and Treasury Operations. The Financial Accounting and Reporting function consists of recording and reporting financial transactions, preparing financial statements, preparing quarterly budget projections, generating billings, processing grants, reviewing actual expenditure and budget data in the Accounting System, coordination of the annual external audit, preparation of the Comprehensive Annual Financial Report (CAFR) and preparation of the Uniform Financial Report for the State. The Accounts Payable function covers the processing of all vendor payments, responding to all questions regarding payment status, and preparation of 1099 Forms. Treasury Operations has three (3) major functions: processing of revenue transactions, management of investments, and financial reporting of investments and revenue. Treasury manages cash and investments in accordance with Commission investment policies, which emphasize the protection of investment principal, sufficient liquidity to meet all cash flow requirements, and maximum return on investments subject to the first two objectives. Financial reports are prepared to provide historical and projected information on property tax collections and other revenue sources. Investment reports are prepared to inform management of investment returns and compliance with investment policy.



# Central Administrative Services

## Finance Department

### Central Purchasing

The major function of the Central Purchasing Division is to oversee the procurement of all necessary commodities, supplies, equipment and services that support the Commission’s mission. As components of this primary function, the Division is responsible for purchasing policy and procedure development as well as contract review and processing. By implementing the provisions of the Commission’s Non-Discrimination Policy, the Division promotes equal and fair competition between all vendors.

### Finance Information Technology

The Finance Information Technology Division is responsible for managing the operations and support for the Commission financial and human resources systems, timekeeping system, Retirement systems, Internet, Intranet services, wide area and local area network, electronic mail, and desktop computers. Staff provides systems analysis, performance metrics and recommends system security policies and procedures. The Division participates with the CIO’s Innovative and Collaborative Technology Group to identify and address Commission-wide technology issues and recommend solutions. The Division is also responsible for supporting and maintaining the following systems:

#### Financial Systems

<ul style="list-style-type: none"> <li>Financial Management (4 Lawson ERP Modules-- Accounting, Purchasing, Fixed Assets)</li> </ul>	<ul style="list-style-type: none"> <li>SYMPRO Investment and Debt Management</li> </ul>
<ul style="list-style-type: none"> <li>Purchasing Bidders List and Contract Log</li> </ul>	<ul style="list-style-type: none"> <li>Lawson Budgeting &amp; Planning</li> </ul>
<ul style="list-style-type: none"> <li>EnergyCAP Utility/Energy Management</li> </ul>	<ul style="list-style-type: none"> <li>Performance series- prior financial system for archive.</li> </ul>
<ul style="list-style-type: none"> <li>Purchase Card System</li> </ul>	

#### Human Resources Systems

<ul style="list-style-type: none"> <li>Lawson (modules include: HR, Benefits Administration, Salary Administration, Training &amp; Development, Safety &amp; Health)</li> </ul>	<ul style="list-style-type: none"> <li>Employees’ Retirement System</li> <li>ePersonality</li> </ul>
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#### Program Support Systems

<ul style="list-style-type: none"> <li>Contract management</li> </ul>	<ul style="list-style-type: none"> <li>Mobile Devices</li> </ul>
<ul style="list-style-type: none"> <li>eCounsel hosted service</li> </ul>	<ul style="list-style-type: none"> <li>Microsoft Office 365 hosted email service</li> </ul>
<ul style="list-style-type: none"> <li>NeoGov hosted service</li> </ul>	<ul style="list-style-type: none"> <li>Kronos timekeeping hosted service</li> </ul>
<ul style="list-style-type: none"> <li>Safety Shoe program</li> </ul>	<ul style="list-style-type: none"> <li>Labor Soft Grievance hosted service</li> </ul>
<ul style="list-style-type: none"> <li>Performance metric system</li> </ul>	<ul style="list-style-type: none"> <li>INSITE and Training Calendar</li> </ul>
<ul style="list-style-type: none"> <li>Symantec Enterprise Backup System</li> </ul>	<ul style="list-style-type: none"> <li>VMware virtualized servers and desktops</li> </ul>
<ul style="list-style-type: none"> <li>Archive Records Management System</li> </ul>	<ul style="list-style-type: none"> <li>Disaster recovery and Business Continuity program</li> </ul>
<ul style="list-style-type: none"> <li>ARMS</li> </ul>	<ul style="list-style-type: none"> <li>Alliance</li> </ul>
<ul style="list-style-type: none"> <li>Sharepoint service</li> </ul>	<ul style="list-style-type: none"> <li>AOS</li> </ul>
<ul style="list-style-type: none"> <li>Verdiem Surveyor system</li> </ul>	



# Central Administrative Services Finance Department

## ACCOMPLISHMENTS

The Department received the Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report (CAFR) from the Government Finance Officers Association of the United States and Canada for the 43rd consecutive year in FY2015. The Commission has received this award longer than any other organization in its category.

## BUDGET AT A GLANCE

### Summary of Finance Department Budget

		<b>FY17 Adopted</b>	<b>FY18 Proposed</b>	<b>% Change</b>	<b>% Allocated*</b>
<i>Montgomery County</i>					
<b>Budget</b>	Expenditures	\$ 3,201,045	\$ 3,334,279	4.2%	46.7%
<b>Staffing</b>	Funded Career Positions	26.40	26.40	0.0%	43.3%
	Funded Workyears	25.19	25.19	0.0%	43.4%
<i>Prince George's County</i>					
<b>Budget</b>	Expenditures	\$ 3,835,857	\$ 3,805,531	-0.8%	53.3%
<b>Staffing</b>	Funded Career Positions	34.60	34.60	0.0%	56.7%
	Funded Workyears	32.81	32.81	0.0%	56.6%
<i>Combined Department Total</i>					
<b>Budget</b>	Expenditures	\$ 7,036,902	\$ 7,139,810	1.5%	100.0%
<b>Staffing</b>	Funded Career Positions	61.00	61.00	0.0%	100.0%
	Funded Workyears	58.00	58.00	0.0%	100.0%

\*Percent allocated is the amount of the Department's budget funded by each county

## HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

The FY18 Proposed Budget is \$7,139,810 which reflects a 1.5% increase from the FY17 adopted budget after chargebacks.

The Personnel Services budget increased by \$189,773. Funds have been requested in the non-departmental account for salary adjustments in FY18. The increase is attributed to growth in pension costs and filling vacancies at greater than midpoint to attract quality candidates.

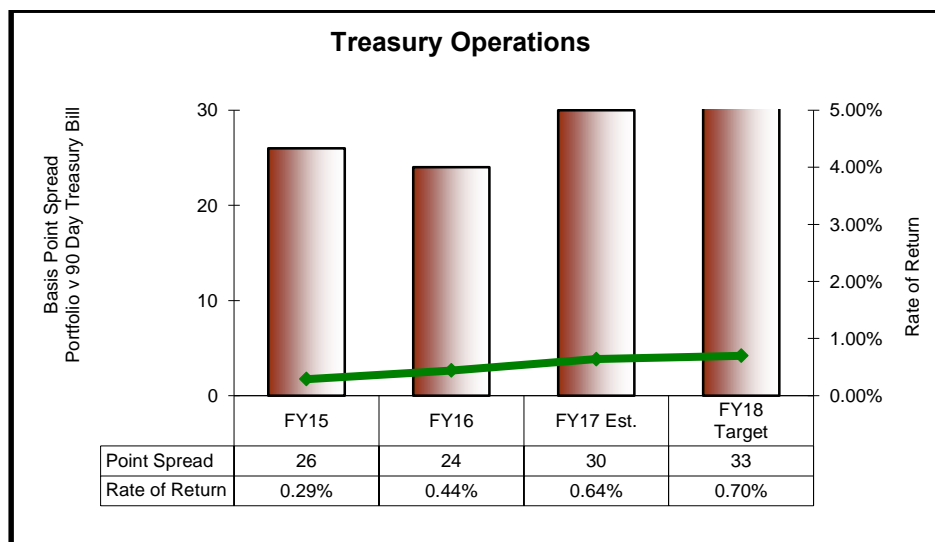
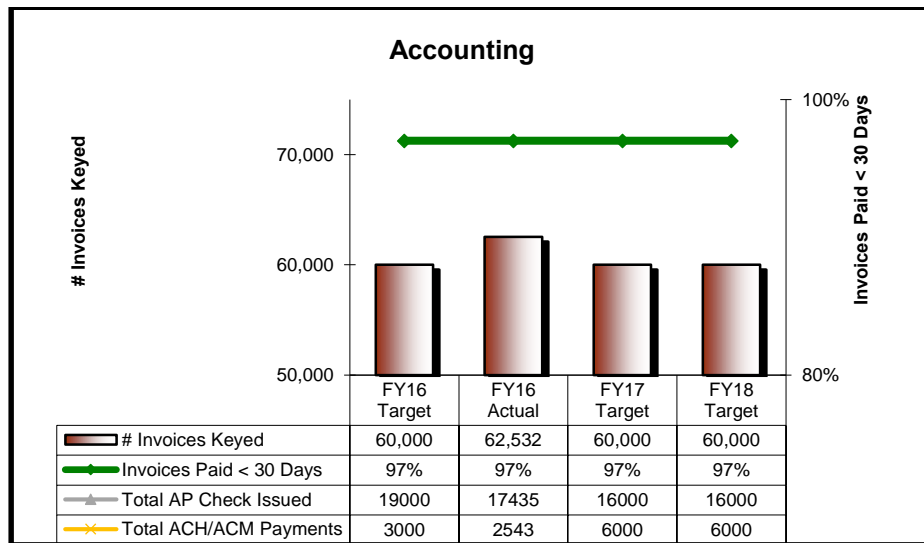
Supplies and Materials are proposed to remain at FY17 levels. Other Services and Charges are proposed to increase \$288,073 from FY17 levels with a 15.5% change. The increase is being offset by chargebacks and is requested to fund consulting services for ERP Support and to move the Cloud Services for ERP. This will provide additional support and functionality.



# Central Administrative Services Finance Department

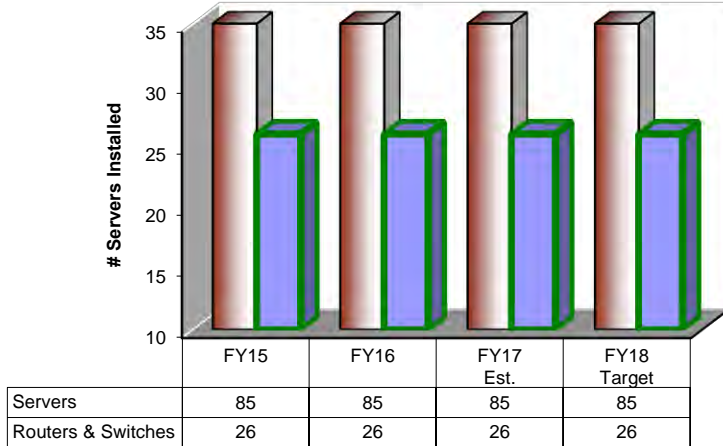
The Department's only major initiative is to continue the Enterprise Resource Planning System (ERP) project to implement a more efficient and user-friendly corporate financial systems that will better meet the needs of the Commission for accurate, timely management information. The various software modules are now live and continued work is necessary to achieve the full potential of the project.

## GOALS AND PERFORMANCE MEASURES

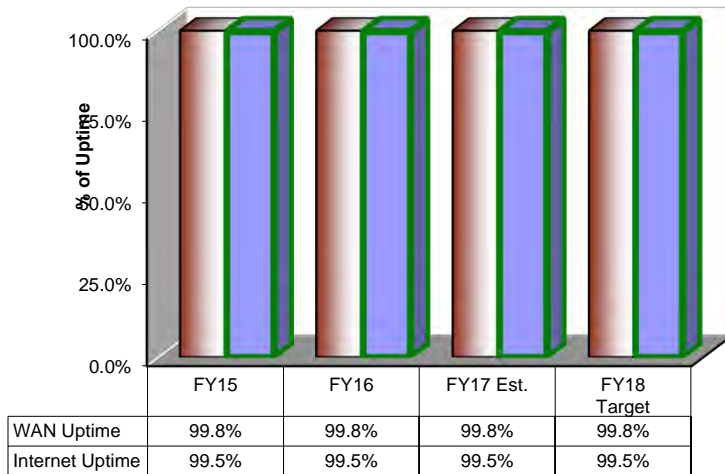


# Central Administrative Services Finance Department

## Finance Information Technology

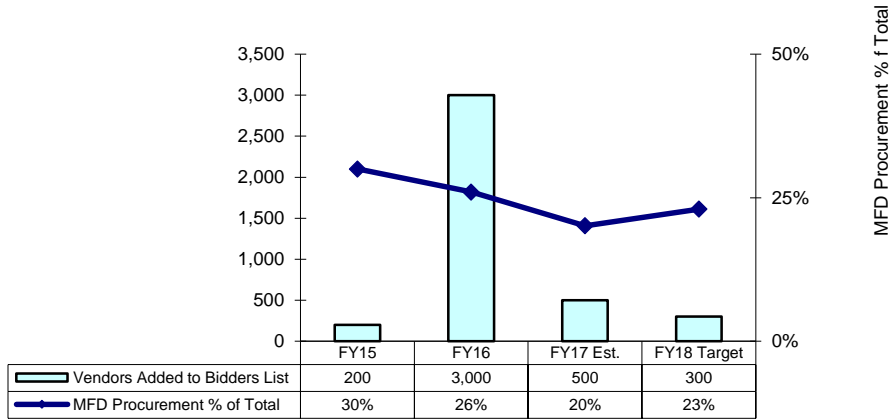


## Finance Information Technology



# Central Administrative Services Finance Department

## MFD Procurement Opportunity Minority, Female or Disability Owned



## Bond Rating Data

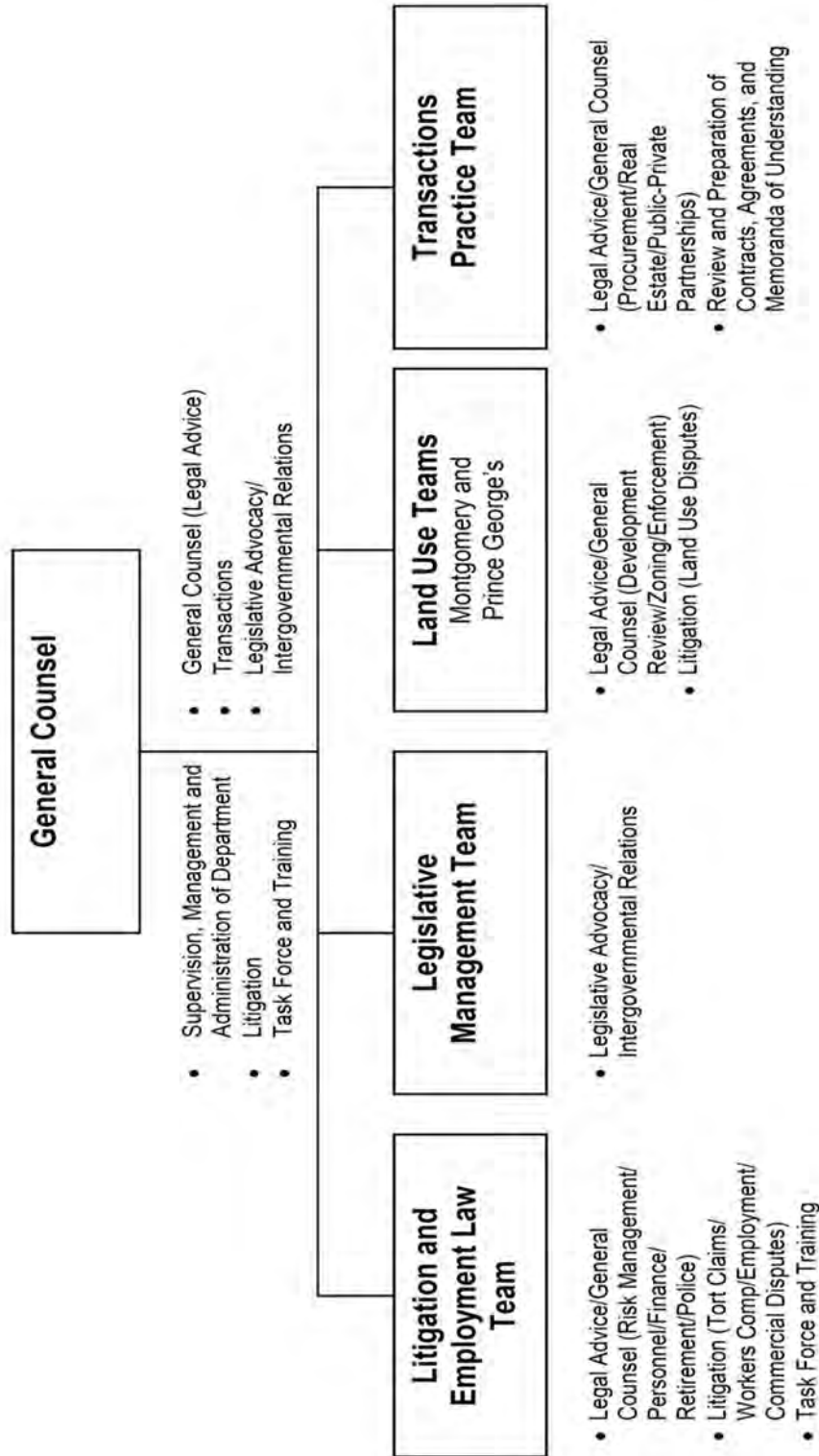
Rating Agency Information	FY15	FY16	FY17	FY18 Target
<b>Commission Montgomery County Bonds:</b>				
Fitch Ratings	AAA	AAA	AAA	AAA
Moody's Investor Services Inc.	Aaa	Aaa	Aaa	Aaa
Standard & Poors Rating Services	AAA	AAA	AAA	AAA
<b>Commission Prince George's County Bonds:</b>				
Fitch Ratings	AA+	AA+	AAA	AAA
Moody's Investor Services Inc.	Aa1	Aa1	Aaa	Aaa
Standard & Poors Rating Services	AAA	AAA	AAA	AAA



# Central Administrative Services Legal Department

## ORGANIZATIONAL STRUCTURE

### LEGAL DEPARTMENT





# Central Administrative Services

## Legal Department

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### OVERVIEW

The Office of the General Counsel (OGC or Legal Department) provides a comprehensive program of legal services to the Commission, supporting almost every facet of the Commission's work program. The OGC guides the Commission's internal corporate operations; advises staff and the Planning Boards as they navigate their important quasi-judicial and regulatory responsibilities; advocates on the Commission's behalf in litigation before the state and federal courts; and participates in cross-functional teams assembled periodically to develop creative solutions to new challenges facing the Commission.

### MISSION

The mission of the Office of the General Counsel is to provide cost effective legal advice and representation of the highest quality to The Maryland-National Capital Park and Planning Commission as a corporate entity. The primary emphases of the work program are providing proactive counsel, preventive advice and early intervention to support decision-makers with a clear picture of all their lawful options.

### PROGRAMS AND SERVICES PROVIDED

The OGC's four work programs are: General Counsel, Litigation, Legislation and Task Force Participation. To support these programs, staff attorneys are primarily grouped into five specialized work teams: Litigation and Employment Law; Transactions Practice; Legislative Management; Montgomery County Land Use; and Prince George's County Land Use. Each team is assigned responsibility for work through a matrix management model that includes the following eleven functional elements:

- Advice (Counsel)
- Support to Commission Hearings
- Civil Trial Litigation
- Judicial Review Litigation
- Administrative Litigation
- Appellate Litigation
- Business Transactions
- Property Management Transactions
- Procurement Transactions
- Regulatory Transactions
- Legislative Management

### ACCOMPLISHMENTS

**Protecting the Public Interest in Litigation:** During FY 2016, the OGC handled 39 new cases and closed 37 cases – ending the Fiscal Year with 37 cases still pending in the state and federal courts. In addition to the more conventional disputes that involve various tort claims, workers compensation laws or judicial review of Commission land use decisions, OGC's litigation portfolio during the year included successfully defending one federal lawsuit seeking the destruction or removal of the Bladensburg Peace Cross historic monument at the Federal District Court level, defending a challenge to the Commission's wildlife management program, and continuing to defend another unmeritorious, high-profile case lodged by a disappointed real estate speculator in



## Central Administrative Services Legal Department

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Montgomery County. The Legal Department also continued working through complex regulatory issues associated with transitioning to a new business model to provide recreational instructional services.

**Proactive Legal Support for Commission Policy Makers:** The Legal Department continued its tradition of delivering real-time, preventive counsel to support sound business and public policy decisions. Examples of challenging issues encountered during FY 2016 include: the ongoing development of a new zoning ordinance in Prince George’s County; spearheading the initiative to update the Commission’s park rules and regulations for the first time in over a decade; and supporting our park and recreation managers in their transition to a new business model for delivering instruction programs in a recreation context.

**Building Quality of Life – One Transaction at a Time:** Commission attorneys represented staff and the Planning Boards in the negotiation and development of dozens of complex agreements, memoranda of understanding, and policies related to the Commission’s park and recreation functions. Examples of important projects initiated or completed during FY 2016 include a multi-party technology agreement empowering citizens to register for programs offered by the Commission, the Montgomery County Recreation Department and a number of other area agencies with one-stop-shopping. Other projects ongoing or completed during the year include: agreements related to the Purple Line light rail project in Montgomery and Prince George’s counties; a commercial real estate acquisition to support development of a new Park Police headquarters and communication facility; the construction of a highly anticipated aquatic and recreation complex in southern Prince George’s County; and a co-location agreement for a new recreation center, library and park in Wheaton at one location.

### BUDGET AT A GLANCE

The Legal Department’s FY 2018 funding request will restore full funding for an existing professional work year that has been frozen since FY15. The net impact above the departments FY 2017 base level budget for this restoration would be allocable as follows:

- Montgomery County Administration Fund: \$35,012
- Prince George’s County Administration Fund: \$34,455

This funding will allow the department to install a “case coordinator” to focus on a work program consisting of: coordinating litigation hold and production of discovery responses (agency-wide); coordinating, tracking and supporting inter-departmental compliance with Maryland public information obligations; maintaining case management and workload tracking systems; and producing designated reports for the department.



# Central Administrative Services Legal Department

## Summary of Legal Department Budget

		<b>FY17 <u>Adopted</u></b>	<b>FY18 <u>Proposed</u></b>	<b>% <u>Change</u></b>	<b>% <u>Allocated*</u></b>
<b>Montgomery County</b>					
<b>Budget</b>					
	Expenditures	\$ 1,350,530	\$ 1,368,467	1.33%	53.9%
<b>Staffing</b>					
	Funded Career Positions	13.70	13.70	0.0%	57.1%
	Funded Workyears	13.50	13.50	0.0%	57.4%
<b>Prince George's County Budget</b>					
<b>Budget</b>					
	Expenditures	\$ 1,046,298	\$ 1,172,266	12.0%	46.1%
<b>Staffing</b>					
	Funded Career Positions	10.30	10.30	0.0%	42.9%
	Funded Workyears	10.00	10.00	0.0%	42.6%
<b>Combined Department Total</b>					
<b>Budget</b>					
	Expenditures	\$ 2,396,828	\$ 2,540,733	6.0%	100.0%
<b>Staffing</b>					
	Funded Career Positions	24.00	24.00	0.0%	100.0%
	Funded Workyears	23.50	23.50	0.0%	100.0%

*\*Percent allocated is the amount of the Department's budget funded by each county*

## HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

- The FY18 Proposed Budget requests funding for a case coordinator to address litigation coordination, OGC case management, workload tracking, and agency compliance issues.



# Central Administrative Services

## Office of Internal Audit

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### OVERVIEW

The Office of Internal Audit (OIA) provides a systematic, disciplined approach to evaluating and improving the effectiveness of governance, risk management, internal control processes, compliance with all applicable rules and regulations, and reliable financial reporting. The scope of work includes interaction with the various governance groups; and evaluation of significant financial, managerial, and operating information to determine compliance with the Commission's policies, standards, and procedures, and applicable laws and regulations. Staff analyzes resources to determine efficient use, assure adequate safeguarding, and recommend continuous improvements to control processes.

The Chief Internal Auditor reports directly to the Chair and Vice Chair of the Commission. Audit personnel consist of one Information Technology Auditor and three Senior Auditors.

### MISSION

The mission of the OIA is to provide independent objective audit/review and risk assessment services designed to add value and improve the operations of the Commission.

### ACCOMPLISHMENTS

- The OIA completed 17 performance audits, 5 fraud, waste, and abuse reviews, 9 management advisories and 24 follow-up reviews in FY16.
- The OIA implemented a continuous audit program for the review of Commission wide purchase card transactions.
- The OIA facilitated a Commission wide risk assessment in May 2016. As part of the assessment process, the OIA meet with key stakeholders throughout the Commission to identify auditable units, inherent risks, and mitigating controls. The results of the assessment provided the basis for the FY17 Audit Plan, which was subsequently approved by the Audit Committee.



# Central Administrative Services Office of Internal Audit

## BUDGET AT A GLANCE

### Summary of Office of Internal Audit Budget

		<b>FY17 Adopted</b>	<b>FY18 Proposed</b>	<b>% Change</b>	<b>% Allocated*</b>
<b>Montgomery County</b>					
<b>Budget</b>	Expenditures	\$ 234,792	\$ 256,084	9.1%	41.9%
<b>Staffing</b>	Funded Career Positions	2.00	2.00	0.0%	40.0%
	Funded Workyears	2.00	2.00	0.0%	40.0%
<b>Montgomery County</b>					
<b>Budget</b>	Expenditures	\$ 345,084	\$ 355,611	3.1%	58.1%
<b>Staffing</b>	Funded Career Positions	3.00	3.00	0.0%	60.0%
	Funded Workyears	3.00	3.00	0.0%	60.0%
<b>Combined Department Total</b>					
<b>Budget</b>	Expenditures	\$ 579,876	\$ 611,695	5.5%	100.0%
<b>Staffing</b>	Funded Career Positions	5.00	5.00	0.0%	100%
	Funded Workyears	5.00	5.00	0.0%	100%

\*Percent allocated is the amount of the Department's budget funded by each county

## HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

The FY18 proposed budget of \$611,695 represents a 5.5% (or \$31,819) increase over FY17 adopted budget of \$579,876. Please note that the proposed compensation marker is not included in this number. The \$31,819 increase can be attributed to \$30,649 in base budget increases coupled with \$25,000 of additional funding for a .50 seasonal administrative position, offset by a (\$23,830) increase in Prince George's County chargebacks.

**Personnel Services:** This category, which includes salaries and benefits, has a proposed increase of 6.6% (or \$42,336). Included in this increase is requested funding for a .50 seasonal administrative position (\$25,000) and \$17,336 of approved salary and benefit costs (base budget increases).

**Expenses (Supplies and Materials & Other Services and Charges):** FY18 operating expenses of \$44,612 include \$13,313 of additional base budget operating department chargebacks when compared to FY17 costs of \$31,300. Increased chargebacks are primarily the result of increased Commission wide information technology initiatives. Adjustments were made between "Supplies and Materials" and "Other Services and Charges" to align with OIA internal operations.

**Chargebacks:** FY18 Chargebacks for Prince George's County Department of Parks and Recreation increased by \$23,830 due to increased salaries and benefit costs.



# Central Administrative Services Office of Internal Audit

## GOALS AND PERFORMANCE MEASURES

### Goals:

- Provide independent objective audit/review and consulting services designed to add value and improve the operations of the Commission.
- Maintain a systematic disciplined approach to evaluate and improve the effectiveness of governance, risk management, internal control processes, compliance with all applicable rules and regulations, and reliable financial reporting.

**Performance Measures:** The Chief Internal Auditor is responsible for developing a comprehensive internal Audit Plan based on the results of the annual risk assessment. The Audit Plan is considered fluid, and must be adjusted to meet the needs of the Commission. OIA's performance is primarily measured by the quantity, reliability and effectiveness of audit reports issued.

The final FY16 Audit Plan, after approved adjustments, included 8 Commission wide performance audits. The FY16 Audit Plan also included hours for the completion of Prince George's County and Montgomery County performance audits (e.g. facility audits), management advisories, fraud, waste, and abuse audits, and follow-up reviews.

<b>FY16 Audits</b>	<b># of Audits per Audit Plan/Budgeted Hours</b>	<b># Completed Audits</b>
Commission Wide Performance Audits	8 audits/1,832 hours	7
Prince George's and Montgomery County Performance Audits (e.g. Facility Audits)	2,032 hours	10
Management Advisories	1,041 hours	9
Follow-Up Reviews	464 hours	24
Fraud, Waste & Abuse Audits	1,570 hours	5
Continuous Purchase Card Audit	450 hours	1
<b>TOTAL</b>	<b>8 Audits/7,389 hours</b>	<b>56</b>



# Central Administrative Services Merit System Board

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## MISSION AND OVERVIEW

The Merit System Board is authorized by the Commission's enabling legislation. It is an impartial Board composed of three public members.

The Merit System Board's mission is to oversee the Commission's Merit System, uphold employee rights guaranteed under the Merit System, recommend employment and compensation policies to the Commission, and serve as the final administrative appellate body for employment matters pertaining to non-represented Merit System employees.

## PROGRAMS AND SERVICES PROVIDED

The duties of the Merit System Board are to:

- Review, hear, and make decisions on appeals of adverse actions (e.g., termination, demotion, loss of pay, etc.).
- Review, hear, and make decisions on appeals of concerns that have not been resolved through the agency's administrative grievance process.
- Consider input from employees and management on issues pertaining to the Merit System.
- With support of the agency's Corporate Policy Division and with input from employees and management, recommend changes to Merit System Rules and Regulations (personnel policies). Recommendations are submitted to the Commission for adoption.
- With support of the Human Resources Division, review proposed changes to compensation and classification plans and submit recommendations to the Commission.
- Report periodically, or as requested, to the Commission on matters relating to the Merit System.

## FY18 ACCOMPLISHMENTS

In addition to other duties, the Merit System Board continued to provide objective and timely review of cases and other matters before the Board.

## FY18 PRIORITIES

Continue to provide:

- Timely review of cases.
- Objective review of matters and policy recommendations before the Board.
- Quality services to the agency and employees.





# Central Administrative Services Merit System Board

## BUDGET AT A GLANCE

### Summary of Merit System Board

		<u>FY17 Adopted</u>	<u>FY18 Proposed</u>	<u>% Change</u>	<u>% Allocated*</u>
<b>Montgomery County</b>					
<b>Budget</b>					
	Expenditures	\$ 81,571	\$ 83,120	1.9%	50.0%
<b>Staffing</b>					
	Funded Career Positions	0.50	0.50	0.0%	50.0%
	Funded Workyears	0.25	0.25	0.0%	50.0%
<b>Prince George's County</b>					
<b>Budget</b>					
	Expenditures	\$ 81,571	\$ 83,120	1.9%	50.0%
<b>Staffing</b>					
	Funded Career Positions	0.50	0.50	0.0%	50.0%
	Funded Workyears	0.25	0.25	0.0%	50.0%
<b>Combined Department Total</b>					
<b>Budget</b>					
	Expenditures	\$ 163,142	\$ 166,240	1.9%	100.0%
<b>Staffing</b>					
	Funded Career Positions	1.00	1.00	0.0%	100.0%
	Funded Workyears	0.50	0.50	0.0%	100.0%

\*Percent allocated is the amount of the Department's budget funded by each county

Position and workyears remain unchanged from FY17 levels.

## HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

The FY18 Merit System Board Budget is proposed at \$166,240, which reflects a 1.9% increase (or \$3,100) from FY17 levels. This increase is primarily due to increase in pension reported by the Corporate Budget Office.

Both counties fund the Merit Board's budget equally. The budget provides for one part-time Merit system position that serves as administrator, and three part-time contract Board positions (one part-time chair, and two part-time Board members). The salaries of appointed Board members are determined by the Commission through Resolution. Thus, Board member salaries are determined by contract and are not subject to employee wage adjustments. No changes are expected in FY18 to Board member salaries. The proposed salary for the one part-time Merit employee is based on maintaining similar work hours. Total positions remain unchanged for FY18.

In order to maintain its impartiality, the Merit Board has its own funding and office space in the Executive Office Building. The Board's operating budget provides for a small amount of supplies and materials specifically for the Board and its office. The Other Services and Charges category



## Central Administrative Services Merit System Board

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funds mostly outside legal counsel fees and the cost of transcription for Board hearings. The projected expenditures in this category vary by caseload from year to year and are not predictable. In a heavy caseload year, the Board may have to request supplemental funding.

- Personnel Services: This category covers salaries and benefits, which have been adjusted to cover projected personnel cost, including increases related to pension. Total expenses increased 2.6% (\$3,100) compared to FY17.
- Supplies and Materials: These charges remain unchanged compared to FY17.
- Other Services and Charges: These charges remain unchanged compared to FY17.



# Central Administrative Services

## CAS Support Services

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### MISSION AND OVERVIEW

The mission of the Central Administrative Services Support Services is to provide support to the departments that make up Central Administrative Services (CAS).

### PROGRAMS AND SERVICES PROVIDED

Central Administrative Services Support Services budget accounts for non-discretionary shared operating expenses attributable to the following departments and units that provide corporate administrative governance and support to the agency as a whole:

- Department of Human Resources and Management
- Finance Department
- Legal Department
- Office of Internal Audit
- Office of the Chief Information Officer
- Merit System Board

Expenses covered by the CAS Support Services budget include:

- Operating costs for housing CAS operations (office space and building operations).
- Personnel Services costs for reimbursement of unemployment insurance for the State of Maryland. There are no staff positions/work years assigned to this budget.
- Supplies and Materials category covers small office fixtures, communication equipment and other office supplies shared by departments/units in the building.
- Other Services and Charges (OS&C) category includes expenses for technology, utilities, postage, document production, and equipment repair/maintenance. OS&C also provides funds for the CAS share of Risk Management and majority of funding for equipment and services charges related to the Document Production Services Center.

### FY17 ACCOMPLISHMENTS

- Evaluated expenditures for additional cost savings through competitive bidding and review of internal cost allocations.

### FY18 PRIORITIES

- Continue to manage shared resources (e.g., telecommunications, postage, printing services, utilities, etc.) for efficiency and cost containment.



# Central Administrative Services

## CAS Support Services

### BUDGET AT A GLANCE

#### Summary of CAS Support Services Budget

	<b>FY17 Adopted</b>	<b>FY18 Proposed</b>	<b>% Change</b>	<b>% Allocated*</b>
<b>Montgomery County</b>				
<b>Budget</b>				
Expenditures	\$ 619,665	\$ 657,844	6.2%	44.5%
<b>Prince George's County</b>				
<b>Budget</b>				
Expenditures	\$ 782,291	\$ 820,788	4.9%	55.5%
<b>Combined Department Total</b>				
<b>Budget</b>				
Expenditures	\$ 1,401,956	\$ 1,478,632	5.5%	100.0%

\*Percent allocated is the amount of the Department's budget funded by each county

### HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

The total proposed FY18 budget is \$1,478,632, representing a 5.5% (or \$76,676 increase) from FY17 levels. This increase is primarily due to occupancy rate adjustment needed to address significant repairs and maintenance of the aging Executive Office Building.

Based on the cost allocation analysis by the Corporate Budget Division, the Commission supported the FY18 budget funding allocation between the counties. These changes, which were made to reflect cost drivers, change the split to 44.4% Montgomery County and 55.6% Prince George's County. This allocation shifts 0.2% from Prince George's to Montgomery as compared to FY17.

The Support Services budget does not include funding for any staff. The largest portion of the CAS budget (69% or \$1,012,902) is attributed to charges paid by CAS for EOB operations. The remaining portion of the proposed budget covers Personnel Services, Supplies and Materials, and Other Services and Charges not related to EOB operations.



# Central Administrative Services

## Summary of CAS Department Budgets

### CENTRAL ADMINISTRATIVE SERVICES Expenditures by Department by Type PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 18 Proposed	% Change
<b>Department of Human Resources and Management</b>				
<b>Montgomery County</b>				
Personnel Services	1,649,246	1,919,573	2,021,659	5.3%
Supplies and Materials	29,028	36,022	40,083	11.3%
Other Services and Charges	371,960	275,234	305,364	10.9%
Capital Outlay	10,548	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(159,531)	(161,525)	(141,531)	-12.4%
<b>Total</b>	<b>1,901,251</b>	<b>2,069,304</b>	<b>2,225,575</b>	<b>7.6%</b>
<b>Prince George's County</b>				
Personnel Services	2,198,737	2,606,157	2,755,295	5.7%
Supplies and Materials	38,699	49,097	52,917	7.8%
Other Services and Charges	495,888	379,111	386,511	2.0%
Capital Outlay	14,063	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(423,123)	(438,278)	(399,213)	-8.9%
<b>Total</b>	<b>2,324,264</b>	<b>2,596,087</b>	<b>2,795,510</b>	<b>7.7%</b>
<b>Combined Total</b>				
Personnel Services	3,847,983	4,525,730	4,776,954	5.6%
Supplies and Materials	67,727	85,119	93,000	9.3%
Other Services and Charges	867,848	654,345	691,875	5.7%
Capital Outlay	24,611	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(582,654)	(599,803)	(540,744)	-9.8%
<b>Total</b>	<b>4,225,515</b>	<b>4,665,391</b>	<b>5,021,085</b>	<b>7.6%</b>
<b>Department of Finance</b>				
<b>Montgomery County</b>				
Personnel Services	2,971,764	3,127,334	3,265,760	4.4%
Supplies and Materials	93,101	79,900	79,900	0.0%
Other Services and Charges	882,427	816,118	950,959	16.5%
Capital Outlay	20,932	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(791,719)	(822,307)	(962,340)	17.0%
<b>Total</b>	<b>3,176,505</b>	<b>3,201,045</b>	<b>3,334,279</b>	<b>4.2%</b>
<b>Prince George's County</b>				
Personnel Services	3,950,585	4,206,431	4,257,778	1.2%
Supplies and Materials	123,765	104,300	104,300	0.0%
Other Services and Charges	1,173,075	1,043,986	1,197,218	14.7%
Capital Outlay	27,826	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(1,525,281)	(1,518,860)	(1,753,765)	15.5%
<b>Total</b>	<b>3,749,970</b>	<b>3,835,857</b>	<b>3,805,531</b>	<b>-0.8%</b>
<b>Combined Total</b>				
Personnel Services	6,922,349	7,333,765	7,523,538	2.6%
Supplies and Materials	216,866	184,200	184,200	0.0%
Other Services and Charges	2,055,502	1,860,104	2,148,177	15.5%
Capital Outlay	48,758	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(2,317,000)	(2,341,167)	(2,716,105)	16.0%
<b>Total</b>	<b>6,926,475</b>	<b>7,036,902</b>	<b>7,139,810</b>	<b>1.5%</b>



# Central Administrative Services

## Summary of CAS Department Budgets

**CENTRAL ADMINISTRATIVE SERVICES**  
**Expenditures by Department by Type**  
**PROPOSED BUDGET FISCAL YEAR 2018**

	FY 16 Actual	FY 17 Adopted	FY 18 Proposed	% Change
<b>Legal Department</b>				
<b>Montgomery County</b>				
Personnel Services	1,715,182	1,740,520	1,758,862	1.1%
Supplies and Materials	13,653	15,466	15,019	-2.9%
Other Services and Charges	285,242	198,478	209,724	5.7%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(574,232)	(603,934)	(615,138)	1.9%
<b>Total</b>	<b>1,439,845</b>	<b>1,350,530</b>	<b>1,368,467</b>	<b>1.3%</b>
<b>Prince George's County</b>				
Personnel Services	1,472,889	1,606,686	1,729,890	7.7%
Supplies and Materials	11,724	14,334	14,781	3.1%
Other Services and Charges	244,946	183,945	202,636	10.2%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(734,707)	(758,667)	(775,041)	2.2%
<b>Total</b>	<b>994,852</b>	<b>1,046,298</b>	<b>1,172,266</b>	<b>12.0%</b>
<b>Combined Total</b>				
Personnel Services	3,188,071	3,347,206	3,488,752	4.2%
Supplies and Materials	25,377	29,800	29,800	0.0%
Other Services and Charges	530,188	382,423	412,360	7.8%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(1,308,939)	(1,362,601)	(1,390,179)	2.0%
<b>Total</b>	<b>2,434,697</b>	<b>2,396,828</b>	<b>2,540,733</b>	<b>6.0%</b>
<b>Merit System Board</b>				
<b>Montgomery County</b>				
Personnel Services	55,727	60,764	62,314	2.6%
Supplies and Materials	1,653	918	918	0.0%
Other Services and Charges	9,578	19,889	19,889	0.0%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	-	-	-	-
<b>Total</b>	<b>66,958</b>	<b>81,571</b>	<b>83,121</b>	<b>1.9%</b>
<b>Prince George's County</b>				
Personnel Services	55,727	60,765	62,314	2.5%
Supplies and Materials	1,653	917	918	0.1%
Other Services and Charges	9,578	19,889	19,889	0.0%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	-	-	-	-
<b>Total</b>	<b>66,958</b>	<b>81,571</b>	<b>83,121</b>	<b>1.9%</b>
<b>Combined Total</b>				
Personnel Services	111,454	121,529	124,628	2.6%
Supplies and Materials	3,306	1,835	1,836	0.1%
Other Services and Charges	19,156	39,778	39,778	0.0%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	-	-	-	-
<b>Total</b>	<b>133,916</b>	<b>163,142</b>	<b>166,242</b>	<b>1.9%</b>



# Central Administrative Services

## Summary of CAS Department Budgets

**CENTRAL ADMINISTRATIVE SERVICES**  
**Expenditures by Department by Type**  
**PROPOSED BUDGET FISCAL YEAR 2018**

	FY 16 Actual	FY 17 Adopted	FY 18 Proposed	% Change
<b>Office of Internal Audit</b>				
<b>Montgomery County</b>				
Personnel Services	186,483	223,662	238,190	6.5%
Supplies and Materials	2,687	5,540	2,250	-59.4%
Other Services and Charges	5,397	5,590	15,644	179.9%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	-	-	-	-
<b>Total</b>	<b>194,567</b>	<b>234,792</b>	<b>256,084</b>	<b>9.1%</b>
<b>Prince George's County</b>				
Personnel Services	417,607	422,416	450,225	6.6%
Supplies and Materials	6,019	9,660	4,100	-57.6%
Other Services and Charges	12,087	10,510	22,618	115.2%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(95,000)	(97,502)	(121,332)	24.4%
<b>Total</b>	<b>340,713</b>	<b>345,084</b>	<b>355,611</b>	<b>3.1%</b>
<b>Combined Total</b>				
Personnel Services	604,090	646,078	688,415	6.6%
Supplies and Materials	8,706	15,200	6,350	-58.2%
Other Services and Charges	17,484	16,100	38,262	137.7%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(95,000)	(97,502)	(121,332)	24.4%
<b>Total</b>	<b>535,280</b>	<b>579,876</b>	<b>611,695</b>	<b>5.5%</b>
<b>CAS Support Services</b>				
<b>Montgomery County</b>				
Personnel Services	1,124	3,492	2,230	-36.1%
Supplies and Materials	18,514	9,737	21,370	119.5%
Other Services and Charges	546,713	606,436	634,244	4.6%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	-	-	-	-
<b>Total</b>	<b>566,351</b>	<b>619,665</b>	<b>657,844</b>	<b>6.2%</b>
<b>Prince George's County</b>				
Personnel Services	1,392	4,408	2,770	-37.2%
Supplies and Materials	22,904	12,292	26,760	117.7%
Other Services and Charges	676,358	765,591	791,258	3.4%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	-	-	-	-
<b>Total</b>	<b>700,654</b>	<b>782,291</b>	<b>820,788</b>	<b>4.9%</b>
<b>Combined Total</b>				
Personnel Services	2,516	7,900	5,000	-36.7%
Supplies and Materials	41,418	22,029	48,130	118.5%
Other Services and Charges	1,223,071	1,372,027	1,425,502	3.9%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	-	-	-	-
<b>Total</b>	<b>1,267,005</b>	<b>1,401,956</b>	<b>1,478,632</b>	<b>5.5%</b>



# Central Administrative Services Summary of CAS Department Budgets

## CENTRAL ADMINISTRATIVE SERVICES Expenditures by Department by Type PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 18 Proposed	%
				Change
<b>COMBINED SUMMARY FOR CAS DEPARTMENTS</b>				
<b>Montgomery County</b>				
Personnel Services	6,579,526	7,075,345	7,349,015	3.9%
Supplies and Materials	158,636	147,583	159,540	8.1%
Other Services and Charges	2,101,317	1,921,745	2,135,824	11.1%
Capital Outlay	31,480	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(1,525,482)	(1,587,766)	(1,719,009)	8.3%
<b>Total</b>	<b>7,345,477</b>	<b>7,556,907</b>	<b>7,925,370</b>	<b>4.9%</b>
<b>Prince George's County</b>				
Personnel Services	8,096,937	8,906,863	9,258,272	3.9%
Supplies and Materials	204,764	190,600	203,776	6.9%
Other Services and Charges	2,611,932	2,403,032	2,620,130	9.0%
Capital Outlay	41,889	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(2,778,111)	(2,813,307)	(3,049,351)	8.4%
<b>Total</b>	<b>8,177,411</b>	<b>8,687,188</b>	<b>9,032,827</b>	<b>4.0%</b>
<b>Combined Total</b>				
Personnel Services	14,676,463	15,982,208	16,607,287	3.9%
Supplies and Materials	363,400	338,183	363,316	7.4%
Other Services and Charges	4,713,249	4,324,777	4,755,954	10.0%
Capital Outlay	73,369	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(4,303,593)	(4,401,073)	(4,768,360)	8.3%
<b>Total</b>	<b>15,522,888</b>	<b>16,244,095</b>	<b>16,958,197</b>	<b>4.4%</b>





# Central Administrative Services

## Summary of CAS Positions and Workyears

### CENTRAL ADMINISTRATIVE SERVICES POSITION/WORKYEARS POSITION DETAIL BY DEPARTMENT BY COUNTY

	FY 16		FY 17		FY 18	
	Actual POS	WYS	Adopted POS	WYS	Proposed POS	WYS
<b>DEPARTMENT OF HMN. RES. &amp; MGMT.</b>						
<i>Montgomery County</i>						
Full-Time Career	15.75	15.25	15.50	15.25	16.00	15.76
Part-Time Career	0.50	0.25	0.50	0.25	0.50	0.25
<b>Career Total</b>	<b>16.25</b>	<b>15.50</b>	<b>16.00</b>	<b>15.50</b>	<b>16.50</b>	<b>16.01</b>
Term Contract	0.50	0.50	0.50	0.50	1.00	0.75
Seasonal/Intermittent		-		-		-
Less Lapse		(1.00)		(1.00)		(0.50)
<b>Subtotal Dept of Hmn. Res. &amp; Mgmt.</b>	<b>16.75</b>	<b>15.00</b>	<b>16.50</b>	<b>15.00</b>	<b>17.50</b>	<b>16.26</b>
<i>Prince George's County</i>						
Full-Time Career	21.25	20.75	21.50	20.75	22.00	22.24
Part-Time Career	0.50	0.25	0.50	0.25	0.50	0.25
<b>Career Total</b>	<b>21.75</b>	<b>21.00</b>	<b>22.00</b>	<b>21.00</b>	<b>22.50</b>	<b>22.49</b>
Term Contract	0.50	0.50	0.50	0.50	1.00	1.25
Seasonal/Intermittent		-		-		-
Less Lapse		(1.50)		(0.50)		(0.50)
<b>Subtotal Dept of Hmn. Res. &amp; Mgmt.</b>	<b>22.25</b>	<b>20.00</b>	<b>22.50</b>	<b>21.00</b>	<b>23.50</b>	<b>23.24</b>
<b>TOTAL</b>						
Full-Time Career	37.00	36.00	37.00	36.00	38.00	38.00
Part-Time Career	1.00	0.50	1.00	0.50	1.00	0.50
<b>Career Total</b>	<b>38.00</b>	<b>36.50</b>	<b>38.00</b>	<b>36.50</b>	<b>39.00</b>	<b>38.50</b>
Term Contract	1.00	1.00	1.00	1.00	2.00	2.00
Seasonal/Intermittent		-		-		-
Less Lapse		(2.50)		(1.50)		(1.00)
<b>Total Dept of Hmn. Res. &amp; Mgmt.</b>	<b>39.00</b>	<b>35.00</b>	<b>39.00</b>	<b>36.00</b>	<b>41.00</b>	<b>39.50</b>
<b>DEPARTMENT OF FINANCE</b>						
<i>Montgomery County</i>						
Full-Time Career	26.00	26.00	26.00	26.00	26.00	26.00
Part-Time Career	0.40	0.30	0.40	0.30	0.40	0.30
<b>Career Total</b>	<b>26.40</b>	<b>26.30</b>	<b>26.40</b>	<b>26.30</b>	<b>26.40</b>	<b>26.30</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent		-		-		-
Less Lapse		(1.11)		(1.11)		(1.11)
<b>Subtotal Department of Finance</b>	<b>26.40</b>	<b>25.19</b>	<b>26.40</b>	<b>25.19</b>	<b>26.40</b>	<b>25.19</b>
<i>Prince George's County</i>						
Full-Time Career	34.00	34.00	34.00	34.00	34.00	34.00
Part-Time Career	0.60	0.30	0.60	0.30	0.60	0.30
<b>Career Total</b>	<b>34.60</b>	<b>34.30</b>	<b>34.60</b>	<b>34.30</b>	<b>34.60</b>	<b>34.30</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent		-		-		-
Less Lapse		(1.49)		(1.49)		(1.49)
<b>Subtotal Department of Finance</b>	<b>34.60</b>	<b>32.81</b>	<b>34.60</b>	<b>32.81</b>	<b>34.60</b>	<b>32.81</b>
<b>TOTAL</b>						
Full-Time Career	60.00	60.00	60.00	60.00	60.00	60.00
Part-Time Career	1.00	0.60	1.00	0.60	1.00	0.60
<b>Career Total</b>	<b>61.00</b>	<b>60.60</b>	<b>61.00</b>	<b>60.60</b>	<b>61.00</b>	<b>60.60</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent		-		-		-
Less Lapse		(2.60)		(2.60)		(2.60)
<b>Total Department of Finance</b>	<b>61.00</b>	<b>58.00</b>	<b>61.00</b>	<b>58.00</b>	<b>61.00</b>	<b>58.00</b>



# Central Administrative Services Summary of CAS Positions and Workyears

## CENTRAL ADMINISTRATIVE SERVICES POSITION/WORKYEARS POSITION DETAIL BY DEPARTMENT BY COUNTY

	FY 16 Actual		FY 17 Adopted		FY 18 Proposed	
	POS	WYS	POS	WYS	POS	WYS
<b>LEGAL DEPARTMENT</b>						
<i>Montgomery County</i>						
Full-Time Career	13.70	13.50	13.70	13.50	13.70	13.50
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>13.70</b>	<b>13.50</b>	<b>13.70</b>	<b>13.50</b>	<b>13.70</b>	<b>13.50</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent	-	-	-	-	-	-
Less Lapse	-	-	-	-	-	-
<b>Subtotal Legal Department</b>	<b>13.70</b>	<b>13.50</b>	<b>13.70</b>	<b>13.50</b>	<b>13.70</b>	<b>13.50</b>
<i>Prince George's County</i>						
Full-Time Career	10.30	10.00	10.30	10.00	10.30	10.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>10.30</b>	<b>10.00</b>	<b>10.30</b>	<b>10.00</b>	<b>10.30</b>	<b>10.00</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent	-	-	-	-	-	-
Less Lapse	-	-	-	-	-	-
<b>Subtotal Legal Department</b>	<b>10.30</b>	<b>10.00</b>	<b>10.30</b>	<b>10.00</b>	<b>10.30</b>	<b>10.00</b>
<b>TOTAL</b>						
Full-Time Career	24.00	23.50	24.00	23.50	24.00	23.50
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>24.00</b>	<b>23.50</b>	<b>24.00</b>	<b>23.50</b>	<b>24.00</b>	<b>23.50</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent	-	-	-	-	-	-
Less Lapse	-	-	-	-	-	-
<b>Total Legal Department</b>	<b>24.00</b>	<b>23.50</b>	<b>24.00</b>	<b>23.50</b>	<b>24.00</b>	<b>23.50</b>
<b>MERIT SYSTEM BOARD</b>						
<i>Montgomery County</i>						
Full-Time Career	0.50	0.25	0.50	0.25	0.50	0.25
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>0.50</b>	<b>0.25</b>	<b>0.50</b>	<b>0.25</b>	<b>0.50</b>	<b>0.25</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent	-	-	-	-	-	-
Less Lapse	-	-	-	-	-	-
<b>Subtotal Merit System Board</b>	<b>0.50</b>	<b>0.25</b>	<b>0.50</b>	<b>0.25</b>	<b>0.50</b>	<b>0.25</b>
<i>Prince George's County</i>						
Full-Time Career	0.50	0.25	0.50	0.25	0.50	0.25
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>0.50</b>	<b>0.25</b>	<b>0.50</b>	<b>0.25</b>	<b>0.50</b>	<b>0.25</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent	-	-	-	-	-	-
Less Lapse	-	-	-	-	-	-
<b>Subtotal Merit System Board</b>	<b>0.50</b>	<b>0.25</b>	<b>0.50</b>	<b>0.25</b>	<b>0.50</b>	<b>0.25</b>
<b>TOTAL</b>						
Full-Time Career	1.00	0.50	1.00	0.50	1.00	0.50
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>1.00</b>	<b>0.50</b>	<b>1.00</b>	<b>0.50</b>	<b>1.00</b>	<b>0.50</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent	-	-	-	-	-	-
Less Lapse	-	-	-	-	-	-
<b>Total Merit System Board</b>	<b>1.00</b>	<b>0.50</b>	<b>1.00</b>	<b>0.50</b>	<b>1.00</b>	<b>0.50</b>



# Central Administrative Services

## Summary of CAS Positions and Workyears

### CENTRAL ADMINISTRATIVE SERVICES POSITION/WORKYEARS POSITION DETAIL BY DEPARTMENT BY COUNTY

	FY 16 Actual		FY 17 Adopted		FY 18 Proposed	
	POS	WYS	POS	WYS	POS	WYS
<b>OFFICE OF INTERNAL AUDIT</b>						
<i>Montgomery County</i>						
Full-Time Career	2.00	2.00	2.00	2.00	2.00	2.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent	-	-	-	-	-	0.20
Less Lapse	-	-	-	-	-	-
<b>Subtotal Office of Internal Audit</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.20</b>
<i>Prince George's County</i>						
Full-Time Career	3.00	3.00	3.00	3.00	3.00	3.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent	-	-	-	-	-	0.30
Less Lapse	-	-	-	-	-	-
<b>Subtotal Office of Internal Audit</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.30</b>
<b>TOTAL</b>						
Full-Time Career	5.00	5.00	5.00	5.00	5.00	5.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent	-	-	-	-	-	0.50
Less Lapse	-	-	-	-	-	-
<b>Total Office of Internal Audit</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.50</b>
<b>TOTAL CENTRAL ADMINSTRATIVE SERVICES</b>						
<i>Montgomery County</i>						
Full-Time Career	57.95	57.00	57.70	57.00	58.20	57.51
Part-Time Career	0.90	0.55	0.90	0.55	0.90	0.55
<b>Career Total</b>	<b>58.85</b>	<b>57.55</b>	<b>58.60</b>	<b>57.55</b>	<b>59.10</b>	<b>58.06</b>
Term Contract	0.50	0.50	0.50	0.50	1.00	0.75
Seasonal/Intermittent	-	-	-	-	-	0.20
Less Lapse	-	(2.11)	-	(2.11)	-	(1.61)
<b>Subtotal CAS</b>	<b>59.35</b>	<b>55.94</b>	<b>59.10</b>	<b>55.94</b>	<b>60.10</b>	<b>57.40</b>
<i>Prince George's County</i>						
Full-Time Career	69.05	68.00	69.30	68.00	69.80	69.49
Part-Time Career	1.10	0.55	1.10	0.55	1.10	0.55
<b>Career Total</b>	<b>70.15</b>	<b>68.55</b>	<b>70.40</b>	<b>68.55</b>	<b>70.90</b>	<b>70.04</b>
Term Contract	0.50	0.50	0.50	0.50	1.00	1.25
Seasonal/Intermittent	-	-	-	-	-	0.30
Less Lapse	-	(2.99)	-	(1.99)	-	(1.99)
<b>Subtotal CAS</b>	<b>70.65</b>	<b>66.06</b>	<b>70.90</b>	<b>67.06</b>	<b>71.90</b>	<b>69.60</b>
<b>TOTAL</b>						
Full-Time Career	127.00	125.00	127.00	125.00	128.00	127.00
Part-Time Career	2.00	1.10	2.00	1.10	2.00	1.10
<b>Career Total</b>	<b>129.00</b>	<b>126.10</b>	<b>129.00</b>	<b>126.10</b>	<b>130.00</b>	<b>128.10</b>
Term Contract	1.00	1.00	1.00	1.00	2.00	2.00
Seasonal/Intermittent	-	-	-	-	-	0.50
Less Lapse	-	(5.10)	-	(4.10)	-	(3.60)
<b>Total CAS</b>	<b>130.00</b>	<b>122.00</b>	<b>130.00</b>	<b>123.00</b>	<b>132.00</b>	<b>127.00</b>



# Central Administrative Services Administration Fund – Non Departmental, Other & Transfers

## OVERVIEW

The Non-Departmental, Other & Transfers section accounts for other expenses including:

- Other Post-Employment Benefits (OPEB)
- Compensation increases
- Transfers to Other Funds
- Reserve accounts

## BUDGET AT A GLANCE

### Summary of Non Departmental, Transfers, and Other Budget

Budget	FY17 Adopted	FY18 Proposed	% Change
Administration Fund			
<u>Major Personnel Cost Changes</u>			
OPEB Paygo & Prefunding	\$ 1,490,056	\$ 1,445,098	-3.0%
Marker for Changes to Employee Comp.	<i>(Included in Divisional Budgets)</i>	539,732	-
Marker for Possible Reclasifications	-	278,228	-
Special Revenue Transfer	500,000	500,000	0.0%
Operating Expenditure Reserve 3%	898,900	934,300	3.9%
<b>Administration Fund Total</b>	<b>\$ 2,888,956</b>	<b>\$ 3,697,358</b>	<b>28.0%</b>

## HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

- Adds compensation funding for wage adjustments and reclassifications for the Administration Fund of \$817,960 (subject to negotiations).
- Decreases the OPEB PayGo and prefunding by 3% or -\$44,958.
- Continues transfer to the Special Revenue Fund of \$500,000.



**Planning Department**  
**(Administration Fund)**

**MONTGOMERY COUNTY PLANNING DEPARTMENT**

Executive Overview..... 109

Division Budgets

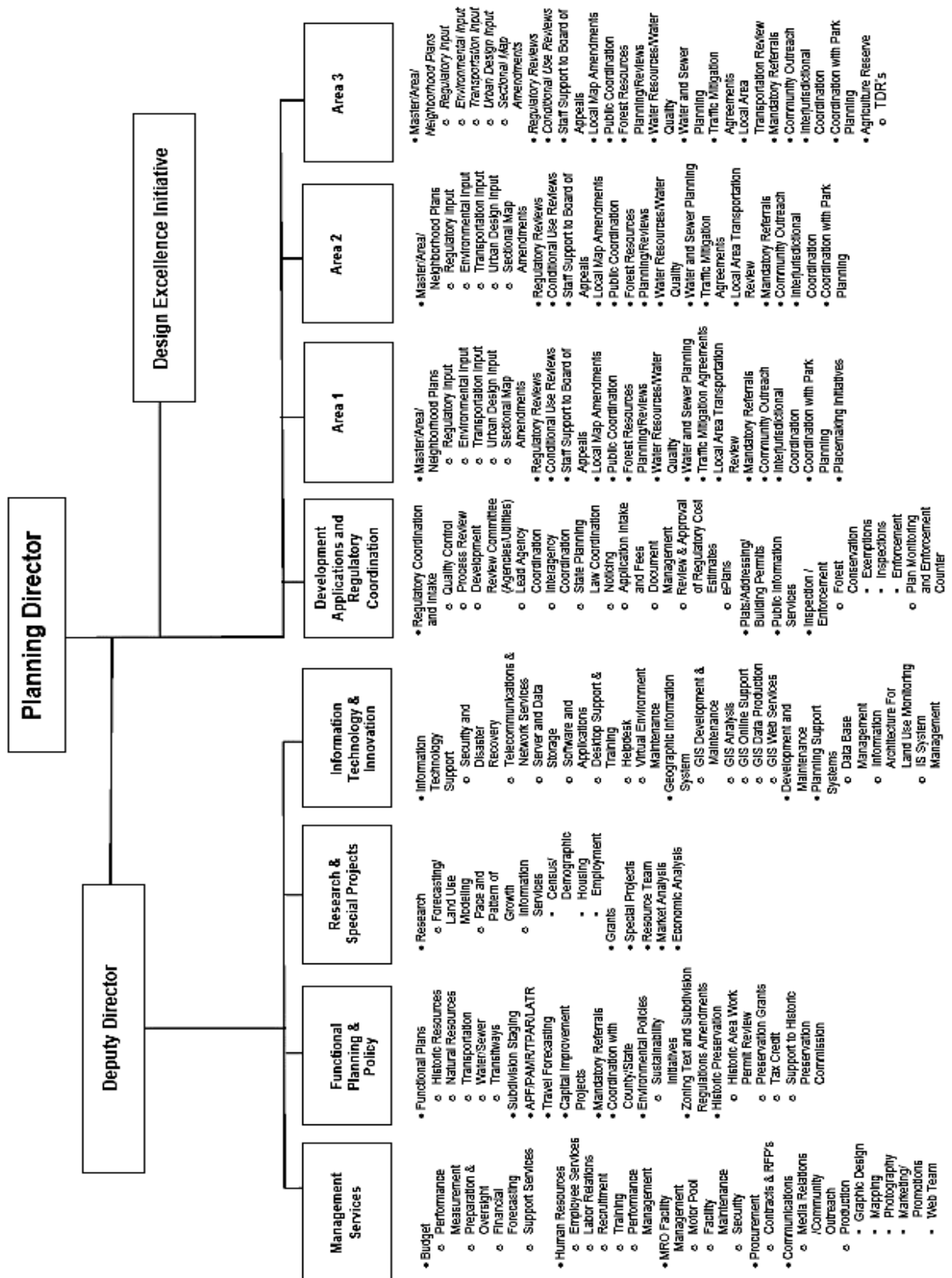
- Director’s Office..... 133
- Management Services ..... 136
- Information Technology and Innovation..... 140
- Research and Special Projects ..... 144
- Area 1 ..... 148
- Area 2 ..... 151
- Area 3 ..... 154
- Development Applications and Regulatory Coordination..... 157
- Functional Planning and Policy..... 160
- Support Services ..... 165

Divisional Summaries..... 166



ORGANIZATIONAL STRUCTURE

MONTGOMERY COUNTY PLANNING DEPARTMENT



# Montgomery County Planning Department

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## EXECUTIVE OVERVIEW

In Montgomery County, the County Charter assigns planning, zoning and subdivision regulation to the County Council. The Regional District Act (Land Use Article Division II), establishing The Maryland-National Capital Park and Planning Commission, provides authority to the commission and the Montgomery County Planning Board to perform various functions responsive to the policy direction of the Council. The Planning Department's program and services provided as outlined in this budget derive directly from the requirements of these legislative mandates.

Statutory References: Code of Maryland, Land Use Division II: 20-202; 20-203 (b); 20-209 (1); 20-301; 20-308; 20-401; 21-104; 21-105; 21-106; 21-107; 21-201; 21-202; 23-102; 23-201; 23-506.

Land Use Division I: 3-101; 3-106

Statutory References: Montgomery County Code: Chapter 19 – Special Protection Area Review; Chapter 19 – Environmental Guidelines; Chapter 22A – Forest Conservation; Chapter 24A – Historic Area Work Permits; Chapter 33A-15 – Subdivision Staging Policy; Chapter 49 - Road Code; Chapter 45 - Ten Year Comprehensive Water and Sewer Plan; Chapter 50 - Subdivision and Plats; Chapter 50 - Transportation Regulatory Unit; Chapter 59 - Urban Design Guidelines; Chapter 33A - Master Plan Process; Chapter 59 D2 and D3 - Project Plans: Site Plan; Chapter 59 D2/D3 - Project Plans: Site Plan; Chapter 59 C 14 - Sketch Plans; Chapter 59 G - Conditional Use; Chapter 59 H - Zoning Sheets; Chapter 59 H 3 - Local Map Amendments; Chapter 59 H 9.33 - Text Amendments

As Montgomery County continues to attract an increasingly diverse, technologically savvy, well-educated population, the Planning Department focuses its skills and talents on bringing high-quality design in both form and function to all areas, from central business districts to rural villages.

The Planning Department aims to improve the quality of life by conserving and enhancing the natural and built environment for current and future generations. The Planning Department vigorously works to create the best urban, best suburban, and best rural communities in the region. The goal for all our communities is to create vibrant, walkable, connected and accessible places.

## MISSION

The Department endeavors to balance economic development opportunities with community needs and stewardship of natural, cultural, and historic resources consistent with the General Plan and in concert with planned public facilities and infrastructure.

## PROGRAMS AND SERVICES PROVIDED

The Planning Department's work program is organized into four major programs: (1) Master Planning, (2) Regulatory Planning, (3) Information Resources, and (4) Management and Administration.

Eight Divisions contribute planning expertise to the four major programs through a matrix management structure. County-wide planning, including transportation modeling, environmental policies, historic preservation and zoning and subdivision text amendments, are the domain of the Functional Planning and Policy Division (FPP). Local area land use planning and regulatory reviews are assigned to the three geographic Divisions (Areas 1, 2, and 3). The Area Divisions cross-train staff to enable them to both prepare area master plans and provide regulatory review expertise,





# Montgomery County Planning Department

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depending on the number of applications received and the plans assigned by the Council in the given geography. FPP and the Area Divisions are supported through the administrative tasks and coordination efforts of the Development Applications and Regulatory Coordination (DARC) Division. DARC manages the Information Counter and is also responsible for those aspects of development that occur after Planning Board approval: plats, building permits, and street addressing. DARC is tasked with regulatory enforcement and processing Forest Conservation Plan exemptions. The Research and Special Projects Division (RSP) provides detailed research (economic and demographic) in support of the master planning program, and manages unusually complex or sensitive projects on an as needed basis. The Management Services Division provides administrative and personnel support to all of the Divisions and oversees the budget and procurement processes, as well as outreach and communications. The Information Technology and Innovation Division (ITI) maintains the Department's GIS system and numerous databases in addition to providing 24/7 technology support to the Planning Department, the Commissioners' Office, and the Department of Parks.

## MASTER PLANNING

### Accomplishments from January 2016 through December 2016

- Plans Approved by the Council
  - Westbard Sector Plan (Area 1)
  - Montgomery Village Master Plan (Area 2)
  
- Sectional Map Amendments (SMAs) Approved by the Council
  - Montgomery Village (Area 2)
  - Westbard Sector Plan (Area 1)
  
- Plans That Have Received Planning Board Approval
  - Bethesda Downtown Sector Plan (Area 1)
  - Greater Lyttonsville Sector Plan (Area 1)
  
- Studies/Initiatives Approved by the Planning Board
  - Forest Conservation Program Annual Report (Area 3)
  
- Plans Currently Underway
  - Grosvenor Metro Area Minor Master Plan (Area 2)
  - Rock Spring Master Plan (Area 2)
  - Veirs Mill Road Corridor Plan (Wheaton to Rockville) (Area 2)
  - White Flint II Sector Plan (Area 2)
  - MARC Rail Communities Plan (Area 3)
  - Highways Master Plan/Tech. Corrections and Updates
  - Bikeways Plan Update
  
- Studies/Initiatives Currently Underway
  - Corridor Study for MD 355 (Area 3)
  - Recreation Guidelines Update (Area 3)
  - Rental Housing Study (RSP)
  - Master Plan Reality Check (RSP)
  - Co-location Study (RSP)
  - Retail Study (RSP)



# Montgomery County Planning Department

- Design Guidelines Being Developed in Coordination with Master Plans
  - Bethesda Downtown Plan (Area 1)
  - Greater Lyttonsville Plan (Area 1)
  - Westbard Plan (Area 1)
  - White Flint II (Area 2)
  - MARC Rail Communities Plan (Area 3)
  
- Functional Planning
  - New Subdivision Staging Policy approved
  - Mobility Assessment Report (underway)
  - Green Infrastructure Map
  
- Completed 21 mandatory referrals in FY16 and none in FY17 first quarter (Areas 1, 2 and 3, FPP)

## Goals and Performance Measures

The Master Planning Program covers all aspects of land use planning: The General Plan, master/sector/community/neighborhood plans, minor plan amendments, functional plans, policy planning and coordination, and state and regional planning coordination. The Program includes the implementation of plans through monitoring of development approvals, staging and public projects.

<b>Objective</b>				
Deliver master/sector plans/special studies/ functional plans (Plans) consistent with countywide goals and the approved work program in coordination with local, state and regional planning agencies and adjoining jurisdictions (where applicable).				
<b>Program Indicators</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
# of Plans being worked on in FY (does not include studies but does include Subdivision Staging)	Varies per Council Directive	7	8	7
# of Master Plans and SMAs approved by the Council in FY	Varies per Council Directive	3	3	9
<b>Objective</b>				
Review and comment on mandatory referrals submitted to ensure timely provision of infrastructure and achievement of master plan recommendations including mandatory referrals for on-the-ground Federal, State and local projects.				
<b>Program Indicators</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Mandatory referrals completed within the 60-day review period*				
% Completed	100%	65%	95%	95%
# Completed		21	30	30
*The majority of referrals not completed within 60-day review period are due to applicants requesting extension				



# Montgomery County Planning Department

## REGULATORY PLANNING

### Accomplishments from January 2016 through December 2016

- Completed the review of 521 development applications in FY16.
- Completed the review of 21 mandatory referral applications for FY16.
- Continued to work closely with the Department of Permitting Services to streamline the development review and platting process.
- Approved several notable plans (Saul Centers White Flint, Ripley East, 7272 Wisconsin, Sligo Arts Space, Elizabeth Square) that will increase the number of residential units near metro.
- Obtained Planning Board approval of a comprehensive rewrite of the subdivision regulations.

### Goals and Performance Measures

This Program ensures compliance with applicable zoning and subdivision requirements, adopted master plans, Planning Board and County Council actions. The Department provides: planning and urban design expertise for the regulatory caseload (review of project plans, sketch plans, preliminary plans, site plans, and amendments to these plans); technical expertise on zoning matters including special exceptions/conditional uses, local map amendments, development map amendments; review of: historic area work permits, water quality plans in special protection areas, forest conservation plans and forest conservation exemptions, inspection and enforcement.

<b>Goal</b>	Provide timely analysis and evaluation of development applications in accordance and consistent with planning policies, master plans, and regulatory requirements for the benefit of residents and applicants in Montgomery County.		
<b>Objective</b>	Provide zoning and regulatory expertise and recommendations to the Planning Board, Zoning Hearing Examiners, Board of Appeals and County Council to guide decisions related to land use, zoning and development.		
<b>Program Indicators</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
# applications received and processed (Preliminary, Pre-Preliminary, Project, Sketch, Site Plan, Amendments, Natural Resources Inventory (NRI)/ Forest Stand Delineation(FSD), Forest Conservation Plans (FCPs) and Exemptions, Record Plats, Subdivision Regulations)	576	590	600
% of regulatory cases decided within 4-6 months after accepted	77%	80%	82%
# Special Exceptions/Conditional Uses Applications Received in FY	17	15	15
# of local map amendments and development plans / amendments received and processed	6	3	3



# Montgomery County Planning Department

## INFORMATION RESOURCES

This program provides current statistical, economic and demographic information to the public. Public access to information is available through the Website, in print and electronic formats, and through walk-in and phone services.

### Information Technology and Innovation Division (ITI)

The Information Technology & Innovation division's Information Geographic Information Systems team (GIS) maintains the mapping software used by Parks and Planning staff. It also produces the mapping layers used in that system such as County zoning, parcels, buildings, and topography. The GIS team also provides internet services which are used to disseminate agency mapping information between the public and other government agencies. The Information Systems (IS) team of the ITI division manages the databases and software used to monitor and report development activity on the regulatory side of the planning department. The IS team also integrates outside agency data with these regulatory and document management applications to provide the tools necessary for many of the departmental workflows.

### Accomplishments from January 2016 through December 2016

- Continued to develop and implement web-based solutions that support department GIS workflows, interagency access to land use information, and public access to geographic information.
- Deployed point of sale and online payment options through the Infor HANSEN system as a result of a system upgrade project.
- Retired the department's first generation GIS servers and redeployed the division's newer data center architecture. Upgraded software version offers additional capabilities.
- Continued maintenance and dissemination of the County's Zoning map through Council approved map amendments.
- Conducted an address quality - control project to improve the spatial accuracy of address data, as well as verification and identification of missing addresses.
- Developed and deployed a new interactive tool for gathering and publishing public feedback. The tool was first implemented for the Bikeways Functional Plan project earlier this year.

<b>Goal</b>	<b>To be Montgomery County's resource for the detailed and accurate identification and assessment of data relating to land use activities, employment and demographic trends delivered through an up-to-date information technology infrastructure</b>		
<b>Objective</b>	To continually refine, update and initiate data collection and analysis while ensuring the delivery and integrity of a publicly accessible information technology infrastructure.		
<b>Program Indicators</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Number of regulatory project views through our Development Activity Information Center (DAIC)	272,999	285,000	290,000
Number of users accessing GIS in both Departments	179	185	190



# Montgomery County Planning Department

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## Research and Special Projects Division

The Research and Special Projects (RSP) Division conducts policy-relevant research and special projects for the Planning Department. It supports the development of master plans and land use policy decisions by gathering and analyzing data on a range of topics, including demographics, housing, local economy, development, employment, and real estate market dynamics. It also oversees special studies requiring outside expertise. These efforts inform and help guide decisions by Planning staff, the Planning Board, the County Council, and the public on policy and planning questions. The division is also responsible for developing the County's small area forecast of jobs, households, and population. It also provides analyses of Census demographics, residential and commercial markets, and land use trends as well as research and analyses of trends, economic impacts, and public policy issues for the Planning Board, Planning Department, County Council, and County Executive departments. Additionally, this division provides information on land use that is useful to the County's fiscal impact analyses for master plans and text amendments.

## Accomplishments from January 2016 through December 2016

- Provided demographic, employment, economic feasibility, and housing affordability analysis to various master plan efforts. These plans included the Westbard Sector Plan, Greater Lyttonsville Sector Plan, Bethesda Downtown Sector Plan, MARC Rail Communities Plan, Rock Spring Sector Plan, White Flint II Plan, and Grosvenor Minor Master Plan Amendment.
- Began leading a “Master Plan Reality Check” study in conjunction with University of Maryland to evaluate the implementation of master plans. RSP staff completed the reality check analysis of the 1989 Germantown master plan, the pilot study, and presented findings to the Planning Board in July 2016. The project now continues by studying the 1989 Friendship Heights master plan, with an expected update to the Planning Board in early 2017.
- Continued to actively update a County-wide suitability and constraint analysis, last done in 2013. The goal of the analysis is to determine the amount of land that is most and least suitable for development as well as to reveal unrealized development potential.
- Managed a consultant led Adaptive Reuse and Redevelopment study in service of the Rock Spring and White Flint II Sector Plans. The study was designed to evaluate future land use implications resulting from the high office vacancies in each of these sector plan areas. A presentation of study findings was made to the Planning Board on June 30, 2016, and the final report was delivered in August 2016.
- Collaborated with the ITI division to produce an interactive map that reports US Census demographic, income, housing, and commute mode data by Block Group—one of the smallest Census boundaries.



# Montgomery County Planning Department

<b>Goal</b> To help inform decisions by Planning staff, the Planning Board, and County Council through research; providing insightful data to support trend analysis, impact assessments, and recommendations for Montgomery County.				
<b>Objective</b>				
Provide objective, efficient, and reliable information and analysis				
<b>Program Indicators</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Publications	22	11	22	22
Information Requests	300	200	300	300
Special Studies	3	5	7	6
<b>Objective</b>				
Provide timely and accurate demographic, housing, and economic data and analysis of County trends and policies to support master plans and program initiatives, and plan County services.				
<b>Program Indicators</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Market Analyses (Various Product Types)	8	8	10	10
<b>Objective</b>				
Establish and maintain demographic, economic, land use, housing, and other data and decision-making resources that are regularly updated and accurate.				
<b>Program Indicators</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Master Plan Support - Demographic and Development Economic Reports and Other Elements	5	6	8	9

## MANAGEMENT AND ADMINISTRATION

This program provides all aspects of operational support for the effective and efficient coordination of the Department's day-to-day operations.

### Accomplishments from January 2016 through December 2016

- Executed the successful 2016 Winter Speakers Series focused on transportation. Included comprehensive communication planning for three events, promotion and coverage on video and print.
- Continued to support the countywide Bicycle Master Plan including using innovative outreach tools such as the award-winning Bicycle Stress Map.
- Supported the Makeover Montgomery 3 Conference with positive feedback on logistics, promotion and media coverage.
- Increased social media promotion of technology related to Development Review, various planning projects and GIS on Twitter, Facebook and YouTube, as well as continuing to provide content on Plan-It Montgomery cable show on County Cable Montgomery.
- Conducted training for all staff on the Americans with Disabilities Act (ADA) providing important information about making our community events, public documents and digital tools more accessible for people with disabilities.
- Designed and launched Planning University (Planning U), a two-track learning system developed for the growth and development of staff. The Sharper Image track consists of training



## Montgomery County Planning Department

focused on attaining and developing skills required to function at any level, including technical and soft skills. The Leadership Institute track is designed to help managers and supervisors acquire and enhance managerial and leadership skills.

- Partnership with Montgomery College and various other vendors to design and implement training in computer software and supervisory skills.
- Continued to support the countywide Bicycle Master Plan including using innovative outreach tools such as the award-winning Bicycle Stress Map.
- Increased social media promotion of technology related to Development Review, various planning projects and GIS on Twitter, Facebook and YouTube, as well as continuing to provide content on Plan-It Montgomery cable show on County Cable Montgomery.

<b>Goal To provide a comprehensive training and employee development programs to Planning staff.</b>				
<b>Objective</b>				
To increase staff efficiency and effectiveness by increasing their knowledge base by offering skills development training and managerial and leadership training.				
<b>Program Indicators</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Increase the number of staff attending Departmentally sponsored training by 10%	10%	--	10%	10%
# of staff attending training for the year	--	408	450	500
Increase the number of technical training opportunities offered by 5%	5%	--	5%	5%
# of technical trainings offered	--	14	15	16
Increase the number of leadership/managerial training opportunities offered by 5%	5%	--	5%	5%
# of leadership/managerial trainings offered	--	1	20	21

<b>Goal To implement processes in recruitment, employee development and employee relations to positively impact employee morale and turnover rate.</b>				
<b>Objective</b>				
To increase staff proficiencies to more efficiently perform their work program				
<b>Program Indicators</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of hiring managers receiving Recruitment Manual and Interviewing skills training*	100%	N/A	N/A	50%
% of new hires go through comprehensive departmental orientation within first 90 days	100%	N/A	N/A	20%
*New program to be launched in FY18				



**Montgomery County  
Planning Department**

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**Goal To use the website as an accessible communication tool to reach the stakeholders of the Planning Department.**

**Objective**

To continually produce interesting, consistent and engaging content on Twitter and YouTube by promoting planning updates, videos, photos and montgomeryplanning.org

<b>Program Indicators</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Total Annual # of page views for the Planning Department websites	772,357	805,000	825,000
Total Annual # of page views for the Planning Board websites	179,859	190,000	200,000
Percentage of Tweet impressions on Twitter per month* (Target 15,000 average impressions per month)	28,900	26,000	30,000
# of YouTube views per video** (Target 100 views per video)	111	115	120
*Tweet impressions pertain to the times a user is served a Tweet in timeline or search results. **YouTube views are unique views on a video. The amount of views that your video is getting is one of the most important metrics to consider when trying to determine the success of your content.			





# Montgomery County Planning Department

## SUMMARY OF DEPARTMENT BUDGET

### MONTGOMERY COUNTY PLANNING DEPARTMENT Summary of Expenditures by Division PROPOSED BUDGET FISCAL YEAR 2018

	FY 17 Adopted	FY 18 Proposed	%
			Change
Planning Department			
Office of The Planning Director	958,251	1,115,698	16.4%
Management Services	2,179,170	2,303,760	5.7%
Functional Planning & Policy	3,078,132	2,987,840	-2.9%
Area 1	1,461,944	1,219,902	-16.6%
Area 2	2,016,799	2,142,478	6.2%
Area 3	2,041,269	1,742,020	-14.7%
Dev. Applications & Regulatory Coordination	1,118,165	931,062	-16.7%
Information Technology and Innovation	3,217,719	3,477,395	8.1%
Research and Special Projects	1,347,156	1,468,927	9.0%
Support Services	2,137,101	2,239,863	4.8%
Grants	150,000	150,000	0.0%
Total Planning Department Operating*	\$ 19,705,706	\$ 19,778,945	0.4%

Notes:

\*Total does not include transfer to the Development Review Special Revenue Fund, compensation marker, OPEB PayGO and OPEB Prefunding. They are budgeted in the Administration Fund's non-departmental account.

## HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

### ESSENTIAL NEEDS/NEW INITIATIVES

There are a number of new initiatives that are being proposed which focus on ways to both reimagine and reinvigorate our master planning activities, as well as ways to address significant planning issues and concerns that face Montgomery County.

- Assessment and Research for a Future General Plan Assessment (\$75,000)

The Montgomery County General Plan, the guiding land use policy for the county, was last updated in December 1993. The 1993 refinement created a 21st century vision for the county updating the Goals and Objectives of the 1964 General Plan by incorporating the visions of the Maryland Planning Act of 1992. The Wedges and Corridors concept first envisioned in 1964 continues to guide land use planning and development activity in the County.

The last twenty-five years have seen revolutionary changes in how residents work, live and play. Modes of travel and commutes are changing as technology and workplace practices evolve. Transportation options that used to include a choice between driving or taking transit, now include ride-sharing alternatives like Uber and telecommuting. Residents and employees are more mobile, changing where and how residents work and live. As the county becomes more diverse ethnically and economically, demographic patterns are shifting. Development



patterns are also changing including the evolution of office parks to mixed use communities with residential and commercial development.

To assess our strengths and challenges, the Department proposes to undertake research in preparation for a future General Plan update (to be formally initiated after FY18.) This twelve to eighteen month FY18 project will include a comprehensive review of the 1993 General Plan Refinement including: 1. identifying key demographic changes occurring in the community; 2. looking at land use issues arising from a changing economic landscape; 3. evaluating housing opportunities and challenges; and 4. analyzing funding constraints and opportunities for community facilities and infrastructure. How is Montgomery County positioned to meet the future? It will be accomplished with in-house resources (see description below) plus support through the University of Maryland National Center for Smart Growth partnership.

Research Studies related to assessment for a future General Plan update:

- County Wide Residential Market Study  
This study would build on the Rental Market Housing Study work to more broadly understand trends in the development of different housing product types (beyond just rental housing) and components of demand. One concern that has emerged is a question about how many mixed use town centers can the County support? While the Planning Department's FY17 retail study will help answer the retail demand component of this question, this study will help provide insights into the residential component and the demand for new housing units and product types typically found in mixed-use centers.
- State of Montgomery County Housing and Neighborhoods  
This study would do a comparative analysis of countywide and subarea trends on demographic, housing, and economic indicators, primarily using American Community Survey data. This study would increase understanding of the characteristics of and trends across sub areas. It would help inform policy decisions about needs for investment across different parts of the County.
- Economic Development Indicators  
Provide data to prepare a series of presentations on the "State of the Montgomery County Economy."
- The Missing Middle – Design and Economics Study (\$50,000)  
This study will look at the barriers to developing "the missing middle" and policy solutions. Multi-unit, clustered infill housing has been recognized as a potential solution to providing housing at a density that balances urban and suburban needs. It is compatible in scale with surrounding single-family neighborhoods, provides housing options along a spectrum of affordability, and meets the growing demand for an increasingly diverse population, such as downsizing seniors, young families, and newcomers to the region. "Missing middle" housing provides a solution to the mismatch between available housing stock and shifting demographics. Developing these projects, however, may be challenging due to a variety of factors, such as market and economic challenges, lack of financing, unfavorable neighborhood perceptions and regulatory barriers. This study would provide an in-depth analysis of the challenges and identify potential ways Montgomery County could address them through policy changes or incentives.



# Montgomery County Planning Department

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- Roadway Functional Classification System (\$100,000)  
This study will make recommendations for a new roadway functional classification system. The existing functional classification system is largely defined by how traffic uses a road in urban, suburban and rural contexts. It is important to preserve these existing classifications for the time being (they are tied to funding sources), but progressive communities are adding a second classification system that considers how people, not just traffic, use a road.
- Integrated Multi -Modal GIS Network (\$35,000)  
The project will integrate multiple existing sources of data to create a digital multi-modal network for detailed spatial analysis. Knowledge and information will be leveraged from previous work conducted by the FPP Division to create a detailed bicycle network currently being used to develop the Countywide Bicycle Master Plan update. The project will expand the bicycle network to include pedestrian, transit, and vehicular modes of travel. The project will also leverage existing software licenses owned and managed by the ITI Division. This software would be a much higher resolution than our modeling networks and be more geared towards analyzing current conditions. The completion of the network will allow staff to perform rich analytics including comparing differences in accessibility between the modes of travel. This will allow staff to monitor the progress of various master plans and more clearly identify gaps in the County's transportation services and pedestrian/bike infrastructure.
- Agri-Tourism Study (\$50,000)  
Increased interest in agri-tourism has raised concern and discussion within agricultural/political community over the farming industry and how to maintain its economic viability that matches our county's achievements in agricultural land preservation. The 1980 Preservation of Agriculture & Rural Open Space Functional Master Plan laid the foundation for the preservation of farming and agricultural lands, creating the Residential Density Transfer (RDT) zone and a Transferable Density Rights (TDR) Program. This plan created a solid platform to protect the land and preserve it so that open space and agricultural lands would be preserved for future generations. However, this plan is now 36 years old and generally did not recognize the importance of agricultural economic development to agricultural preservation.

The agricultural/political community has been trying to address recent issues including agri-tourism, breweries, micro-distilleries, culinary tourism, and the farm-to-table movement through a series of discussions and proposed ZTAs as each separate issue arises. Treating each issue separately could lead to planning and zoning conflicts that could damage the good work and preservation achieved to date. Additionally, it does not provide the County Council with a comprehensive view of the issues. Other jurisdictions across the United States have been dealing with similar issues and have adopted legislation in various formats to help unify and clarify the ever growing agri-tourism industry. The agri-tourism industry shift is not an isolated occurrence and is a real issue community will need to face. The Planning Department is looking to study land use and zoning strategies that would address the entire agri-tourism debate. This study would involve working closely and cooperatively with Executive Branch agencies to develop a comprehensive, countywide approach to this issue.

- Continue the University of Maryland's National Center for Smart Growth Contract (\$300,000)  
In 2008, the Planning Department initiated a partnership with the University of Maryland that was designed to be a win-win for both parties. Through a contract with the University's National Center for Smart Growth, the Planning Department could hire a number of planning students or recent graduates to help us on a variety of projects as assigned. We believe that a continued partnership with the University is in everyone's interest.



## Montgomery County Planning Department

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In FY17, these contractual staff are helping with the Bikeways Plan Update, Master Plan Reality Check, and Studies of Employment Trends: Emerging Industries; Future Job Types; Future Workplaces; Design and Planning Implications.

To ensure that this partnership will continue moving forward, we are requesting \$300,000 which will cover the costs of three contractual staff from the University of Maryland.

In FY18, the 3 proposed initiatives using the National Center for Smart Growth contract are:

1. Research for a future General Plan update (\$200,000) - The work provided by the National Center for Smart Growth is critical to the success of this assessment.
  2. Continued work on the Bikeways Plan Update (\$70,000) – Significant work and community outreach has been completed on the Bikeways Master Plan during FY16 and FY17, but more work is needed in FY18 to complete the project.
  3. Makeover Montgomery 4 (\$30,000) – The National Center for Smart Growth partners with the Planning Department to offer the successful Makeover Montgomery conferences every other year. The next one is scheduled for May 2018.
- M-NCPPC 90th Anniversary Celebration (\$10,000)  
The Maryland-National Capital Park and Planning Commission was established by the Maryland General Assembly in 1927. Today, the Commission is an award-winning, nationally recognized planning, parks and recreation agency. In January 2017, the Commission will begin a year-long 90th anniversary celebration. This funding request is for programs and events during FY18 to promote and celebrate our long tenure of service to the community.
  - Gaithersburg East Master Plan Design Studies (\$40,000)  
Feasibility studies and/or economic analyses for Gaithersburg East will be identified after we do the project work scope to address the impacts of whatever option the County selects for the implementation of M-83 (Mid-County Highway) with regard to land uses, transportation and design.
  - Traffic Generation from Mixed-Use Development (MXD) Projects Study (\$75,000)  
This goal of this study is to develop a more accurate and robust method of estimating the traffic generation from mixed-use development projects. The latest MXD research shows that traffic studies overestimate impacts of mixed-use development by 35%. The new MXD+ 2.0 analysis tool corrects those errors. This study would apply the MXD+ tool to five or six different sector plan areas as a first step to potential adaptation and validation of the tool countywide.
  - Biennial Transportation Monitoring (\$25,000)  
These funds will support the need to update traffic counts used in support of biennial master plan monitoring efforts in the White Flint, Great Seneca Science Center and Shady Grove. As these areas develop, the complexity of and need for traffic monitoring increases. These additional funds will support the required monitoring of these master plan areas.
  - Bicycle Planning Transportation Analysis (\$50,000) (every two years)  
These funds will provide support for small studies, data collection and development review assistance for bikeway planning and implementation of the Bicycle Master Plan.



## Montgomery County Planning Department

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- Placemaking Initiatives (\$50,000) (on-going)  
The Planning Department began its Placemaking Program in late FY15 at the request of the County Council. We have had many successful pilot programs conducted in Silver Spring to date. Silver Spring Placemaking was a series of workshops intended to focus on ideas for vibrant spaces in Downtown Silver Spring and included community residents and other stakeholders in multiple brainstorming sessions. The purpose was to encourage the broader community to participate in a creative visioning process to propose civic enhancements within the central business district. Amenity fund money has now been received through development proposals to facilitate many of the ideas. The Department is proposing to build on this past success in FY18 by requesting on-going funding to continue the process and provide for implementation strategies and consulting services to support the Silver Spring Placemaking Initiatives throughout Downtown Silver Spring.
- The Planning Department is proposing to increase the chargebacks from the Administration Fund to the Development Review Special Revenue Account (DR-SRA) by \$85,200 from \$3,041,500 to \$3,126,700 (a 2.8% increase) to cover the FY17 compensation increases. The chargeback was not increased during the FY17 budget process due to the uncertainty of the requested compensation increases being approved for FY17 budget. The chargebacks have also been redistributed per regulatory work load per division.
- The Proposed FY18 Budget reflects a careful review of divisional needs and redistribution of resources to those areas of critical need.



# Montgomery County Planning Department

## YEAR OVER YEAR BUDGET SUMMARY

The Planning Department's FY18 proposed operating budget is \$20,278,945 which includes grant funding and a \$500,000 transfer to the DR-SRA Revenue Fund but does not include the compensation increase, OPEB prefunding, or OPEB PayGo. The proposed FY18 budget is a 3.9% reduction before the new essential needs funding request. With the new essential needs funding request, there is a modest increase of 0.4% or 73,239 over the approved FY17 budget.

### MONTGOMERY COUNTY PLANNING DEPARTMENT PROPOSED FY18 OPERATING BUDGET REQUEST

	FY17 Adopted Budget	\$20,205,706	% Change
<b>FY18 BASE BUDGET CHANGES</b>			
	Salaries & Benefits	(\$23,000)	
	Major Known Commitments	\$77,000	
	Risk Management	\$31,200	
	Debt Service for Internal Service Fund Capital Equipment	\$95,000	
	Chargebacks for CAS Services	(\$94,761)	
	Increase in Chargebacks to Development Review Special Revenue Fund	(\$85,200)	
	<b>Subtotal - Base Budget Changes</b>	<b><u>\$239</u></b>	<b><u>0.0%</u></b>
	<b>Less: FY17 One-time Expenses</b>	(\$787,000)	<b><u>-3.9%</u></b>
	<b>Add: Proposed one-time Initiatives</b>		
	Assesment/research for a future General Plan Update	\$75,000	
	The Missing Middle - Design and Economics Study	\$50,000	
	New Roadway Functional Classification System	\$100,000	
	Integrated Multi - Modal GIS Network	\$35,000	
	Agri-Tourism Study	\$50,000	
	University of Maryland's National Center for Smart Growth assistance for the assesment and research for a future General Plan Update (\$200,000), Bikeways Plan Update/Monitoring (\$70,000), and Makeover Montgomery 4 Conference (\$30,000)	\$300,000	
	M-NCPPC 90th Anniversary Celebration	\$10,000	
	Gaithersburg East Master Plan Transportation and Design Studies	\$40,000	
	Traffic Generation from Mixed-Use Development Projects Study	\$75,000	
	Biennial Transportation Monitoring	\$25,000	
	Bicycle Planning Transportation Analysis (every two years)	\$50,000	
	<b>Subtotal -Proposed One-time Changes</b>	<b><u>\$810,000</u></b>	<b><u>4.0%</u></b>
	<b>Add: Proposed On-going Changes</b>		
	Placemaking Initiatives	\$50,000	
	<b>Subtotal - Proposed On-going Changes</b>	<b><u>\$50,000</u></b>	<b><u>0.2%</u></b>
	<b>Net Change from FY17 Adopted to FY18 Proposed Budget</b>	<b><u>\$73,239</u></b>	<b><u>0.4%</u></b>
	<b>*FY18 Proposed Budget Plus Essential Needs/New Initiatives</b>	<b><u>\$20,278,945</u></b>	<b><u>0.4%</u></b>

**Notes:**

\* Total includes \$500,000 transfer to the Development Review Special Revenue Fund. However it does not include compensation marker, OPEB PayGo and OPEB prefunding. They are budgeted in the Administration Fund's non-departmental account.



# Montgomery County Planning Department

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## LAPSE AND STAFFING

For FY18, the Department is proposing to continue lapse at 4.5% and its current budgeted staffing level of 151 positions (146.85 work years). This level includes: 140.24 funded work years, 6.61 lapsed work years, and three (3) unfunded positions. The FY18 lapse is spread across Areas 1, 2, and 3, DARC, ITI, FPP and MS proportionately instead of targeting specific positions as has been done in prior years.

## FEES AND REVENUE ESTIMATES

The majority of the Department's budget is tax supported, funded through the Administration Fund. There are also revenues received through charges for services, fees for materials and established Special Revenue Funds. The Department anticipates **\$203,400 in fees from service charges and other program** fees in FY18.

The Department also receives an appropriation in revenue from the Water Quality Protection Fund to offset costs that will be incurred in FY18 to provide specific activities consistent with the intent of the Fund such as compliance with National Pollutant Discharge Elimination System (NPDES) permit requirements. For FY18, the Department is requesting **an increase of \$10,400 (a 2.8% increase)** for an overall **appropriation of \$380,300** to cover the FY17 compensation increases. The appropriation was not increased during the FY17 budget process due to the uncertainty of the requested compensation increases being approved.

## DEVELOPMENT REVIEW SPECIAL REVENUE ACCOUNT – CHARGEBACKS AND TRANSFER OUT

The chargebacks to the DR-SRA increased by \$90,078. Of this increase, \$4,878 is from the Legal and Finance Departments for their services. The remaining \$85,200 increase (a 2.8% increase) is from the Planning Department's Administration Fund to cover the FY17 compensation increases. The chargeback was not increased during the FY17 budget process due to the uncertainty of the requested compensation increases being approved in FY17.

The Planning Department is also proposing a 10% increase in the revenue budget for the DR-SRA (increase from \$1,825,000 in FY17 to \$2,006,000 in FY18.)

The Department has traditionally requested a transfer from the Administration Fund into the DR-SRA in recognition of the fact that revenues may not cover the costs of our review efforts. The fund performed well in FY12, FY13, FY15, and in FY16, primarily due to the fees collected for various large projects in CR zones. This performance built a significant fund balance. Due to this large balance and due to sufficient fees being collected in each of these fiscal years, the Council did not approve a transfer in FY14, FY15 and FY16. A \$500,000 transfer was approved for FY17. In the interest of being prudent and not overestimating revenue that may or may not come in during the remaining three quarters of FY17, we are requesting \$500,000 in FY18 to cover potential shortfalls.

## PROFESSIONAL SERVICES

The Department proposes to spend \$1,219,100 for the professional services outlined in the table below. This level reflects a decrease of \$18,400 or -1.5% from FY17 adopted funding levels due to a combination of changes in new one-time professional services essential needs funding requests in FY18, a reduction of one-time essential needs requests from FY17 adopted, and the redistribution of resources to fund known consulting needs.



# Montgomery County Planning Department

## PROFESSIONAL SERVICES

Division	Program Element	Description	FY17 Approved Budget	FY18 Proposed Budget
<b>Director's Office</b>				
	Special Projects	Funding for Special Council Request	\$30,000	\$30,000
<b>Area 1</b>				
	Bethesda Downtown Plan	Streetscape guidelines consulting services	\$15,000	
	Montgomery Hills and Forest Glen Master Plan	Consulting funding for Retail and Economic Study	\$50,000	
	Montgomery Hills and Forest Glen Master Plan	Consulting funding for Multi-modal Transportation Analysis	\$60,000	
	Silver Spring Street scape	Consulting funding to Update the 1992 streetscape guidelines	\$75,000	
	Placemaking Initiatives	Consulting funding to build on the successful Placemaking Program that was conducted for Silver Spring	\$50,000	****\$50,000
<b>Area 2</b>				
	Veirs Mill Road Corridor Small Area Plan	Provide consulting services for design studies that explore how to integrate enhanced transit facilities and infill development to create a pedestrian friendly boulevard with discrete activity centers	\$40,000	
	Gaithersburg East Master Plan	Transportation and Design Studies		***\$40,000
<b>Area 3</b>				
	Corridor Study for MD355	Consulting assistance for Corridor Study for MD355 from Gaithersburg to COMSAT	\$75,000	
	Agri-Tourism Study	Agri-Tourism Study		***\$50,000
<b>Research and Special Projects</b>				
	Assessment & Research for a Future General Plan Update	Partnership with University of Maryland for Assessment & Research for a Future General Plan Update		***\$200,000
	The Missing Middle - Design and Economics Study	Consulting funding for study to look at the barriers to developing "the missing middle" and policy solution.		***\$50,000
	Assessment and Research for future General Plan Update	Consulting funding for a County Wide Residential market study, State of Montgomery Housing and Neighborhoods Study, and Economic Development Indicators		***\$75,000
	Research	On-Call Economic Services	\$54,400	\$56,000
	Master Plan Reality Check	Partnership with University of Maryland for Master Plan Reality Check	\$82,000	
	Study of Employment Trends	Partnership with University of Maryland to do study of Employment Trends; Emerging Industries; Future Job Types; Future Workplaces; Design and Planning Implications	\$125,000	
<b>Functional Planning and Policy</b>				
	Grosvenor Metro Area Minor Master Plan	Traffic Count Program - Ongoing support of master plans	\$6,000	
	Grosvenor Metro Area Minor Master Plan	Local Area Modeling assistance	\$9,000	
	Veirs Mill Road Corridor Small Area Plan	Traffic Count Program - Ongoing support of master plans	\$6,000	
	Veirs Mill Road Corridor Small Area Plan	Local Area Modeling assistance	\$9,000	
	Historic Area Work Permits	Legal Requirement for HPC Hearings	\$13,000	
	Subdivision Staging (Growth Policy)	Continued Analysis and Implementation of New Transportation Tools	\$75,000	
	Subdivision Staging (Growth Policy)	Regional Transportation Model Network Development/Management	\$30,000	
	Montgomery Hills and Forest Glen Master Plan	Traffic Count Program - Ongoing support of master plans	\$12,000	
	Montgomery Hills and Forest Glen Master Plan	Local Area Modeling assistance	\$17,000	
	Gaithersburg East Master Plan	Master Plan Local Area Modeling assistance	\$17,000	\$2,000





# Montgomery County Planning Department

## PROFESSIONAL SERVICES

Division	Program Element	Description	FY17 Approved Budget	FY18 Proposed Budget
	Gaithersburg East Master Plan	Traffic Count Program - Ongoing support of master plans		\$18,000
	Aspen Hill and Vicinity Plan	Traffic Count Program - Ongoing support of master plans		\$10,000
	Aspen Hill and Vicinity Plan	Master Plan Local Area Modeling assistance		\$6,000
	Germantown Plan for Town Sector Zone	Traffic Count Program - Ongoing support of master plans		\$6,000
	Germantown Plan for Town Sector Zone	Master Plan Local Area Modeling assistance		\$6,000
	Master Plan Staging/Monitoring	Consulting funding for biennial traffic monitoring (Great Seneca Science Corridor & White Flint I)		\$16,000
	Roadway Functional Classification System	Consulting Funding for New Roadway Functional Classification System		***\$100,000
	Integrated Multi-Modal GIS Network	Consulting Funding to expand bicycle level of traffic stress (LTS) Analysis		***\$35,000
	Traffic Generation from Mixed-Use Development Projects	Traffic Generation from Mixed-Use Development Projects Study		***\$75,000
	Bikeways Plan Update	Funding request for Transportation analysis in support of the Bicycle Planning every two years (Major Known Commitment)		***\$50,000
	Subdivision Staging (Growth Policy)	Tools and analyses for increased biennial transportation monitoring		***\$25,000
	Bikeways Plan Update	Partnership with University of Maryland to assist with the methodology report and concept plans	\$125,000	***\$70,000
<b>Information Technology &amp; Innovation</b>				
	<b>Information Technology</b>	WAN/LAN/Harbernet consulting	\$66,200	\$68,200
		Consulting for Telephone Support (VOIP)	\$33,000	\$33,600
		Microsoft email Cloud. Email annual license fee	\$35,000	\$30,000
		L3 Helpdesk/Inventory support	\$67,200	\$67,900
		Consulting Support Miscellaneous	\$2,000	\$2,000
		UPS Maintenance	\$3,100	\$3,300
		Black Box licenses for constant upgrades for videoconference units	\$4,100	\$4,100
		Avaya monitoring system*	\$3,000	
		E911 ongoing support**	\$2,500	
		Mutare ongoing support (voice mail to email conversion) **	\$6,000	
	<b>IS/GIS</b>	For professional Services related to Project Docx	\$40,000	\$40,000
<b>Planning Department Total</b>			<b>\$1,237,500</b>	<b>\$1,219,100</b>

**Note:**

\*Avaya monitoring system no longer needed

\*\* Moved budget for E911 and Mutare support from professional services to more appropriate category "miscellaneous services".

\*\*\* New one-time request in FY18

\*\*\*\* New ongoing



# Montgomery County Planning Department

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## PUBLICATIONS

PUBLICATIONS				
Division	Program Element	Description	FY17 Approved Budget	FY18 Proposed Budget
<b>Functional Planning and Policy</b>				
	Historic Area Work Permits	HPC Legal Notices in Newspaper	\$11,000	\$11,000
<b>Support Services</b>				
	To be used for all Area teams as needed	Specialized Printing	\$5,000	\$5,000
<b>Planning Department Total</b>			<b>\$16,000</b>	<b>\$16,000</b>



# Montgomery County Planning Department

## WORK PROGRAM OVERVIEW

Master Plan & Major Projects	2016			2017			2018			2019			2020											
	FY17			FY18			FY19			FY20														
	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
Westbard Sector Plan																								
Greater Lytonsville Sector Plan																								
Subdivision Staging (Growth Policy)																								
Bethesda Downtown Sector Plan																								
White Flint II Sector Plan																								
MARC Rail Communities Plan																								
Rock Spring Sector Plan																								
Grosvenor Metro Area Minor Master Plan																								
Bikeways Plan Update																								
Highways Master Plan/Tech. Corrections and Updates																								
Veirs Mill Rd Corridor Plan (Wheaton to Rockville)																								
Gaithersburg East Master Plan																								
Montgomery Hills and Forest Glen Master Plan																								
Aspen Hill and Vicinity Plan																								
Germantown Plan for Town Sector Zone																								
Assessment and Research for Future General Plan Update																								
The Missing Middle Design and Economics Study																								
Roadway Functional Classification System																								
Integrated Multi-Modal GIS Network																								
Agri-Tourism Study																								
Traffic Generation from Mixed Use Development Projects																								
Recreation Guidelines																								
Master Plan Reality Check																								
Colocation of Public Facilities Study																								
Rental Housing Study																								
Evolving Retail Trends Study																								
Placemaking Initiatives																								
Study of Employment Trends																								
Corridor Study for MD 355																								
Silver Spring Streetscape																								

■ Staff  
■ Planning Board  
■ Planning Board Draft  
■ CE Review & Council Noticing Period  
■ Hearing  
■ Council Review  
■ Commission Adoption, SMA  
■ Montgomery County Elections



# Montgomery County Planning Department

Montgomery County Planning Department: FY18 Proposed Work Program Crosswalk of Work Years (Division to Work Program Elements)											
	FY17 Adopted	FY18 Proposed	Director's Office	Management Services Division	Functional Planning & Policy	Area 1	Area 2	Area 3	Development Applications & Regulatory Coordination	Information Technology & Innovation	Research & Special Projects
<b>Funded WY</b>	<b>140.85</b>	<b>140.24</b>	<b>6.00</b>	<b>16.88</b>	<b>18.47</b>	<b>15.20</b>	<b>19.89</b>	<b>19.67</b>	<b>19.09</b>	<b>17.04</b>	<b>8.00</b>
<b>Program: MASTER PLANNING PROGRAM</b>											
<b>Plans</b>											
Montgomery Village Master Plan	0.49										
Montgomery Hills and Forest Glen Master Plan		2.44	0.05	0.34	0.50	1.00	0.30			0.15	0.10
Germantown Plan for Town Sector Zone		1.84	0.05	0.34	0.20			1.00		0.15	0.10
Assessment and Research for future General Plan Update		3.89	0.40	0.34	0.40	0.40	0.40	0.40		0.15	1.40
Aspen Hill and Vicinity Plan		1.41	0.05	0.11	0.50		0.50			0.15	0.10
Westbard Sector Plan	0.60	0.10				0.10					
Bethesda Downtown Sector Plan	1.97	0.25				0.25					
Gaithersburg East Master Plan	1.64	2.99	0.15	0.34				2.40			0.10
Veirs Mill Road Corridor Plan (Wheaton to Rockville)	2.94	3.29	0.15	0.34	0.30			2.40			0.10
Grosvenor Metro Area Minor Master Plan	2.29	1.08	0.05	0.23	0.10			0.50		0.10	0.10
MARC Rail Communities Plan	2.72	0.46	0.10	0.11					0.25		
Greater Lyttonsville Sector Plan	1.39	0.31		0.11		0.20					
Highways Master Plan /Technical Corrections & Updates	1.61	1.06	0.05	0.11	0.50	0.20	0.10	0.10			
White Flint II Sector Plan	3.73	1.36	0.15	0.11				1.00			0.10
Rock Spring Sector Plan	4.13	1.36	0.15	0.11				1.00			0.10
Historic Preservation Functional Master Plan	2.29	1.98	0.10	0.23	1.45	0.10		0.10			
<b>Public Policies Planning and Coordination</b>											
Public Project Coordination	3.13	3.39	0.10	0.34	0.90	0.65	0.70	0.50			0.20
Master Plan Staging/Monitoring	1.20	3.42	0.05	0.23	1.85	0.40	0.39	0.40			0.10
<b>Special Projects</b>											
Recreation Guidelines	0.46										
Rental Housing Study	1.19										
Master Plan Reality Check	1.52										
The Missing Middle - Design and Economics Study		1.26	0.10	0.11		0.10	0.10	0.05			0.80
Roadway Functional Classification System		1.21	0.05	0.11	0.50	0.20	0.20	0.10		0.05	
Integrated Multi-Modal GIS Network		1.25	0.05	0.00	1.05	0.10		0.05			
Agri-Tourism Study		1.53	0.10	0.23				1.00			0.20
Traffic Generation from Mixed Use Development Projects		1.26	0.10	0.11	0.75	0.10	0.10				0.10
Subdivision Staging (Growth Policy)	4.49	0.65		0.00	0.65						
Colocation of Public Facilities Study	0.70	0.36	0.05	0.11							0.20
Corridor Study for MD 355	2.87	1.51	0.10	0.11	0.20			1.00			0.10
Silver Spring Street Scape	1.24	0.69	0.10	0.34		0.25					
Study of Employment Trends	1.24	0.71	0.10	0.11		0.05	0.10	0.05			0.30
Placemaking Initiatives	1.14	2.19	0.10	0.34	0.10	1.25	0.10	0.30			
Bikeways Plan Update	1.78	1.29	0.10	0.34	0.55	0.10					0.20
Evolving Retail Trends Study	0.69	0.31	0.10	0.11				0.10			
Sustainability and Planning Activity	1.07	1.41	0.10	0.11	0.75	0.10	0.10	0.25			
Agriculture Initiatives	1.75	0.91	0.05	0.11	0.15			0.50			0.10
Special Projects	1.18	3.46	0.20	0.34	0.20	0.60	0.10	0.72		0.70	0.60
<b>SUB-TOTAL MASTER PLANNING</b>	<b>51.45</b>	<b>50.63</b>	<b>3.00</b>	<b>5.97</b>	<b>11.60</b>	<b>6.15</b>	<b>10.59</b>	<b>6.77</b>	<b>0.00</b>	<b>1.65</b>	<b>4.90</b>
New Work Program Efforts in FY18	Expected to end in FY17										



# Montgomery County Planning Department

Montgomery County Planning Department: FY18 Proposed Work Program Crosswalk of Work Years (Division to Work Program Elements)											
	FY17 Adopted	FY18 Proposed	Director's Office	Management Services Division	Functional Planning & Policy	Area 1	Area 2	Area 3	Development Applications & Regulatory Coordination	Information Technology & Innovation	Research & Special Projects
<b>Funded WY</b>	<b>140.85</b>	<b>140.24</b>	<b>6.00</b>	<b>16.88</b>	<b>18.47</b>	<b>15.20</b>	<b>19.89</b>	<b>19.67</b>	<b>19.09</b>	<b>17.04</b>	<b>8.00</b>
<b>Program: REGULATORY PLANNING PROGRAM</b>											
<b>Regulatory Policy Development/Amendment</b>											
Zoning Text Amendments (ZTA)/Subdivision Regulation Amendments (SRA)	2.19	2.13	0.05	0.23	1.15	0.30	0.20	0.20			
Zoning Ordinance Revisions and Refinements	0.80	0.78	0.05	0.23		0.20		0.10		0.20	
<b>Land Use Regulations</b>											
Conditional Uses (Special Exceptions)	2.88	3.91	0.05	0.11	0.50	0.25	0.60	2.00	0.40		
Local Map Amendments and Development Plan Amendments	2.44	1.93	0.05	0.11	0.47	0.20	0.40	0.20	0.40	0.10	
Preliminary Plans/Subdivision Plans	13.27	11.45	0.30	0.21	0.25	2.65	2.00	3.00	2.94	0.10	
Sketch and Site Plan Reviews	12.34	12.06	0.30	0.11		3.50	2.00	3.00	3.05	0.10	
Pre-Application Meetings/Guidance	2.85	3.16	0.10	0.11		0.25	1.00	1.00	0.30	0.10	0.30
Regulatory Enforcement and Building Permit Review	2.29	3.16	0.05	0.11		0.25		1.00	1.55	0.20	
Historic Area Work Permits	3.83	2.91	0.05	0.11	2.70	0.05					
Forest Conservation Reviews, Inspections & Enforcement	8.68	8.76	0.05	0.11		0.50	2.00	1.00	5.10		
<b>SUB-TOTAL REGULATORY PLANNING</b>	<b>51.57</b>	<b>50.25</b>	<b>1.05</b>	<b>1.44</b>	<b>5.07</b>	<b>8.15</b>	<b>8.20</b>	<b>11.50</b>	<b>13.74</b>	<b>0.80</b>	<b>0.30</b>
<b>Program: INFORMATION RESOURCES</b>											
<b>Public Information</b>											
Research Projects	2.82	3.54	0.10	0.34	0.20		0.20	0.20	0.10		2.40
Information Systems/Geographic Information Systems (IS/GIS)	7.44	6.53	0.10	0.23	0.10	0.10		0.10	0.10	5.70	0.1
Information Services	3.94	4.28	0.05	0.23		0.20	0.10	0.20	2.25	1.25	
<b>SUB-TOTAL INFORMATION RESOURCES</b>	<b>14.20</b>	<b>14.35</b>	<b>0.25</b>	<b>0.80</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.50</b>	<b>2.45</b>	<b>6.95</b>	<b>2.50</b>
<b>Program: MANAGEMENT/ADMINISTRATION</b>											
<b>Governance</b>											
Work Program Management	6.52	7.59	0.65	1.24	0.50	0.30	0.40	0.40	2.60	1.20	0.30
Work Program Support	10.55	12.04	1.00	7.20	1.00	0.30	0.40	0.50	0.30	1.34	
<b>Agency Support</b>											
Information Technology	6.56	5.38	0.05	0.23						5.10	
<b>SUB-TOTAL MANAGEMENT/ADMINISTRATION</b>	<b>23.63</b>	<b>25.01</b>	<b>1.70</b>	<b>8.67</b>	<b>1.50</b>	<b>0.60</b>	<b>0.80</b>	<b>0.90</b>	<b>2.90</b>	<b>7.64</b>	<b>0.30</b>
<b>TOTAL</b>	<b>140.85</b>	<b>140.24</b>	<b>6.00</b>	<b>16.88</b>	<b>18.47</b>	<b>15.20</b>	<b>19.89</b>	<b>19.67</b>	<b>19.09</b>	<b>17.04</b>	<b>8.00</b>



# Montgomery County Planning Department

Montgomery County Planning Department: FY18 Estimated Work Program cost								
An Estimated cost of the FY18 Planning Department Work Program Based on Analytical Allocation of the Budget								
	FY18 Proposed	Personnel **	Professional Services	Publication	Other Costs	Sub Total	DR Chargeback	Total
<b>Total Funded Workyears</b>	<b>140.24</b>							
<b>Program: MASTER PLANNING PROGRAM</b>								
<b>Plans</b>								
Montgomery Village Master Plan								
Montgomery Hills and Forest Glen Master Plan	2.44	\$309,831			\$48,066	\$357,897		\$357,897
Germantown Plan for Town Sector Zone	1.84	\$233,643	\$12,000		\$36,247	\$281,890		\$281,890
Assessment and Research for future General Plan Update	3.89	\$493,952	\$275,000		\$76,630	\$845,582		\$845,582
Aspen Hill and Vicinity Plan	1.41	\$179,042	\$16,000		\$27,776	\$222,818		\$222,818
Westbard Sector Plan	0.10	\$12,698			\$1,970	\$14,668		\$14,668
Bethesda Downtown Sector Plan	0.25	\$31,745			\$4,925	\$36,670		\$36,670
Gaithersburg East Master Plan	2.99	\$379,670	\$60,000		\$58,901	\$498,571		\$498,571
Veirs Mill Road Corridor Plan (Wheaton to Rockville)	3.29	\$417,764			\$64,811	\$482,575		\$482,575
Grosvenor Metro Area Minor Master Plan	1.08	\$137,138			\$21,275	\$158,414		\$158,414
MARC Rail Communities Plan	0.46	\$58,411			\$9,062	\$67,472		\$67,472
Greater Lyttonsville Sector Plan	0.31	\$39,364			\$6,107	\$45,471		\$45,471
Highways Master Plan /Technical Corrections & Updates	1.06	\$134,599			\$20,881	\$155,480		\$155,480
White Flint II Sector Plan	1.36	\$172,693			\$26,791	\$199,484		\$199,484
Rock Spring Sector Plan	1.36	\$172,693			\$26,791	\$199,484		\$199,484
Historic Preservation Functional Master Plan	1.98	\$251,420			\$39,005	\$290,425		\$290,425
<b>Public Policies Planning and Coordination</b>								
Public Project Coordination	3.39	\$430,462			\$66,781	\$497,243		\$497,243
Master Plan Staging/Monitoring	3.42	\$434,271	\$16,000		\$67,372	\$517,643		\$517,643
<b>Special Projects</b>								
Recreation Guidelines								
Rental Housing Study								
Master Plan Reality Check								
The Missing Middle - Design and Economics Study	1.26	\$159,995	\$50,000		\$24,821	\$234,816		\$234,816
Roadway Functional Classification System	1.21	\$153,646	\$100,000		\$23,836	\$277,482		\$277,482
Integrated Multi-Modal GIS Network	1.25	\$158,725	\$35,000		\$24,624	\$218,349		\$218,349
Agri-Tourism Study	1.53	\$194,279	\$50,000		\$30,140	\$274,419		\$274,419
Traffic Generation from Mixed Use Development Projects	1.26	\$159,995	\$75,000		\$24,821	\$259,816		\$259,816
Subdivision Staging (Growth Policy)	0.65	\$82,537	\$25,000		\$12,805	\$120,341		\$120,341
Colocation of Public Facilities Study	0.36	\$45,713			\$7,092	\$52,805		\$52,805
Corridor Study for MD 355	1.51	\$191,740			\$29,746	\$221,486		\$221,486
Silver Spring Street Scape	0.69	\$87,616			\$13,593	\$101,209		\$101,209
Study of Employment Trends	0.71	\$90,156			\$13,986	\$104,142		\$104,142
Placemaking Initiatives	2.19	\$278,086	\$50,000		\$43,141	\$371,227		\$371,227
Bikeways Plan Update	1.29	\$163,804	\$120,000		\$25,412	\$309,216		\$309,216
Evolving Retail Trends Study	0.31	\$39,364			\$6,107	\$45,471		\$45,471
Sustainability and Planning Activity	1.41	\$179,042			\$27,776	\$206,818		\$206,818
Agriculture Initiatives	0.91	\$115,552			\$17,926	\$133,478		\$133,478
Special Projects	3.46	\$439,351	\$30,000		\$68,160	\$537,510		\$537,510
<b>SUB-TOTAL MASTER PLANNING</b>	<b>50.63</b>	<b>\$6,428,993</b>	<b>\$914,000</b>	<b>\$0</b>	<b>\$997,375</b>	<b>\$8,340,368</b>	<b>\$0</b>	<b>\$8,340,368</b>



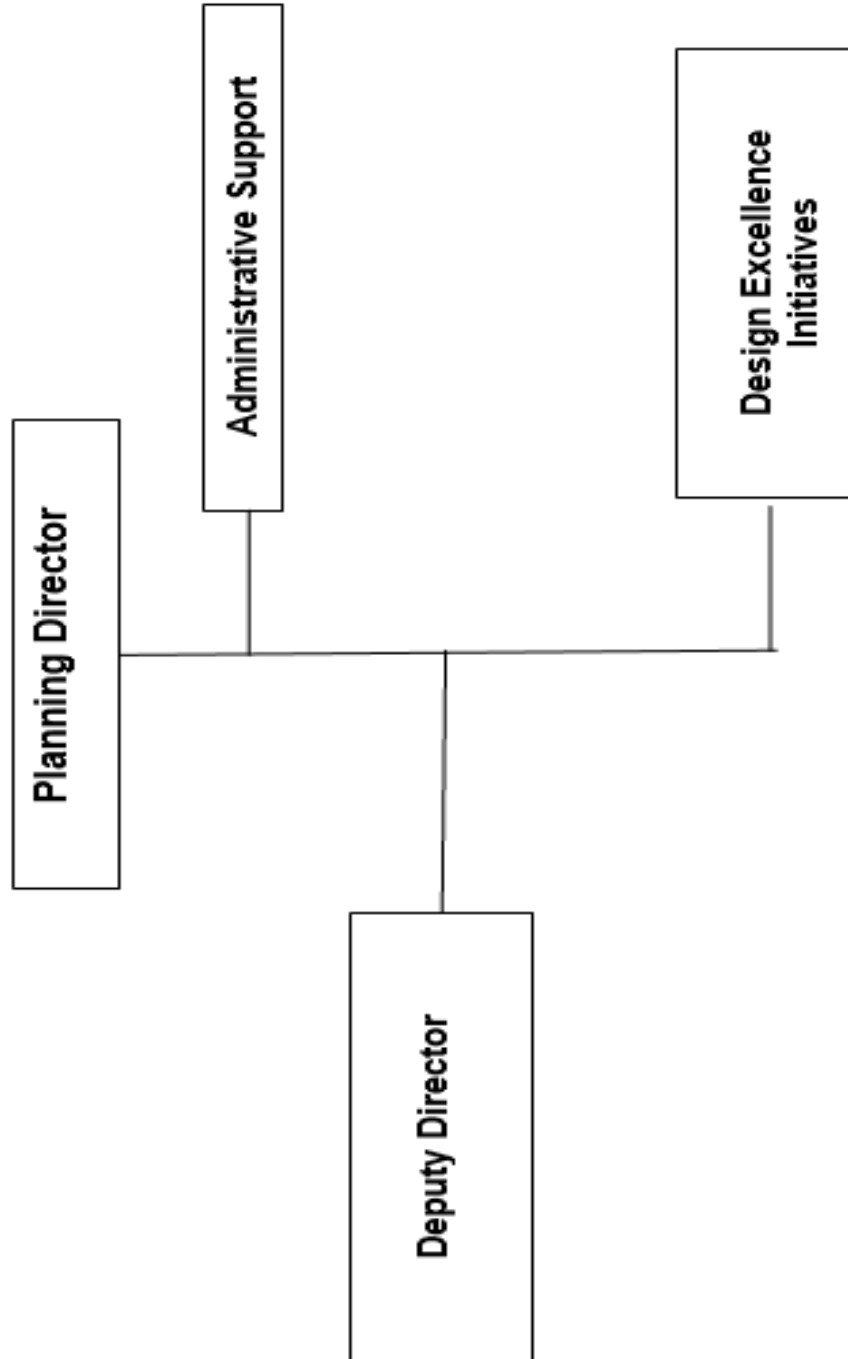
# Montgomery County Planning Department

Montgomery County Planning Department: FY18 Estimated Work Program cost								
An Estimated cost of the FY18 Planning Department Work Program Based on Analytical Allocation of the Budget								
	FY18 Proposed	Personnel **	Professional Services	Publication	Other Costs	Sub Total	DR Chargeback	Total
<b>Total Funded Workyears</b>	<b>140.24</b>							
<b>Program: REGULATORY PLANNING PROGRAM</b>								
<b>Regulatory Policy Development/Amendment</b>								
Zoning Text Amendments (ZTA)/Subdivision Regulation Amendments (SRA)	2.13	\$270,467			\$41,959	\$312,427		\$312,427
Zoning Ordinance Revisions and Refinements	0.78	\$99,044			\$15,365	\$114,410		\$114,410
<b>Land Use Regulations</b>								
Conditional Uses (Special Exceptions)	3.91	\$496,491			\$77,024	\$573,516		\$573,516
Local Map Amendments and Development Plan Amendments	1.93	\$245,071			\$38,020	\$283,091		\$283,091
Preliminary Plans/Subdivision Plans	11.45	\$1,453,920			\$225,557	\$1,679,477	(\$1,327,600)	\$351,877
Sketch and Site Plan Reviews	12.06	\$1,531,378			\$237,573	\$1,768,951	(\$1,427,300)	\$341,651
Pre-Application Meetings/Guidance	3.16	\$401,257			\$62,250	\$463,506		\$463,506
Regulatory Enforcement and Building Permit Review	3.16	\$401,257			\$62,250	\$463,506		\$463,506
Historic Area Work Permits	2.91	\$369,512		\$11,000	\$57,325	\$437,836		\$437,836
Forest Conservation Reviews, Inspections & Enforcement	8.76	\$1,112,344			\$172,566	\$1,284,910		\$1,284,910
<b>SUB-TOTAL REGULATORY PLANNING</b>	<b>50.25</b>	<b>\$6,380,741</b>	<b>\$0</b>	<b>\$11,000</b>	<b>\$989,889</b>	<b>\$7,381,630</b>	<b>(\$2,754,900)</b>	<b>\$4,626,730</b>
<b>Program: INFORMATION RESOURCES</b>								
<b>Public Information</b>								
Research Projects	3.54	\$449,509	\$56,000		\$69,735	\$575,244		\$575,244
Information Systems/Geographic Information Systems (IS/GIS)	6.53	\$829,179	\$40,000		\$376,178	\$1,245,357		\$1,245,357
Information Services	4.28	\$543,474			\$84,313	\$627,787	(\$371,800)	\$255,987
<b>SUB-TOTAL INFORMATION RESOURCES</b>	<b>14.35</b>	<b>\$1,822,162</b>	<b>\$96,000</b>	<b>\$0</b>	<b>\$530,227</b>	<b>\$2,448,389</b>	<b>(\$371,800)</b>	<b>\$2,076,589</b>
<b>Program: MANAGEMENT/ADMINISTRATION</b>								
<b>Governance</b>								
Work Program Management	7.59	\$963,778			\$149,518	\$1,113,295		\$1,113,295
Work Program Support	12.04	\$1,528,838			\$237,179	\$1,766,018		\$1,766,018
<b>Agency Support</b>								
Information Technology	5.38	\$683,152	\$209,100		\$813,693	\$1,705,945		\$1,705,945
<b>SUB-TOTAL MANAGEMENT/ADMINISTRATION</b>	<b>25.01</b>	<b>\$3,175,768</b>	<b>\$209,100</b>	<b>\$0</b>	<b>\$1,200,390</b>	<b>\$4,585,258</b>	<b>\$0</b>	<b>\$4,585,258</b>
<b>TOTAL</b>	<b>140.24</b>	<b>\$17,807,664</b>	<b>\$1,219,100</b>	<b>\$11,000</b>	<b>\$3,717,881</b>	<b>\$22,755,645</b>	<b>(\$3,126,700)</b>	<b>\$19,628,945</b>
New Work Program Efforts in FY18								
Expected to end in FY17								
						Transfer to DR Special Revenue Fund		\$500,000
							Grant	\$150,000
<small>**Personnel cost does not include OPEB Prefunding ,OPEB pay go and compensation. These are included in non-departmental account</small>						<b>FY18 Proposed Budget</b>		<b>\$20,278,945</b>



ORGANIZATIONAL STRUCTURE

# OFFICE OF THE PLANNING DIRECTOR





# Montgomery County Planning Department – Director’s Office

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## OVERVIEW

The Director’s Office provides leadership and executive oversight of the Department’s work program, policies, procedures and strategic planning.

## PROGRAMS AND SERVICES PROVIDED

- Leadership on Strategic Planning and Design Issues
- Coordination with County Agency Department Heads
- Community Outreach Oversight
- Legislative Oversight
- Budget
- Coordination with the Office of State Planning
- Coordination with the Council of Governments (COG) Planning Directors Committee
- Work Program Oversight
- Semi-Annual Reports

## ACCOMPLISHMENTS FROM JANUARY 2016 THROUGH DECEMBER 2016

- Updated the quadrennial Subdivision Staging Policy, focusing on modes of travel other than the automobile and creating a hybrid school test to help direct resources not just toward clusters that are overcrowded but also toward individual schools that have far exceeded their planned capacity.
- Rewrote and streamlined the Subdivision Regulations, focusing particularly on how to deal appropriately with requests for private roads and assess when they are necessary.
- In conjunction with the National Center for Smart Growth, convened Makeover Montgomery 3, which attracted over 300 people who heard from 90 speakers on three topics: the sharing economy, beyond transit oriented development, and equity and opportunity in the suburbs.
- Completed the Westbard Sector Plan and sent the Planning Board drafts of the Greater Lyttonsville and Bethesda Downtown Sector plans to the Council.
- Held the second annual Design Excellence Awards program to recognize those projects that exemplify great design.
- Guided work on several ongoing Master Planning efforts, including the White Flint II Sector Plan, the Rock Spring Master Plan, the MARC Rail Communities Plan for Boyds and Germantown, and the Bicycle Master Plan.
- Continued work on the interior and exterior design of the Planning Department’s new building in Wheaton.
- Undertook several special projects, including a rental housing study, a retail trends study, and a master plan reality check.
- Approved several significant regulatory plans, including the Sketch Plans for the Apex Building in Bethesda and Elizabeth Square in Silver Spring.



**Montgomery County  
Planning Department – Director’s Office**

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**BUDGET AT A GLANCE**

**Summary of Division Budget**

	<b>FY17 <u>Adopted</u></b>	<b>FY18 <u>Proposed</u></b>	<b>% <u>Change</u></b>
<b>Budget</b>			
Expenditures	\$958,251	\$1,115,698	16.4%
<b>Staffing</b>			
Funded Career Positions	5.00	6.00	20.0%
Funded Workyears	5.00	6.00	20.0%

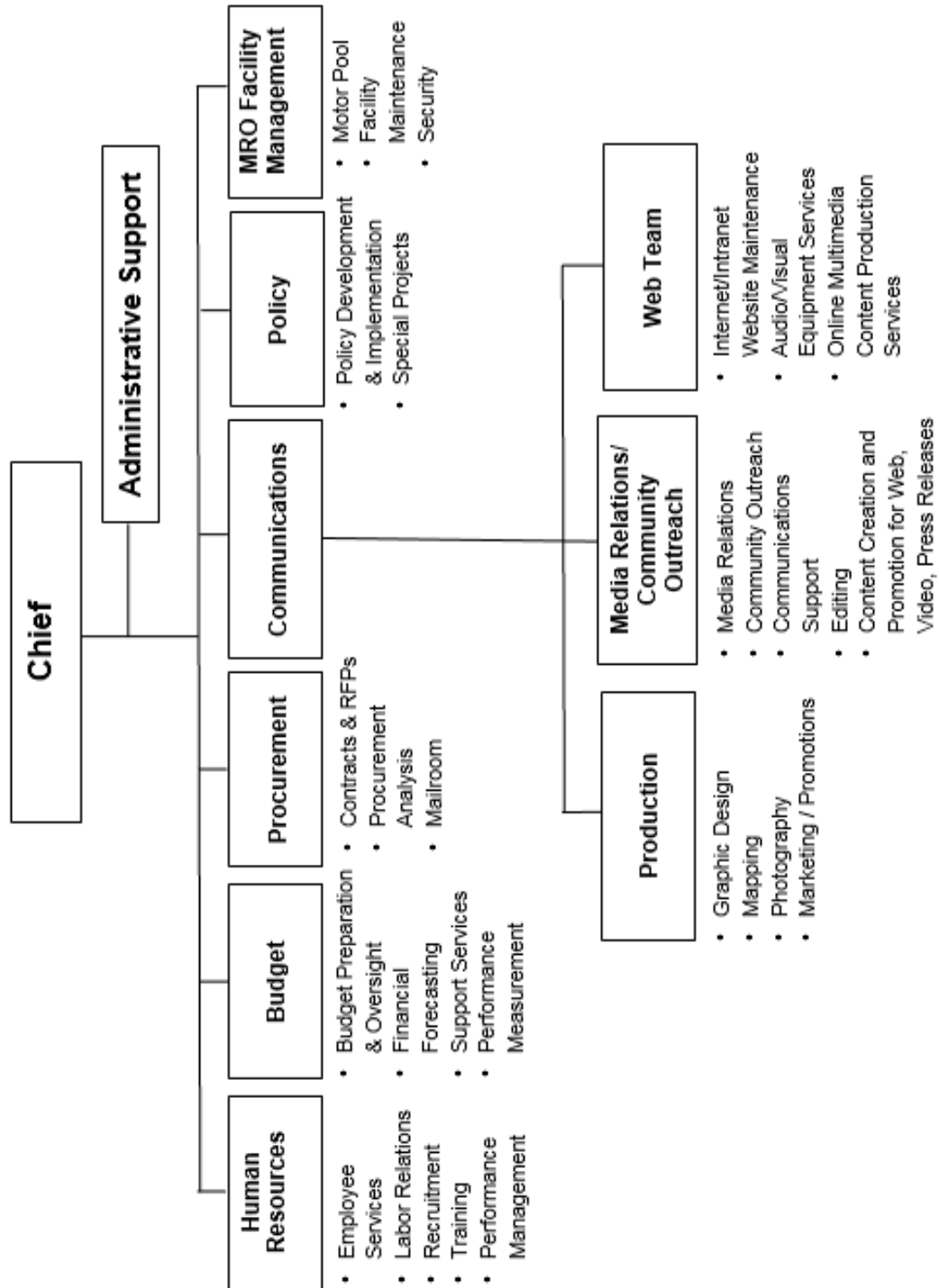
**HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET**

- Transfers one (1) full-time position, one (1) workyear and the commensurate funding from DARC to the Director’s office.
- Includes \$30,000 in one-time funding for the Makeover Montgomery 4 Conference.



ORGANIZATIONAL STRUCTURE

# MANAGEMENT SERVICES



# Montgomery County

## Planning Department – Management Services

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### OVERVIEW

The Management Services Division’s activities support a variety of policy, financial, budgetary, procurement, personnel, and communications needs, while ensuring the Department’s ability to attain its goals and objectives. In addition, the division leads the Department’s organizational development program and diversity efforts. Management Services provides a variety of services that directly support the Planning divisions to allow them to achieve their mission and responsiveness to the public, and assists the Director’s Office with implementing internal policies and procedures to support the administrative functions within the Department. The Management Services Division consists of the following sections:

**Policy and Special Projects** is responsible for developing, implementing, and administering Departmental policies and procedures, including the department’s energy plan, emergency management plan, sustainability plan, and ADA compliance plan. In addition, this section is responsible for a variety of projects that involve moving new initiatives forward, and completing short and long-term department-wide projects and analyses.

**Budget Administration** uses a coordinated financial management system that handles more than \$20 million in annual operating funds; prepares the Department’s annual budget; guides the development and monitoring of performance measures; assists the Department with the Council review and approval process; monitors budget performance during the fiscal year; and develops and monitors the Support Services program.

**Procurement** guides department-wide procurement activity including contract development and administration, bill paying, monitoring vendor activity and compliance, and oversees internal and external mail distribution. This section also proposes, evaluates, and implements departmental procurement policies, practices and procedures.

**Human Resources/Training and Development** provides departmental human resource services in the areas of recruitment, performance management, employee/labor relation services, and intern program coordination. This section also provides Departmental training, workforce planning and organizational development programs and activities that increase the competencies of Department employees, to enable them to provide the highest quality planning services.

**Facilities Management** provides care and maintenance of the aging Montgomery Regional Office building facility, and manages the motor pool.

**Communications** empowers leadership and staff in the Planning Department to express their ideas in a unified voice so Montgomery County citizens can understand and participate in the planning process. The team helps the Department to develop communication tools, event planning, marketing, media relations, public documents, reports, presentations, posters, videos, articles, letters, website development and design, exhibits, banners and signage, photography and branding efforts. Both traditional and cutting-edge media are used to convey information through a variety of platforms.



# Montgomery County Planning Department – Management Services

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## PROGRAMS AND SERVICES PROVIDED

- Management and Administration
- Human Resources Management
- Training and Development
- Media Relations and Community Outreach
- Web Services and Content Management
- Editing and Graphic Design
- Facilities Management and Motor Pool
- Budget Development and Fiscal Oversight
- Financial Management
- Procurement

## ACCOMPLISHMENTS FROM JANUARY 2016 THROUGH DECEMBER 2016

- Provided continued support for the Commission-wide Enterprise Resource Planning (ERP) system to identify and resolve data and process issues to stabilize and improve the system.
- Conducted and analyzed performance measure data to assess progress toward achieving the department's performance expectations and to improve the management and delivery of services.
- Continued participation in the Commission's Employment Program for People with Disabilities by hiring people with disabilities and providing meaningful work experience for this population which continues to be the largest unemployed population nationally and in Montgomery County.
- Conducted awareness training in active event preparedness, cultural inclusion, and health and wellness
- Replaced two 40-year-old air handlers that had exceeded their useful life.
- Replaced the 15-year-old worn and torn carpet on the 2nd floor and reconfigured the cubicle workstation layout to provide additional work areas and a more efficient flow.
- Replaced parking lot lights with brighter, energy efficient LED fixtures for improved lighting and security for our employees and visitors.
- Gave back to the community through partnering with A Wider Circle (Thanksgiving Food Drive, Homeless Veteran House Supplies Drive).
- Executed the successful 2016 Winter Speakers Series focused on transportation. Included comprehensive communication planning for three events, promotion and coverage on video and print.
- Supported the Makeover Montgomery 3 Conference with positive feedback on logistics, promotion and media coverage.
- Updated the Planning Department website to improve user experience and enhance information available. Website also meets ADA standards for usability.



# Montgomery County Planning Department – Management Services

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## GOALS AND PERFORMANCE MEASURES

The Management Services Division contributes to the Department-wide goals delineated in the Departmental overview.

## BUDGET AT A GLANCE

### Summary of Division Budget

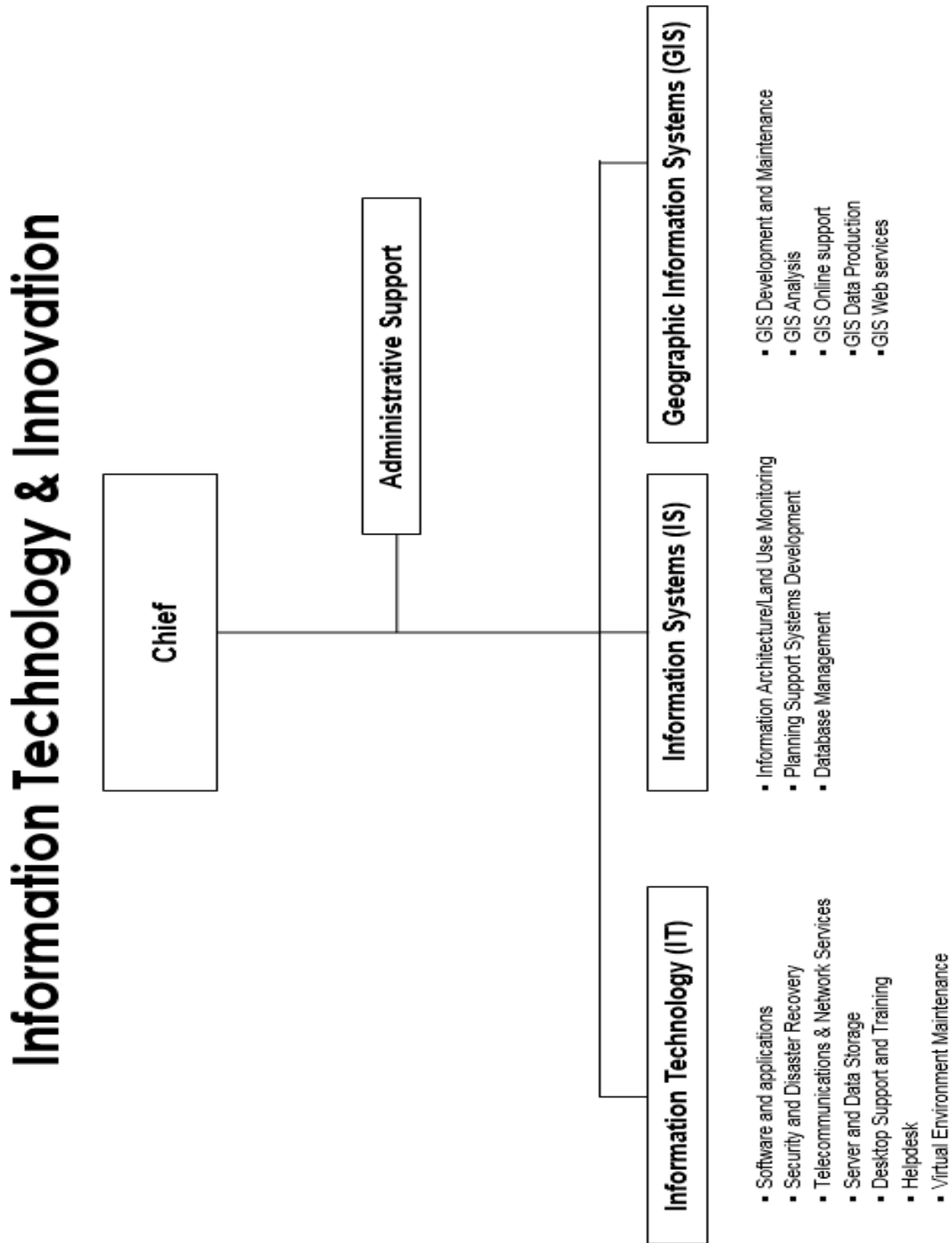
	<b>FY17 <u>Adopted</u></b>	<b>FY18 <u>Proposed</u></b>	<b>% <u>Change</u></b>
<b>Budget</b>			
Expenditures	\$2,179,170	\$2,303,760	5.7%
<b>Staffing</b>			
Funded Career Positions	17.00	17.00	0.0%
Funded Term Positions	1.00	1.00	0.0%
Funded Workyears	16.75	16.88	0.8%

## HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

- Consolidated communications related supplies (\$5,000) and videography, advertising and translation services (\$60,700) from FPP, Area 1, Area 2 and Area 3 divisions to the Communications Team budget for better tracking purposes.



ORGANIZATIONAL STRUCTURE



# Montgomery County

## Planning Department – Information Technology and Innovation

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### OVERVIEW

Unlike all other Divisions in the Parks and Planning Departments, the ITI Division is an inter-departmental Division, serving both Parks and Planning. ITI Division staff members are located within Planning headquarters, the Parks headquarters, and numerous Parks facilities throughout the County. ITI is focused on leveraging the reengineered IT Unit to enable better business outcomes and ensure customer needs are anticipated and met effectively through a collaborative management model. The ITI Division provides IT infrastructure and services and IS/GIS systems and support.

The ITI Division consists of the following three units – IT, IS, and GIS:

**Information Technology (IT):** The IT unit provides a robust, secure, and reliable IT infrastructure to support mission-critical applications, telecommunications, mobile computing, and desktop support employing industry best practices.

**Information Systems (IS):** The IS unit designs, implements, and maintains the information system architecture and all land use applications for planning analysis in the Department of Parks and the Planning Department, including Hansen and ProjectDox (ePlans).

**Geographic Information Systems (GIS):** The GIS unit maintains the County’s land use and geographic databases. Our GIS development effort is part of a long-term interagency initiative to provide quality GIS data for decision making throughout all levels of County government.

### MISSION

The ITI Division provides a solid technology infrastructure as the foundation for essential IT solutions that provide citizens, the business community, and staff with timely and convenient access to information and services required for quality decision making.

Our mission is to provide a robust, secure, and reliable IT infrastructure to support mission-critical applications, telecommunications, mobile computing, and desktop support employing industry best practices; to provide critical data, analysis, and recommendations for the Planning Department and the County Council to guide land development decisions in response to socioeconomic and fiscal trends; and to provide the County’s constituents and the land development community access to this data.

### PROGRAMS AND SERVICES PROVIDED to both PARKS and PLANNING DEPARTMENTS

- Provide data infrastructure to handle data, voice, and wireless
- Provide departmental Voice Over IP (VOIP) for all sites
- Provide robust infrastructure for video streaming for Planning Board Live
- Manage Cloud-based email system
- Support Hansen/ProjectDox (ePlans) system
- Design, implement and maintain the information system architecture
- Coordinate interagency data transfers between County and State agencies
- Provide an annual report to County Council on regulatory review metrics.





# Montgomery County Planning Department – Information Technology and Innovation

- Represent both departments on the Chief Technology Officers (CTO) committee and numerous ad hoc IT committees
- Provide best practices in security through comprehensive remote monitoring
- Maintain virtualized environment for primary server applications
- Provide full range of IS services for all regulatory applications
- Provide GIS mapping desktop and server software capability to parks and planning.
- Provide an annual report to the State Department of Planning on County jurisdictional planning activity
- Ensure data integrity and reliability through redundancy for corporate data
- Represent the Departments on the Interagency Technology Policy Coordinating Committee (ITPCC) and numerous subcommittees along with other Montgomery County agencies
- Desktop Support

## ACCOMPLISHMENTS FROM JANUARY 2016 THROUGH DECEMBER 2016

- Continued to enhance VMWare environment to accommodate additional virtualized servers.
- Implemented integrated messaging (voice mail to email) in both Departments.
- Upgraded to Microsoft Office 2016 in both Departments.
- Continued to migrate physical servers to the virtual environment for improved reliability, reduced administration, and cost savings.
- Continued efforts to constantly improve our wide area network with increased bandwidth and redundancy.
- Created several new web-based tools to provide information to the public. Publicized the implementation of these new tools.

## GOALS AND PERFORMANCE MEASURES

<b>Goal To provide a robust, secure, and reliable IT infrastructure to support mission-critical applications, telecommunications, mobile computing, and desktop support.</b>				
<b>Objective</b>				
Maintain uninterrupted network services 24/7				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of network uptime	99.9%	99.9%	99.6%	100%
<b>Objective</b>				
To respond to IT help desk calls as quickly as possible to reduce end-user downtime				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of trouble tickets resolved on the first call	97.5%	98.4%	98.85%	99%
<b>Objective</b>				
Maintain uninterrupted access to enterprise email				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of email uptime	99.6%	99.9%	99.9%	100%



# Montgomery County Planning Department – Information Technology and Innovation

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The ITI Division contributed to the Department-wide goals delineated in the Departmental overview.

## BUDGET AT A GLANCE

### Summary of Division Budget

		<b>FY17 <u>Adopted</u></b>	<b>FY18 <u>Proposed</u></b>	<b>% <u>Change</u></b>
<b>Budget</b>				
	Expenditures	\$3,217,719	\$3,477,395	8.1%
<b>Staffing</b>				
	Funded Career Positions	17.00	18.00	5.9%
	Funded Workyears	16.00	17.04	6.5%

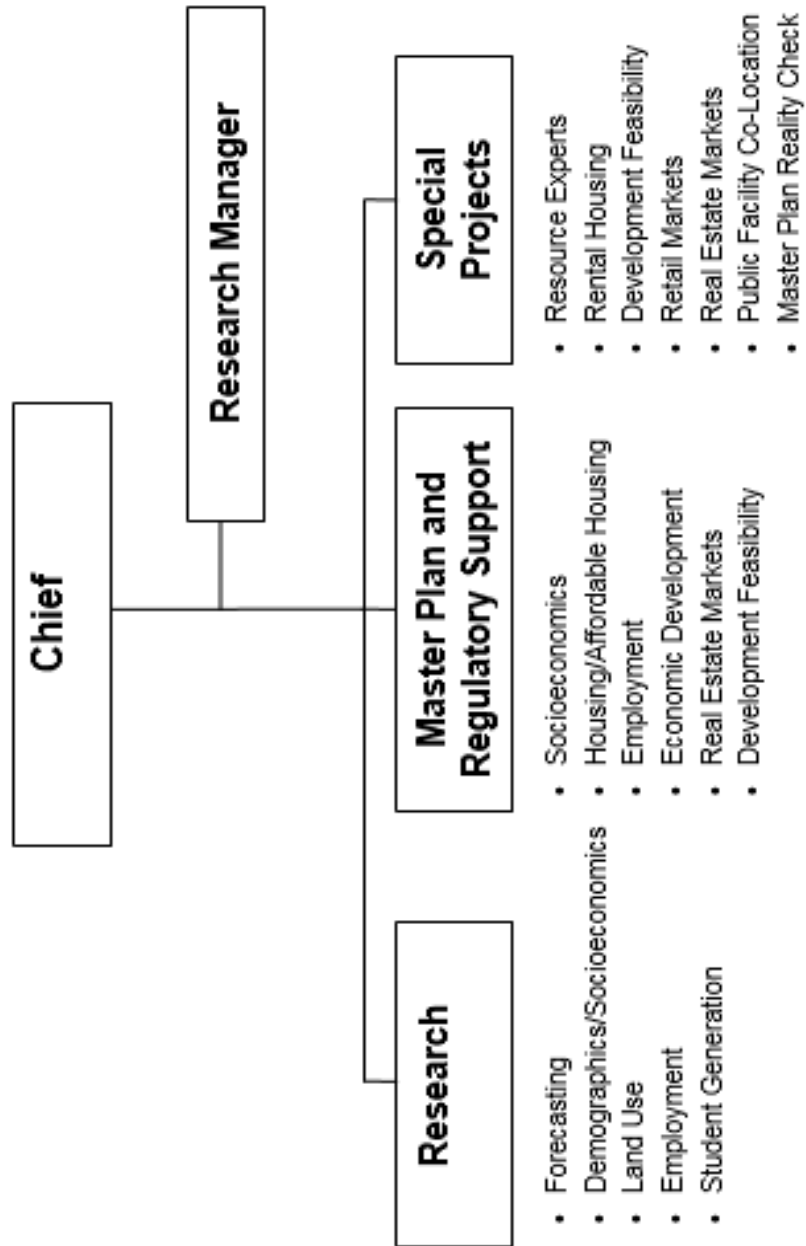
## HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

- Transfers one (1) full-time position, one (1) workyear and the commensurate funding from Area 3 to the ITI.
- Redistributes resources from various divisions to ITI to cover ongoing new cost of \$15,000 for SharePoint maintenance, \$ 15,000 for data protection, and \$20,000 for Microsoft Premier support service and CPI increases.



ORGANIZATIONAL STRUCTURE

# RESEARCH AND SPECIAL PROJECTS



# Montgomery County

## Planning Department – Research & Special Projects

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### OVERVIEW

The Research and Special Projects (RSP) Division conducts policy-relevant research and special projects for the Planning Department. It supports the development of master plans and land use policy decisions by gathering and analyzing data on a range of topics, including demographics, housing, local economy, development, employment, and real estate market dynamics. It also oversees special studies requiring outside expertise. These efforts inform and help guide decisions by Planning staff, the Planning Board, the County Council, and the public on policy and planning questions.

### MISSION

To help inform decisions by Planning staff, the Planning Board, and County Council by providing insightful data-driven analysis and policy-relevant research on land use, economic, demographic, and other related issues affecting Montgomery County.

### PROGRAMS AND SERVICES PROVIDED

- Undertake special assignments that help inform the development of public policy and land use decisions.
- Assemble and analyze demographic, socio-economic, and real estate market data in support of master plans.
- Analyze real estate market trends and assess master plan economic and financial feasibility to inform the development of plan implementation strategies.
- Analyze and report on the housing needs of current and future County residents and methods to best accommodate those.
- Prepare ‘White Papers’ that address topics and questions posed by Planning staff, the Planning Board, or County Council.
- Assess commercial, employment, and housing impacts arising from new or proposed development.
- Report on demographic, housing, employment, commercial space, and economic trends.
- Support development review process by reviewing developer proformas and conducting financial feasibility assessments.
- Develop and implement a forecast model to calculate the County’s future small area populations, households, and employment.
- Work with IT/GIS to develop innovative ways of mapping data and putting it on the web.

### ACCOMPLISHMENTS FROM JANUARY 2016 THROUGH DECEMBER 2016

- Completed a new cooperative forecast, known as Round 9.0, of employment, households, and population for Montgomery County. The cooperative forecast became official in November 2016 when the Metropolitan Washington Council of Governments Board formally adopted.
- Updated the County’s student generation rates in collaboration with Montgomery County Public Schools (MCPS).
- Participated in the community outreach and production process of the 2016 Subdivision Staging Policy (SSP).
- Coordinating the work of consultants conducting a two-year study of Rental Housing markets and policies in Montgomery County, in conjunction with the Department of Housing and Community Affairs. The consultants provided an interim update to the Planning Board in July 2016 and is expected to provide a complete report with policy recommendations in early 2017.



# Montgomery County Planning Department – Research & Special Projects

- Managed a consultant conducting a Retail Market Strategy Study with the goal of developing land use and regulatory strategies to improve the County’s retail competitiveness.
- As an extension of the Colocation White Paper completed in January 2015, RSP staff are working with the County Executive’s Office and consultants on the Colocation of Public Facilities Study examining potential colocation opportunities. A final report is scheduled to be drafted and presented to the Planning Board and County Council in 2017.
- Provided demographic, employment, economic feasibility, and housing affordability analysis to various master plan efforts. These analyses assist the master planning team and Planning Board make informed land use decisions. In addition to providing data and analysis, RSP staff participated in meetings with the Planning Board and County Council. Assistance was lent to the following master plans:
  - Westbard Sector Plan
  - Greater Lyttonsville Sector Plan
  - Bethesda Downtown Sector Plan
  - MARC Rail Communities Plan
  - Rock Spring Sector Plan
  - White Flint II Sector Plan
  - Grosvenor Metro Area Minor Master Plan
- Provided socio-economic and demographic analysis to support the development of new Recreation Guidelines.
- Responded to a range of one-off requests for data from County Council staff, County Executive Agencies, a range of other stakeholders and the Public.
- Participated in an interdepartmental team to develop solutions for employee parking and daily commuting and assess the demand for child care for the new Wheaton Headquarters.

## GOALS AND PERFORMANCE MEASURES

<b>Goal</b> To support the development of data-driven master plans by providing data and analysis on existing demographic, economic, and housing conditions and market potential.				
<b>Objective</b>				
Provide socioeconomic analyses and market research for master plans.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Master plans for which the RSP division provides demographic, commercial, or housing analysis.	Varies per Council directive	9	8	9
<b>Goal</b> To inform major Planning Board and County Council land use policy and affiliated public policy decisions by conducting in-depth special studies.				
<b>Objective</b>				
Conduct policy-relevant special studies that shed light on and offer policy solutions to challenges that the Planning Department and County encounter.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Number of special studies completed	3	1	4	6



**Montgomery County  
Planning Department – Research & Special Projects**

<b>Goal</b> To provide ongoing thought leadership on data trends and relevant issues by providing timely analyses of land development change and economic, demographic, and market components.				
<b>Objective</b>				
Regularly publish the County regional forecast, the County Council District Demographic Snapshot, topical demographic, employment, and housing trend sheets, short policy papers, and blog posts on relevant topical issues.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Distribution of division initiated research publications, trend sheets, blogposts, and/or policy briefs. *	14	NA	NA	14
<b>Goal</b> To serve as a technical expert on data and economic analysis for other planning divisions, Department of Parks, County Council, other government agencies, and the public.				
<b>Objective</b>				
Respond to requests for information in a timely manner and provide thoughtful and accurate information. Provide additional demographic, housing, economic, market, feasibility and other ad hoc analyses to support master plans and development review cases.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Information request responses.	300	320	325	300

\*New for FY18 budget

**BUDGET AT A GLANCE**

**Summary of Division Budget**

	<b>FY17 <u>Adopted</u></b>	<b>FY18 <u>Proposed</u></b>	<b>% <u>Change</u></b>
<b>Budget</b>			
Expenditures	\$1,347,156	\$1,468,927	9.0%
<b>Staffing</b>			
Funded Career Positions	8.00	8.00	0.0%
Funded Workyears	8.00	8.00	0.0%

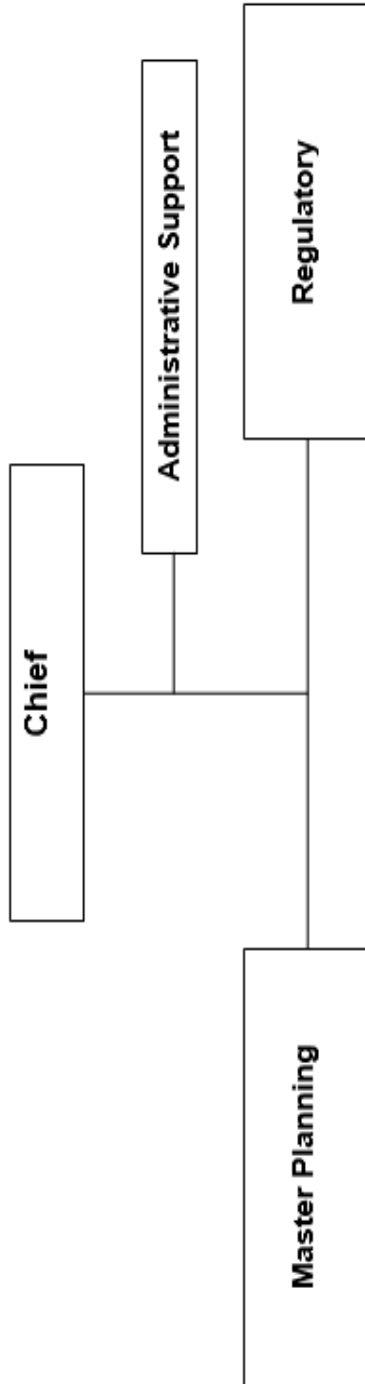
**HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET**

- Includes one-time funding of \$200,000 for University of Maryland’s National Center for Smart Growth assistance for the assessment and research for a future General Plan update.
- Includes one-time funding of \$75,000 for County Wide Residential market study, State of Montgomery Housing and Neighborhoods Study, and Economic Development Indicators in support of the assessment and research for a future General Plan update.
- Includes one-time funding of \$50,000 for the Missing Middle design study.



ORGANIZATIONAL STRUCTURE

**AREA 1**



- Master/Sector/Neighborhood Plans
  - Regulatory Input
  - Environmental Input
  - Transportation Input
  - Urban Design Input
  - Demographic and Economic Input
  - Sectional Map Amendments
  - Master Plan Staging
  - Community Outreach
  - Public Coordination
  - Interjurisdictional Coordination
  - Intra-Agency Coordination
  - Mandatory Referrals
  - Placemaking Initiatives

- Regulatory Review
  - Sketch Plans
  - Project Plans
  - Subdivision Plans
  - Pre-Preliminary Plans
  - Site Plans
  - Concept Plans
- Conditional Use Reviews
- Staff Support to the Office of Zoning and Administrative Hearing
- Local Map Amendments
- Forest Resources Planning/Reviews
- Water Resources/Water Quality
- Water and Sewer Planning
- Traffic Mitigation Agreements
- Local Area Transportation Review
- TPAR Review
- Community Outreach
- Public Coordination
- Interjurisdictional Coordination
- Intra-Agency Coordination



# Montgomery County Planning Department – Area 1

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## OVERVIEW

The Area 1 Division covers the geographical portion of the county south of I-495 including the Silver Spring, Bethesda and Friendship Heights Central Business Districts (CBDs), as well as Takoma Park, Chevy Chase Lake, Greater Lyttonsville and Westbard. The Division:

- Prepares master plans and sector plans.
- Provides for orderly, functional, and attractive development consistent with sector or master plans.
- Provides timely and coordinated analysis of development applications, including zoning, conditional use and regulatory reviews, to implement area master plans, sector plans, and other public plans and policies.
- Provides urban design considerations for master planning functions and regulatory applications.
- Provides recommendations to assist in preserving and conserving resources.
- Provides recommendations for innovative environmental practices.
- Provides the integration of environmental and transportation considerations from the earliest phases of the planning and development process.
- Provides guidance on multiple modes of transportation consistent with the land use and planning development process.
- Reviews proposed public projects for consistency with County plans, policies, and guidelines and compatibility with surrounding development.

## MISSION

To create great communities by developing comprehensive land use plans, reviewing applications for development and proposed public facilities, and analyzing various types of information to help public officials plan for Montgomery County's future.

## PROGRAMS AND SERVICES PROVIDED

- Master/Area/Neighborhood Planning
  - Regulatory Coordination
  - Environmental Coordination
  - Transportation Coordination
  - Urban Design Coordination
  - Sectional Map Amendment
- Regulatory Reviews
- Local Map Amendments
- Development Plan Amendments
- Technical Staff support to the Board of Appeals and Hearing Examiner
- Capital Improvements Program Review
- Sectional Map Amendments
- Amenity Fund Coordination
- Local Area Transportation Review
- Transportation Policy Area Review
- Mandatory Referrals
- Community Outreach
- Interagency coordination
- Coordination with Enforcement
- Coordination with Park Planning
- Conditional Use and Zoning Reviews
- Forest Resources Planning/Reviews
- Transportation Management and Transportation Mitigation Agreements
- Inter-jurisdictional coordination
- Public/Private Coordination
- Placemaking Initiatives Coordination





# Montgomery County Planning Department – Area 1

## ACCOMPLISHMENTS FROM JANUARY 2016 THROUGH DECEMBER 2016

- Westbard Sector Plan approved and adopted by the County Council.
- Greater Lyttonsville Sector Plan approved by Planning Board and transmitted to County Council.
- Bethesda Downtown Sector Plan approved by Planning Board and transmitted to County Council.
- Design Guidelines for Westbard, Greater Lyttonsville and Bethesda underway.

## GOALS AND PERFORMANCE MEASURES

<b>Goal Preparation and implementation of Master Plans in accordance with the General Plan...on Wedges and Corridors</b>				
<b>Objective</b>				
Prepare master plans and sector plans that provide for orderly, functional, and attractive development in the County.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
# of Approved Master Plan Amendments	Varies per Council Directive	0	0	0
# of Approved Sectional Map Amendments	Varies per Council Directive	0	3	0
# of Approved Urban Design Guidelines for approved master plans	Varies per Council Directive	0	0	3

## BUDGET AT GLANCE

### Summary of Division Budget

	<b>FY17 Adopted</b>	<b>FY18 Proposed</b>	<b>% Change</b>
<b>Budget</b>			
Expenditures	\$1,461,944	\$1,219,902	-16.6%
<b>Staffing</b>			
Funded Career Positions	16.00	16.00	0.0%
Funded Workyears	9.45	9.35	-1.1%

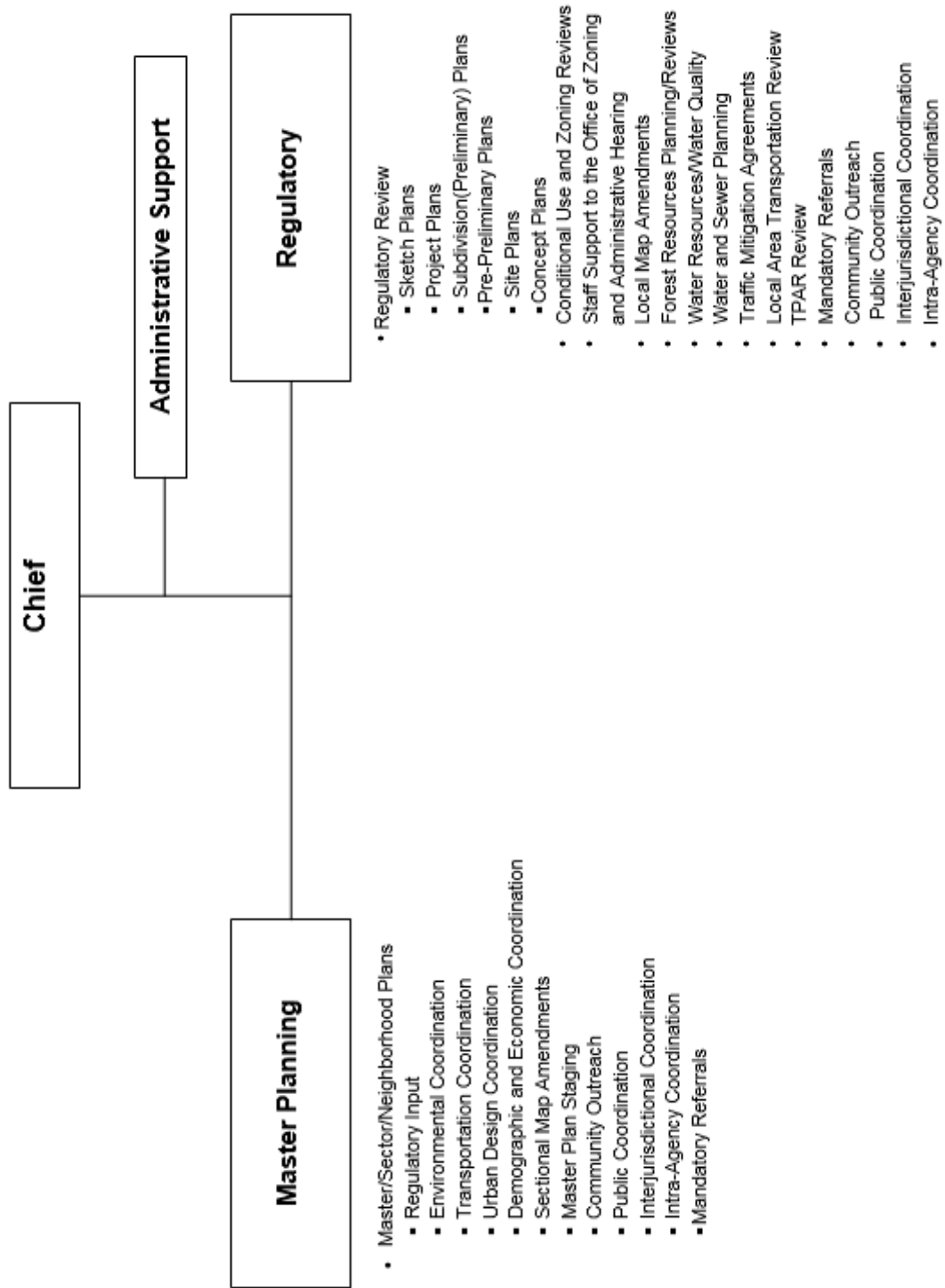
## HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

- Includes \$50,000 in on-going funding for Placemaking Initiatives.
- Redistributes workyears and commensurate chargeback funding to Development Review Special Review Fund per proposed FY18 regulatory work load.
- Montgomery Hills/Forest Glen master plan process starts in FY18.



ORGANIZATIONAL STRUCTURE

**AREA 2**



# Montgomery County Planning Department – Area 2

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## OVERVIEW

The Area 2 Division covers the geographical portion of the county north of I-495 including areas east of US 29, west and east of MD 355, the I-270 corridor through Gaithersburg, and the Wheaton Central Business District (CBD). The Division:

- Prepares master plans and sector plans.
- Provides for orderly, functional, and well-designed development consistent with sector or master plans.
- Provides timely and coordinated analysis of development applications, including zoning, Conditional Uses and regulatory reviews, to implement area master plans, sector plans, and other public plans and policies.
- Provides recommendations to assist in conserving resources.
- Provides recommendations for innovative environmental practices.
- Provides the integration of environmental and transportation considerations from the earliest phases of the planning and development process.
- Provides guidance on multiple modes of transportation consistent with the land use and planning development process.
- Reviews proposed public projects for consistency with County plans, policies, and guidelines and compatibility with surrounding development.

## MISSION

To create great communities by developing comprehensive land use plans, reviewing applications for development and proposed public facilities, and analyzing various types of information to help public officials plan for Montgomery County's future.

## PROGRAMS AND SERVICES PROVIDED

- Master/Area/Neighborhood Planning
  - Regulatory Input
  - Environmental Input
  - Transportation Input
  - Urban Design Input
  - Sectional Map Amendment
- Regulatory Reviews
- Local Map Amendments
- Development Plan Amendments
- Technical Staff support to the Board of Appeals and Hearing Examiner
- Capital Improvements Program Review
- Mandatory Referrals
- Sectional Map Amendments
- Monitor and report on master plan implementation and strategy
- Local Area Transportation Review
- Transportation Policy Area Review
- Interagency coordination
- Community Outreach
- Water Resources/Water Quality
- Coordination with Enforcement
- Coordination with Park Planning
- Water and Sewer Planning
- Forest Resources Planning/Reviews
- Transportation Management and Transportation Mitigation Agreements
- Inter-jurisdictional coordination
- Public/Private Coordination
- Conditional Use and Zoning Reviews



# Montgomery County Planning Department – Area 2

## ACCOMPLISHMENTS FROM JANUARY 2016 THROUGH DECEMBER 2016

- Approval of Montgomery Village Master Plan and Sectional Map Amendment.
- Public Hearing Draft Rock Spring Master Plan.
- Public Hearing Draft White Flint 2 Sector Plan.
- Initiated Grosvenor-Strathmore Metro Area Minor Master Plan.
- Initiated Veirs Mill Road Corridor Master Plan Amendment.
- Concept plan reviews for WMAL site and Montgomery Village.

## GOALS AND PERFORMANCE MEASURES

<b>Goal Preparation and implementation of Master Plans in accordance with the General Plan...on Wedges and Corridors</b>				
<b>Objective</b>				
Prepare master plans and sector plans that provide for orderly, functional, and attractive development in the County.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
# of Approved Master Plan Amendments	Varies per Council Directive	1	0	3
# of Approved Sectional Map Amendments	Varies per Council Directive	2	0	3
# of Approved Urban Design Guidelines for approved master plans	Varies per Council Directive	0	0	3

## BUDGET AT A GLANCE

### Summary of Division Budget

	<b>FY17 <u>Adopted</u></b>	<b>FY18 <u>Proposed</u></b>	<b>% <u>Change</u></b>
<b>Budget</b>			
Expenditures	\$2,016,799	\$2,142,478	6.2%
<b>Staffing</b>			
Funded Career Positions	21.00	21.00	0.0%
Funded Workyears	15.10	15.79	4.6%

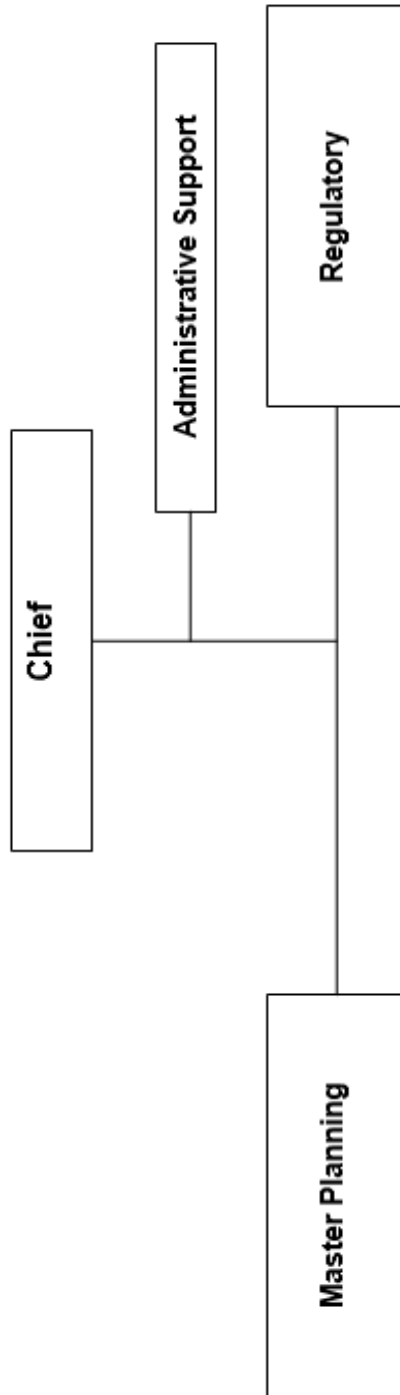
## HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

- Includes \$40,000 in one-time funding for transportation and design studies for Gaithersburg East Master Plan.
- Redistributes workyears and commensurate chargeback funding to Development Review Special Review Fund per proposed FY18 regulatory work load.



ORGANIZATIONAL STRUCTURE

**AREA 3**



- Master/Sector/Neighborhood Plans
  - Regulatory Coordination
  - Environmental Coordination
  - Transportation Coordination
  - Urban Design Coordination
  - Demographic and Economic Coordination
  - Sectional Map Amendments
  - Master Plan Staging
  - Community Outreach
  - Public Coordination
  - Interjurisdictional Coordination
  - Intra-Agency Coordination
  - Water and Sewer Planning
  - Mandatory Referrals
- Regulatory Review
  - Sketch Plans
  - Project Plans
  - Subdivision (Preliminary) Plans
  - Pre-Preliminary Plans
  - Site Plans
  - Concept Plans
- Conditional Use and Zoning Reviews
- Staff Support to the Office of Zoning and Administrative Hearing
- Local Map Amendments
- Forest Resources Planning/Reviews
- Water Resources/Water Quality
- Traffic Mitigation Agreements
- Local Area Transportation Review
- TPAR Review
- Community Outreach
- Public Coordination
- Interjurisdictional Coordination
- Intra-Agency Coordination



# Montgomery County Planning Department – Area 3

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## OVERVIEW

The Area 3 Division covers the northern part of the county including the rural areas, the Agricultural Reserve, the environmentally sensitive Special Protection Areas, and the Town Centers in Clarksburg, Damascus, Olney, Burtonsville, and Germantown. The Division:

- Prepares master plans and sector plans.
- Provides for orderly, functional, and attractive development consistent with sector or master plans.
- Provides timely and coordinated analysis of development applications, including zoning, Conditional Use and regulatory reviews, to implement area master plans, sector plans, and other public plans and policies.
- Provides recommendations to assist in conserving resources.
- Provides recommendations for innovative environmental practices.
- Provides the integration of environmental and transportation considerations from the earliest phases of the planning and development process.
- Provides guidance on multiple modes of transportation consistent with the land use and planning development process.
- Reviews proposed public projects for consistency with County plans, policies, and guidelines and compatibility with surrounding development.

## MISSION

To create great communities by developing comprehensive land use plans, reviewing applications for development and proposed public facilities, and analyzing various types of information to help public officials plan for Montgomery County's future.

## PROGRAMS AND SERVICES PROVIDED

- Master/Area/Neighborhood Planning
  - Regulatory Coordination
  - Environmental Coordination
  - Transportation Coordination
  - Urban Design Coordination
  - Sectional Map Amendment
- Regulatory Reviews
- Local Map Amendments
- Development Plan Amendments
- Technical Staff support to the Board of Appeals and Hearing Examiner
- Capital Improvements Program Review
- Mandatory Referrals
- Support of agricultural initiatives program
- Conditional Use Reviews
- Local Area Transportation Review
- Transportation Policy Area Review
- Interagency coordination
- Community Outreach
- Water Resources/Water Quality
- Coordination with Enforcement
- Coordination with Park Planning
- Water and Sewer Planning
- Forest Resources Planning/Reviews
- Transportation Management and Transportation Mitigation Agreements
- Inter-jurisdictional coordination
- Public/Private Coordination
- Sectional Map Amendments
- Monitoring of Building Lot Termination (BLTs) and Transferrable Development Rights (TDRs)



# Montgomery County Planning Department – Area 3

## ACCOMPLISHMENTS FROM JANUARY 2016 THROUGH DECEMBER 2016

- Conducted TDR & BLT Planning Board briefing with County staff.
- Clarksburg Fire Station Mandatory Referral and Water Quality Plan approved.
- Recreational Guidelines briefings and Developer Workshop.
- Century Site Plan Amendments approved.
- Sandy Spring Townhomes Subdivision and Site Plan approved.
- Black Hill Site Plan Amendments approved.
- Water and sewer amendments and comprehensive plan review.
- Conducted workshops on the Recreation Guidelines and public hearing was held in November.

## GOALS AND PERFORMANCE MEASURES

<b>Goal Preparation and implementation of Master Plans in accordance with the General Plan...on Wedges and Corridors</b>				
<b>Objective</b>				
Prepare master plans and sector plans that provide for orderly, functional, and attractive development in the County.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
# of Approved Master Plan Amendments	Varies per Council Directive	0	1	1
# of Approved Sectional Map Amendments	Varies per Council Directive	0	0	1
# of Approved Urban Design Guidelines for approved master plans	Varies per Council Directive	0	1	0

## BUDGET AT A GLANCE

### Summary of Division Budget

	<b>FY17 Adopted</b>	<b>FY18 Proposed</b>	<b>% Change</b>
<b>Budget</b>			
Expenditures	\$2,041,269	\$1,742,020	-14.7%
<b>Staffing</b>			
Funded Career Positions	22.00	21.00	-4.5%
Funded Workyears	15.15	13.82	-8.8%

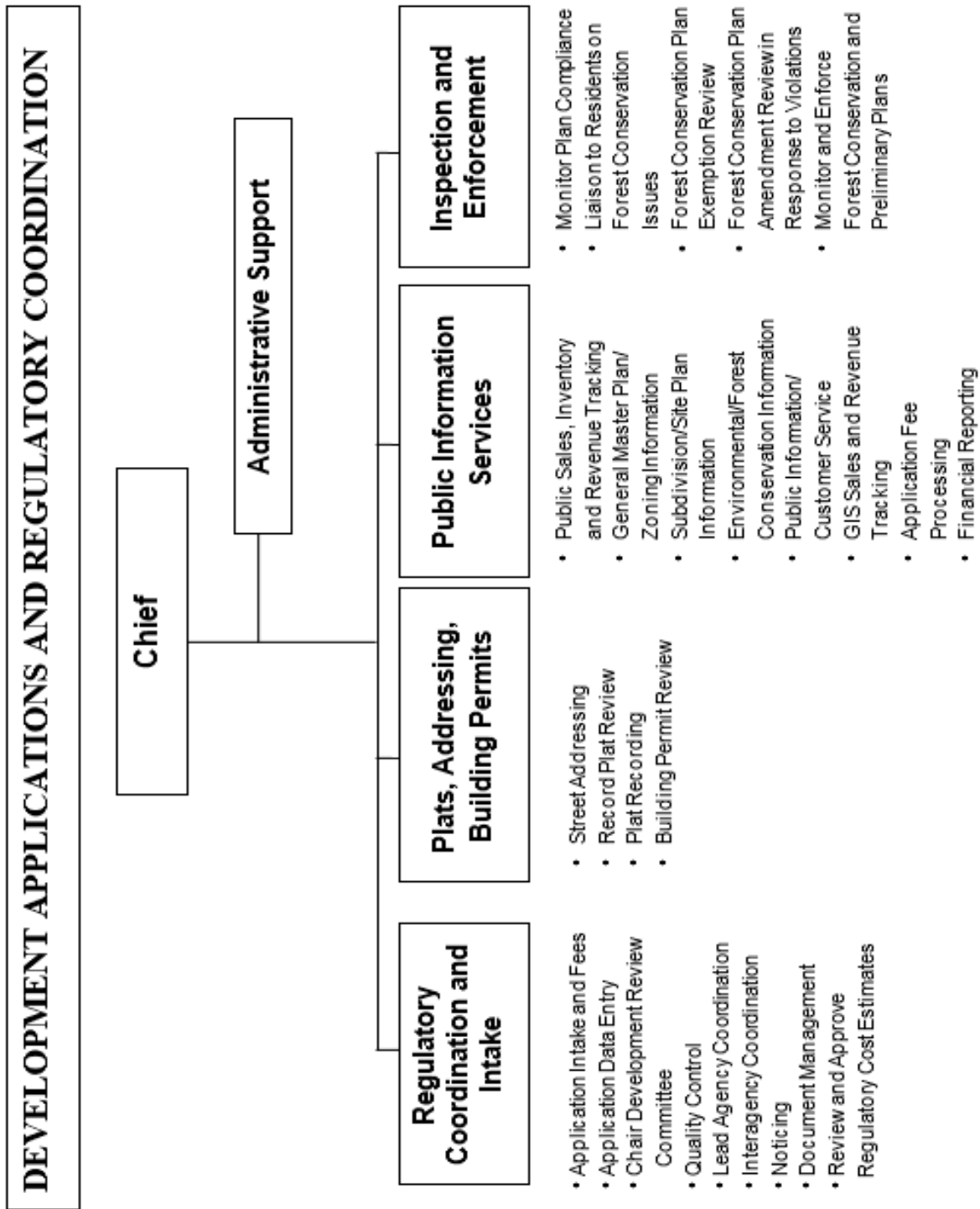
## HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

- Includes \$50,000 in one-time funding for Agri -Tourism Study.
- Transfers one (1) full-time position, one (1) workyear and the commensurate funding from Area 3 to the ITI Division.
- Redistributes workyears and commensurate chargeback funding to Development Review Special Review Fund per proposed FY18 regulatory work load.



# Montgomery County Planning Department – Development Applications and Regulatory Coordination

## ORGANIZATIONAL STRUCTURE





# Montgomery County

## Planning Department – Development Applications and Regulatory Coordination

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### OVERVIEW

The Development Applications and Regulatory Coordination (DARC) Division manages the assignment, tracking and monitoring of all development applications and provides the sole point of entry for applicants and ensures public access to development applications and information on development. DARC chairs the inter-agency Development Review Committee, manages public noticing requirements for development applications, assigns street names and addresses, building permit sign-off, and plat review/recordation. The Division manages the Information Counter and provides the public with access to current and historic development application records, zoning maps, plats, and department publications. DARC performs inspections and enforcement actions to comply with the Forest Conservation Law.

### MISSION

To manage all aspects of the development application process efficiently and effectively from beginning to end.

### PROGRAMS AND SERVICES PROVIDED

- Development application intake
- Review and approve forest conservation plan exemptions
- Chair the Development Review Committee
- Enforce the Forest Conservation Law and Conservation Easements
- Manage the Department’s Information Counter
- Review records plats
- Review building permits
- Approve road profiles
- Review cost estimates for both site and forest conservation plans
- Approve street names and addresses
- Ensure implementation of forest conservation planting requirements
- Review amendments to preliminary plans submitted in response to violations
- Archive and recordkeeper of all plans

### GOALS AND PERFORMANCE MEASURES

The DARC Division contributes to the Department-wide goals delineated in the Departmental overview.

### ACCOMPLISHMENTS FROM JANUARY 2016 THROUGH DECEMBER 2016

- Tracked processing times and review clocks for regulatory plans.
- Wrote and processed major changes to the subdivision regulations.
- Continually looked for ways to reduce record plat reviews in addition to those already implemented using ePlans.
- Continued to electronically archive all types of development applications (Project, Sketch, Preliminary, Site, Forest Conservation, and Project Plans) so that all plans from 2000 to the present are available on the website through the Development Applications Information Center (DAIC).
- Sent 37 boxes (FY16) to the permanent archives in Saddlebrook. Now there are approximately 300 boxes containing approximately 6400 separate cases or master plans in permanent archives.



**Montgomery County  
 Planning Department – Development Applications and Regulatory  
 Coordination**

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**BUDGET AT A GLANCE**

**Summary of Division Budget**

	<b>FY17 Adopted</b>	<b>FY18 Proposed</b>	<b>% Change</b>
<b>Budget</b>			
Expenditures	\$1,118,165	\$931,062	-16.7%
<b>Staffing</b>			
Funded Career Positions	21.00	20.00	-4.8%
Funded Workyears	12.35	11.34	-8.2%

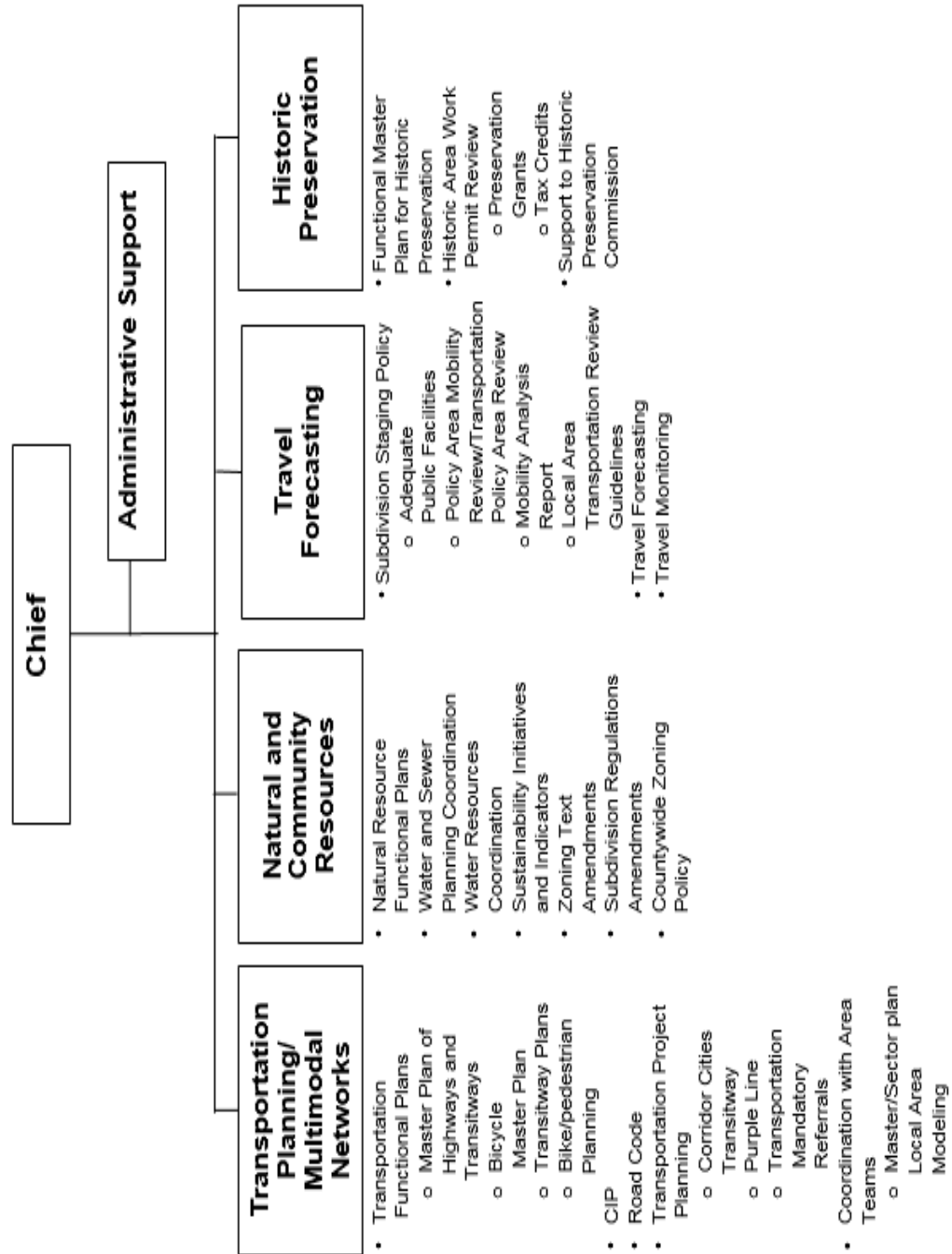
**HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET**

- Redistributes workyears and commensurate chargeback funding to Development Review Special Review Fund per proposed FY18 regulatory work load.
- Transfers one (1) full-time position, one (1) workyear and the commensurate funding from DARC to the Director’s Office.



ORGANIZATIONAL STRUCTURE

**FUNCTIONAL PLANNING AND POLICY**



# Montgomery County

## Planning Department – Functional Planning and Policy

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### OVERVIEW

The Functional Planning and Policy Division (FPP) serves as the comprehensive planning and county-wide policy arm of the Department, addressing issues and plans that affect more than one area of the county, such as the transportation network, zoning, historic and natural resources, and water quality. This includes policy development and evaluation, answering policy questions, participating in studies conducted by local, state or regional agencies, keeping current on policies and regulations affecting the county, zoning and subdivision text amendments, and preparing plans or legislative responses. In addition, division staff provide specialized expertise, analysis, and policy coordination (as needed) to the Geographic Area divisions.

### MISSION

FPP staff prepares, reviews, and implements county-wide functional plans and policies for the elements of the General Plan as defined in the state Land Use Article: Transportation, Historic Preservation, Environmental Resources, and Zoning. FPP staff is also responsible for the preparation of the Subdivision Staging Policy as required by law and for maintaining and applying the regional transportation model and local area models. Historic Preservation Staff serves the Planning Board and Historic Preservation Commission, executes the county's historic preservation program, performs identification, research and designation functions, regulatory review, tax credit and grant administration, and outreach and education activities. Zoning staff coordinates the review of all zoning related regulatory cases, zoning text amendments.

### PROGRAMS AND SERVICES PROVIDED

FPP staff supports the Planning Board, Historic Preservation Commission, and all other divisions with overall context and assistance on matters of comprehensive county-wide planning and policies and serve as liaisons to outside agencies on general issues, policies, and programs.

- Functional Plans associated with county-wide systems or resources
- Provide transportation modeling for Master and Sector Plans
- Identify research and designate Historic Resources. Prepare amendments to the Master Plan for Historic Preservation
- Provide outreach and education materials on historic resources and programs
- Represent the Department on committees addressing changes to the Road Code and standards
- Prepare staff recommendations on Zoning and Subdivision Regulation Text Amendments
- Lead the Department review of and coordination with the Capital Improvement Program (CIP) and Consolidated Transportation Program (CTP)
- Policy Guidance on issues affecting more than one area
- Serving on interagency or inter-governmental groups
- Provide regulatory review of and tax credit information for construction involving historic properties
- Prepare functional plans for transportation and environmental systems
- Provide transportation modeling for the Subdivision Staging Policy and Master Plans
- Provide updates of Sustainability Indicators and the Climate Protection Plan
- Review Historic Area Work Permits
- Maintain and monitor the Transferable Development Rights (TDR) program and coordinate periodic status reports



# Montgomery County Planning Department – Functional Planning and Policy

## ACCOMPLISHMENTS FROM JANUARY 2016 THROUGH DECEMBER 2016

- Prepared information and assisted with the Annual Land Use Report for Montgomery County to the Maryland State Department of Planning.
- Submitted information to Department of Environmental Protection (DEP) on M-NCPPC activities for the County’s Annual Sustainability Report and implementation status of the County’s 2009 Climate Protection Plan.
- Provided Energy and Built Environment, Land Use, and Transportation input for the Metropolitan Washington Council of Governments Multi-Sector Working Group Survey.
- Coordinated with Maryland Department of Environment (MDE) on the use of the latest zoning, tree canopy, and impervious cover data in the Phase 6.0 update of the Chesapeake Bay Watershed Model.
- Provided technical input and review to complete the WSSC Patuxent Reservoirs Total Maximum Daily Loads (TMDLs) Implementation Gap Analysis Study.
- Evaluated historic resources for designation as part of the M-NCPPC Park Buildings amendment to the Master Plan for Historic Preservation.
- Continued outreach and publication of *Montgomery Modern, a study of mid-century modern architecture in Montgomery County, Maryland*.
- Completed numerous Zoning Text Amendment to the new Zoning Code in addition to several subdivision regulation amendments.
- Participated in county-wide standing committees related to our work program (Pedestrian and Bicycle Safety, Rapid Transit System, Purple Line Coalition, Road Code Committee, etc.)
- Received approval from the Planning Board on the Framework Report for the Bicycle Master Plan.
- Participated in the successful development of State legislation to promote the confirmation of Bicycle-Pedestrian Priority Areas by the Maryland State Highway Administration.
- Continued to participate in project planning for bus rapid transit along US29, MD355 and Veirs Mill Road.
- Completed a working draft of the Subdivision Staging Policy containing a study an alternative transportation policy area test as well as modifications to Local Area Transportation Review.
- Completed recommendations regarding regulations related to school adequacy under the Subdivision Staging Policy.
- Obtained County Council approval of the Quadrennial Subdivision Staging Policy.

## GOALS AND PERFORMANCE MEASURES

<b>Goal</b> Provide leadership for Transportation, Historic Preservation, Zoning and Environmental Planning that preserves and enhances the county’s environmental resources, economic potential, and social equity.				
<b>Objective</b>				
Prepare and amend Functional Plans as specified in the Council approved work program to comply with County needs, as well as state and federal requirements.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actual</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
New or amended functional master plans as specified by the County Council	Varies per Council action	0	0	2



**Montgomery County  
Planning Department – Functional Planning and Policy**

<b>Objective</b>				
Complete required review of Historic Area Work Permits				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actual</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Percent of reviews completed within the required review period	100%	100%	100%	100%
Number of reviews completed in <b>FY16: 168</b>				
<b>Objective</b>				
Prepare Staff Reports for proposed Zoning and Subdivision Regulations Text Amendments.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actual</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Percent of Staff reports and certification of Board action prepared in time for Council action	100%	100%	100%	100%
Number of reports completed and transmitted to the Council in <b>FY16: 12</b>				
<b>Objective</b>				
Prepare Mandatory Referral Staff Reports for Public Transportation Projects.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actual</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Percent of reviews completed within the required review period	100%	100%	100%	100%
Number of reviews completed in <b>FY16: 8</b>				

**BUDGET AT A GLANCE**

**Summary of Division Budget**

	<b>FY17 <u>Adopted</u></b>	<b>FY18 <u>Proposed</u></b>	<b>% <u>Change</u></b>
<b>Budget</b>			
Expenditures	\$3,078,132	\$2,987,840	-2.9%
<b>Staffing</b>			
Funded Career Positions	20.00	20.00	0.0%
Funded Workyears	19.50	18.47	-5.3%



# Montgomery County

## Planning Department – Functional Planning and Policy

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### HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

- Includes \$100,000 in one-time funding for consulting services for the New Roadway Functional Classification System.
- Includes \$35,000 in one-time funding for consulting services for Integrated Multi-Modal GIS Network to Expand Bicycle Level of Stress (LTS) Analysis.
- Includes \$70,000 in one-time funding for consulting services for Bikeways Plan Update/Monitoring.
- Includes \$75,000 in one-time funding for consulting services for Traffic Generation from Mixed - Use Development Project Study.
- Includes \$25,000 in one-time funding for consulting services for Biennial Transportation Monitoring.
- Includes \$50,000 in one-time funding for consulting services for Bicycle Planning Transportation Analysis (every two years).



# Montgomery County Planning Department – Support Services

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## OVERVIEW

The Support Services budget contains department-wide expenses that are essential to the management and operation of the Department. Significant items included in Support Services are advertising, utilities, gasoline, telephones, insurance, workers compensation premiums, and professional services including translation services, continuous improvement efforts, diversity initiative activities, and employee, leadership and executive training.

There is no staff assigned to Support Services. The Personnel Services costs primarily relate to Unemployment Insurance, Group Long Term Disability Insurance, salaries and FICA for interns, and other personnel related costs. Responsibility for administration and monitoring of this program is assigned to the Management Services Division.

## BUDGET AT A GLANCE

### Summary of Division Budget

		<b>FY17</b>	<b>FY18</b>	<b>%</b>
		<b><u>Adopted</u></b>	<b><u>Proposed</u></b>	<b><u>Change</u></b>
<b>Budget</b>				
	Expenditures	\$2,137,101	\$2,239,863	4.8%
<b>Staffing</b>				
	Funded Career Positions	0.00	0.00	0.0%
	Funded Workyears	0.00	0.00	0.0%

## HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

- Increases Personnel funding for interns by \$15,000.
- Increases Supplies & Materials and Other Services & Charges by a total of \$ \$46,323 for inflationary increases and contractual commitments.
- Increases Risk Management chargeback by \$31,200.
- Reduces chargebacks to CAS by - \$94,761 as a net result of elimination of a large one-time expense in FY17 for a Commission - Wide IT purchase and increase in ISF chargeback.
- Increases debt service for capital equipment internal service fund by \$95,000 to replace the IT backbone infrastructure (total cost \$900,000 split with Department of Parks) and Gen9 database server with SSD drives (total cost \$100,000 split with Department of Parks).
- Includes one-time funding of \$10,000 for M-NCPPC 90<sup>th</sup> Anniversary celebration.





# Montgomery County Planning Department – Summary of Division Budgets

## MONTGOMERY COUNTY PLANNING DEPARTMENT Expenditures by Division by Type PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 18 Proposed	% Change
<b>Office of The Planning Director</b>				
Personnel Services	702,913	887,101	1,005,098	13.3%
Supplies and Materials	8,702	10,700	10,000	-6.5%
Other Services and Charges	255,110	60,450	100,600	66.4%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	-	-	-	-
<b>Total</b>	<b>966,725</b>	<b>958,251</b>	<b>1,115,698</b>	<b>16.4%</b>
<b>Management Services</b>				
Personnel Services	1,920,068	2,030,320	2,070,310	2.0%
Supplies and Materials	44,537	9,510	15,250	60.4%
Other Services and Charges	290,692	139,340	218,200	56.6%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	-	-	-	-
<b>Total</b>	<b>2,255,297</b>	<b>2,179,170</b>	<b>2,303,760</b>	<b>5.7%</b>
<b>Functional Planning &amp; Policy</b>				
Personnel Services	2,201,079	2,539,607	2,440,915	-3.9%
Supplies and Materials	2,634	5,800	5,000	-13.8%
Other Services and Charges	383,836	532,725	541,925	1.7%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	-	-	-	-
<b>Total</b>	<b>2,587,549</b>	<b>3,078,132</b>	<b>2,987,840</b>	<b>-2.9%</b>
<b>Area 1</b>				
Personnel Services	2,017,936	1,914,744	1,925,202	0.5%
Supplies and Materials	892	7,000	6,000	-14.3%
Other Services and Charges	61,946	256,900	65,400	-74.5%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(623,600)	(716,700)	(776,700)	8.4%
<b>Total</b>	<b>1,457,174</b>	<b>1,461,944</b>	<b>1,219,902</b>	<b>-16.6%</b>
<b>Area 2</b>				
Personnel Services	2,508,258	2,543,799	2,630,678	3.4%
Supplies and Materials	9,244	5,700	1,500	-73.7%
Other Services and Charges	76,148	100,200	54,700	-45.4%
Capital Outlay	32,999	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(604,900)	(632,900)	(544,400)	-14.0%
<b>Total</b>	<b>2,021,749</b>	<b>2,016,799</b>	<b>2,142,478</b>	<b>6.2%</b>
<b>Area 3</b>				
Personnel Services	2,311,464	2,653,319	2,450,270	-7.7%
Supplies and Materials	2,120	4,000	4,000	0.0%
Other Services and Charges	201,162	100,650	64,450	-36.0%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(561,300)	(716,700)	(776,700)	8.4%
<b>Total</b>	<b>1,953,446</b>	<b>2,041,269</b>	<b>1,742,020</b>	<b>-14.7%</b>



# Montgomery County Planning Department – Summary of Division Budgets

## MONTGOMERY COUNTY ADMINISTRATION FUND Expenditures by Division by Type PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 18 Proposed	% Change
<b>Dev. Applications &amp; Regulatory Coordination</b>				
Personnel Services	1,876,199	2,064,365	1,931,812	-6.4%
Supplies and Materials	2,129	9,400	10,150	8.0%
Other Services and Charges	11,189	19,600	18,000	-8.2%
Capital Outlay	84,180	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(1,147,700)	(975,200)	(1,028,900)	5.5%
<b>Total</b>	<b>825,997</b>	<b>1,118,165</b>	<b>931,062</b>	<b>-16.7%</b>
<b>Information Technology and Innovation</b>				
Personnel Services	2,014,392	2,111,953	2,273,042	7.6%
Supplies and Materials	411,486	248,291	247,169	-0.5%
Other Services and Charges	934,884	857,475	957,184	11.6%
Capital Outlay	113,162	-	-	-
Other Classifications	-	-	-	-
Chargebacks	-	-	-	-
<b>Total</b>	<b>3,473,924</b>	<b>3,217,719</b>	<b>3,477,395</b>	<b>8.1%</b>
<b>Research and Special Projects</b>				
Personnel Services	786,410	1,046,656	1,026,537	-1.9%
Supplies and Materials	876	600	750	25.0%
Other Services and Charges	276,002	299,900	441,640	47.3%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	-	-	-	-
<b>Total</b>	<b>1,063,288</b>	<b>1,347,156</b>	<b>1,468,927</b>	<b>9.0%</b>
<b>Support Services</b>				
Personnel Services	6,690	38,800	53,800	38.7%
Supplies and Materials	152,681	143,700	141,300	-1.7%
Other Services and Charges	1,605,386	1,869,601	1,959,763	4.8%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	85,000	85,000	85,000	0.0%
<b>Total</b>	<b>1,849,757</b>	<b>2,137,101</b>	<b>2,239,863</b>	<b>4.8%</b>
<b>Grants</b>				
Personnel Services	-	-	-	-
Supplies and Materials	-	-	-	-
Other Services and Charges	-	150,000	150,000	0.0%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	-	-	-	-
<b>Total</b>	<b>-</b>	<b>150,000</b>	<b>150,000</b>	<b>0.0%</b>
<b>Total Planning Department</b>				
Personnel Services	16,345,409	17,830,664	17,807,664	-0.1%
Supplies and Materials	635,301	444,701	441,119	-0.8%
Other Services and Charges	4,096,355	4,386,841	4,571,862	4.2%
Capital Outlay	230,341	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(2,852,500)	(2,956,500)	(3,041,700)	2.9%
<b>Total</b>	<b>18,454,906</b>	<b>19,705,706</b>	<b>19,778,945</b>	<b>0.4%</b>



# Montgomery County Planning Department – Summary of Positions and Workyears

## MONTGOMERY COUNTY POSITIONS/WORKYEARS POSITION DETAIL BY DIVISION BY FUND

	FY 16 Actual		FY 17 Adopted		FY 18 Proposed	
	POS	WYS	POS	WYS	POS	WYS
<b><u>PLANNING DEPARTMENT</u></b>						
<b><u>DIRECTOR'S OFFICE</u></b>						
Full-Time Career	4.00	4.00	5.00	5.00	6.00	6.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent	-	-	-	-	-	-
Chargebacks	-	-	-	-	-	-
Less Lapse	-	-	-	-	-	-
<b>Subtotal Director's Office</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>
<b><u>MANAGEMENT SERVICES</u></b>						
Full-Time Career	17.00	17.00	17.00	17.00	17.00	17.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>
Term Contract	1.00	0.75	1.00	0.75	1.00	0.75
Seasonal/Intermittent	-	-	-	-	-	-
Chargebacks	-	-	-	-	-	-
Less Lapse	-	(1.00)	-	(1.00)	-	(0.87)
<b>Subtotal Management Services</b>	<b>18.00</b>	<b>16.75</b>	<b>18.00</b>	<b>16.75</b>	<b>18.00</b>	<b>16.88</b>
<b><u>FUNCTIONAL PLANNING AND POLICY</u></b>						
Full-Time Career	18.00	18.00	19.00	19.00	19.00	19.00
Part-Time Career	1.00	0.50	1.00	0.50	1.00	0.50
<b>Career Total</b>	<b>19.00</b>	<b>18.50</b>	<b>20.00</b>	<b>19.50</b>	<b>20.00</b>	<b>19.50</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent	-	-	-	-	-	-
Chargebacks	-	-	-	-	-	-
Less Lapse	-	-	-	-	-	(1.03)
<b>Subtotal Functional Planning and Policy</b>	<b>19.00</b>	<b>18.50</b>	<b>20.00</b>	<b>19.50</b>	<b>20.00</b>	<b>18.47</b>
<b><u>AREA 1</u></b>						
Full-Time Career	17.00	17.00	16.00	16.00	16.00	16.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>17.00</b>	<b>17.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent	-	-	-	-	-	-
Chargebacks	-	(5.00)	-	(5.55)	-	(5.85)
Less Lapse	-	(1.00)	-	(1.00)	-	(0.80)
<b>Subtotal Area 1</b>	<b>17.00</b>	<b>11.00</b>	<b>16.00</b>	<b>9.45</b>	<b>16.00</b>	<b>9.35</b>
<b><u>AREA 2</u></b>						
Full-Time Career	21.00	21.00	21.00	21.00	21.00	21.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent	-	-	-	-	-	-
Chargebacks	-	(4.85)	-	(4.90)	-	(4.10)
Less Lapse	-	(1.00)	-	(1.00)	-	(1.11)
<b>Subtotal Area 2</b>	<b>21.00</b>	<b>15.15</b>	<b>21.00</b>	<b>15.10</b>	<b>21.00</b>	<b>15.79</b>



# Montgomery County Planning Department – Summary of Positions and Workyears

## MONTGOMERY COUNTY POSITIONS/WORKYEARS POSITION DETAIL BY DIVISION BY FUND

	FY 16 Actual		FY 17 Adopted		FY 18 Proposed	
	POS	WYS	POS	WYS	POS	WYS
<b>AREA 3</b>						
Full-Time Career	21.00	21.00	21.00	21.00	20.00	20.00
Part-Time Career	1.00	0.70	1.00	0.70	1.00	0.70
<b>Career Total</b>	<b>22.00</b>	<b>21.70</b>	<b>22.00</b>	<b>21.70</b>	<b>21.00</b>	<b>20.70</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent	-	-	-	-	-	-
Chargebacks		(4.50)		(5.55)		(5.85)
Less Lapse		(1.00)		(1.00)		(1.03)
<b>Subtotal Area 3</b>	<b>22.00</b>	<b>16.20</b>	<b>22.00</b>	<b>15.15</b>	<b>21.00</b>	<b>13.82</b>
<b>DEV APPLICATIONS &amp; REGULATORY COORDINATION</b>						
Full-Time Career	20.00	20.00	20.00	20.00	19.00	19.00
Part-Time Career	1.00	0.90	1.00	0.90	1.00	0.90
<b>Career Total</b>	<b>21.00</b>	<b>20.90</b>	<b>21.00</b>	<b>20.90</b>	<b>20.00</b>	<b>19.90</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent	-	-	-	-	-	-
Chargebacks		(9.20)		(7.55)		(7.75)
Less Lapse		(1.00)		(1.00)		(0.81)
<b>Subtotal Dev Applicat. &amp; Reg. Coord.</b>	<b>21.00</b>	<b>10.70</b>	<b>21.00</b>	<b>12.35</b>	<b>20.00</b>	<b>11.34</b>
<b>INFORMATION TECHNOLOGY AND INNOVATION</b>						
Full-Time Career	17.00	17.00	17.00	17.00	18.00	18.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>18.00</b>	<b>18.00</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent	-	-	-	-	-	-
Chargebacks		-		-		-
Less Lapse		(1.00)		(1.00)		(0.96)
<b>Subtotal CTR for Res. &amp; Info Systems</b>	<b>17.00</b>	<b>16.00</b>	<b>17.00</b>	<b>16.00</b>	<b>18.00</b>	<b>17.04</b>
<b>RESEARCH AND SPECIAL PROJECTS</b>						
Full-Time Career	8.00	8.00	8.00	8.00	8.00	8.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent	-	-	-	-	-	-
Chargebacks		-		-		-
Less Lapse		-		-		-
<b>Subtotal CTR for Res. &amp; Info Systems</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>TOTAL PLANNING</b>						
Full-Time Career	143.00	143.00	144.00	144.00	144.00	144.00
Unfunded Career	4.00	-	3.00	-	3.00	-
Part-Time Career	3.00	2.10	3.00	2.10	3.00	2.10
<b>Career Total</b>	<b>150.00</b>	<b>145.10</b>	<b>150.00</b>	<b>146.10</b>	<b>150.00</b>	<b>146.10</b>
Term Contract	1.00	0.75	1.00	0.75	1.00	0.75
Seasonal/Intermittent	-	-	-	-	-	-
Chargebacks		(23.55)		(23.55)		(23.55)
Less Lapse		(6.00)		(6.00)		(6.61)
<b>Grand Total Planning Department</b>	<b>151.00</b>	<b>116.30</b>	<b>151.00</b>	<b>117.30</b>	<b>151.00</b>	<b>116.69</b>



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# **Department of Parks**

**(Park /PM /Enterprise /CIP)**

	<b><u>Page</u></b>
<b>MONTGOMERY COUNTY DEPARTMENT OF PARKS (Park and Other Funds)</b>	
Introduction .....	172
Executive Overview .....	175
Division Budgets	
Director’s Office .....	190
Management Services .....	193
Information Technology and Innovation.....	198
Park Development.....	203
Park Planning and Stewardship.....	207
Public Affairs and Community Partnerships.....	213
Park Police.....	218
Horticulture, Forestry and Environmental Education .....	221
Facilities Management.....	228
Northern Parks .....	233
Southern Parks .....	238
Support Services .....	244
Property Management.....	245
Non-Departmental, Other and Transfers .....	247
Divisional Summaries .....	248
Enterprise Operations.....	254
Capital Improvement Program.....	278
Capital Projects Fund .....	281





Children's Day Honey Harvest Festival

Greenbriar Local Park



Ellsworth Urban Dog Park



Rock Creek Park

**Montgomery County  
Parks**

**Our Vision:** An enjoyable, accessible, safe and green park system that promotes a strong sense of community through shared spaces and experiences and is treasured by the people it serves.

**Our Mission:** Protect and interpret our valuable natural and cultural resources; balance the demand for recreation with the need for conservation; offer a variety of enjoyable recreational activities that encourage healthy lifestyles; and provide clean, safe, and accessible places for leisure-time activities.



Brookside Gardens



Agricultural History Farm Park



North Four Corners Local



Locust Grove Nature Center



Little Bennett Campground







**MONTGOMERY PARKS, M-NCPPC**

Parks Information Line – 301-495-2595

[www.MontgomeryParks.org](http://www.MontgomeryParks.org)

**OUR MISSION**

Protect and interpret our valuable natural and cultural resources; balance the demand for recreation with the need for conservation; offer a variety of enjoyable recreational activities that encourage healthy lifestyles; and provide clean, safe, and accessible places for leisure-time activities.

**PARK SYSTEM HIGHLIGHTS**

Total number of parks:	418
Total owned or managed acres of parkland:	36,640
Total developed acreage:	7,731
Open and environmental preservation acreage:	28,909

**TYPES OF PARKS**

Local	151	Regional	5	Neighborhood Conservation Areas	41
Neighborhood	95	Recreational	11	Miscellaneous Recreation/ Non-Recreation Facilities	6
Urban	27	Special	24		
Stream Valley	36	Conservation	22		

**PARK FACILITIES**

Archery: 2	Driving Range (Stand Alone): 1	Picnic Shelters - Non-Permitted: 46
Athletic fields: 294	Golf Courses: 4	Picnic Shelters - Permitted: 88
Cricket Field: 8	Gymnasiums: 1	Large Group Picnic Areas: 2
Overlay football/soccer fields: 41	Historic Sites: 43	Playgrounds: 285
Basketball Courts: 215	Historic Structures: 117	Skate Park: 3
Campgrounds – Full Service: 1	Ice Rinks: 2	Splash Playground: 1
Campgrounds – Primitive: 2	Lakes: 4	Sports Center: 1
Campsites: 102	Boating Facility - Rentals: 2	Sports Pavilion: 1
Carousel: 1	Boating Landing Ramps: 3	Tai Chi Court: 1
Dog Parks: 6	Miniature Golf: 1	Tennis Centers - Indoor: 3 (20 courts)
Equestrian centers: 6	Miniature Trains: 2	Tennis Courts - Outdoor: 302
Event Centers: 4	Nature Centers: 4	Trails - Canoe: 5.4 miles
Exercise Courses: 14	Outdoor Ropes Course: 1	Trails - Natural Surface: 161.9 miles
Formal Botanical Gardens: 2	Park Activity Buildings: 28	Trails - Paved: 76.5 miles
Community Gardens: 12	Volleyball Courts: 26	

**PARK BUDGET**

Park Fund, Adopted Operating Budget FY2017	\$96.4 million
Capital Improvements Program FY2017-2022	\$39.52 million for acquisition
Capital Improvements Program FY2017-2022	\$144.64 million for development

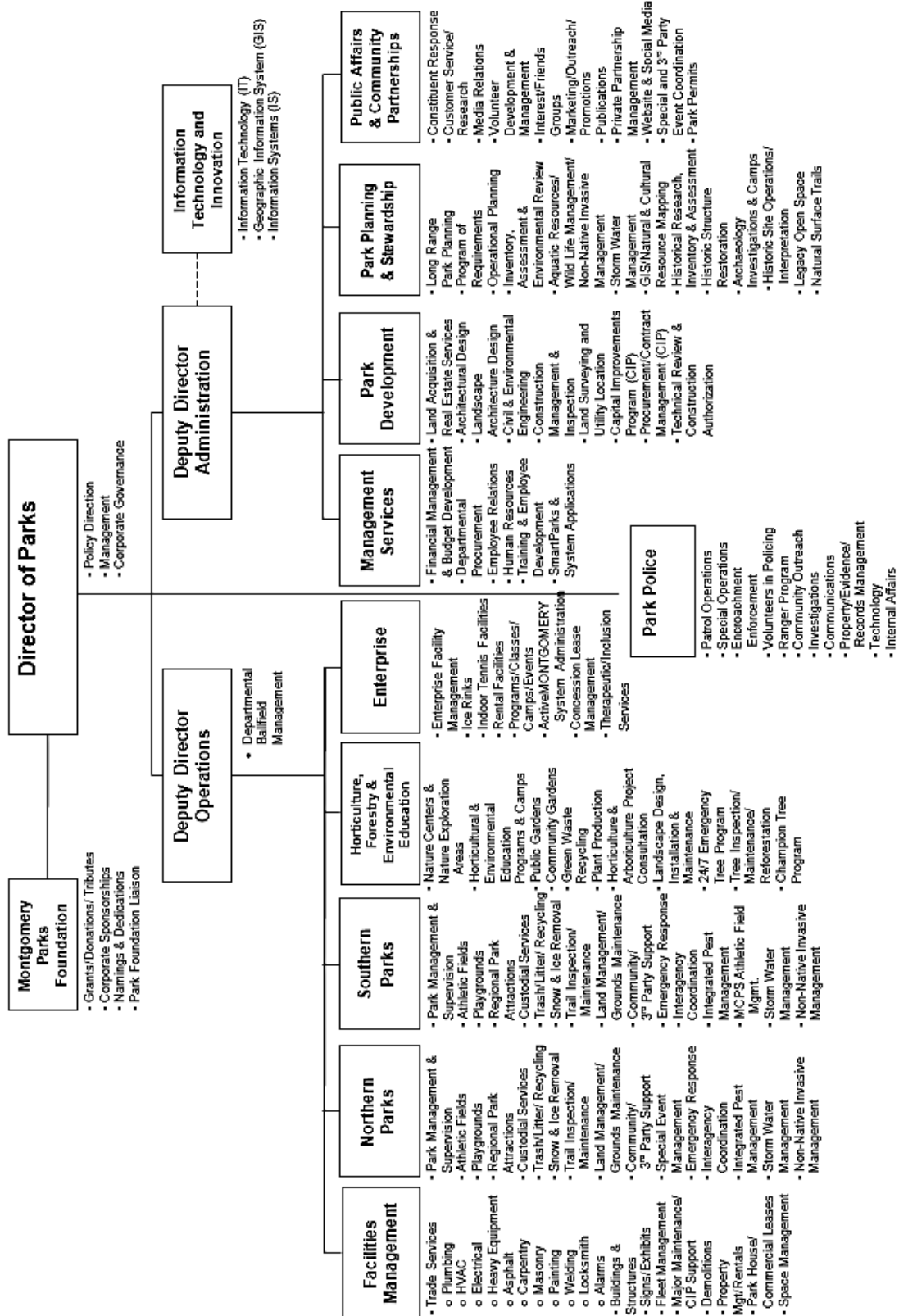
As of 12/2016  
Source: EAM



# Montgomery County Department of Parks

## ORGANIZATIONAL STRUCTURE

# MONTGOMERY COUNTY DEPARTMENT OF PARKS



# Montgomery County Department of Parks

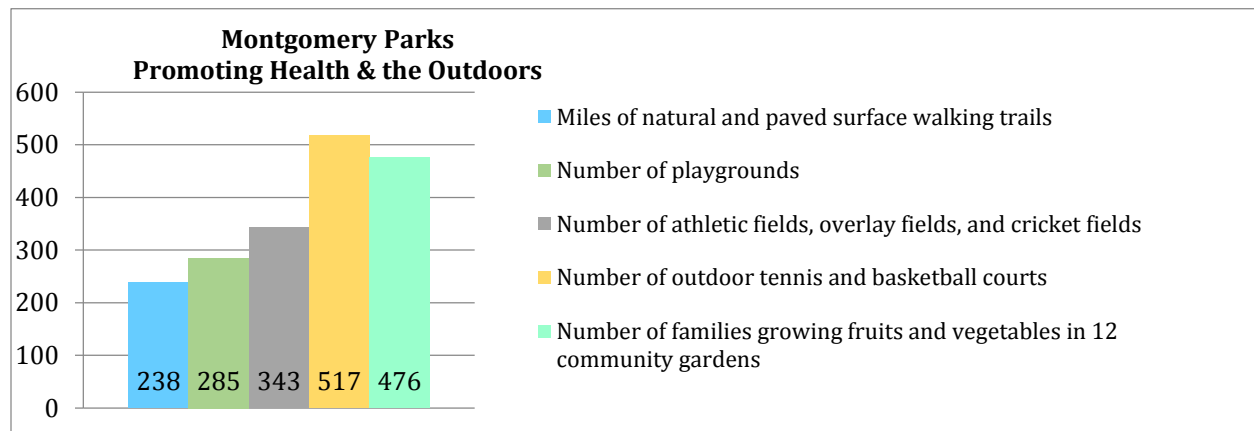
## EXECUTIVE OVERVIEW

The Land Use Article of the Annotated Code of Maryland establishes the statutory basis for the Department of Parks. From this, the core services are defined as the acquisition, development, operation, and maintenance of a public park system.

Montgomery County is home to one of the largest and most diverse park systems in the nation with over 36,000 acres in 418 parks. This is more than 11% of the land in the County. The Department of Parks protects the county's watershed and serves as its "backyard" -- providing safe and green outdoor spaces, fun and educational programs and events, a wide variety of recreational opportunities for all ages and interests, and important community features.

Montgomery Parks offers leisure and recreational opportunities through an array of programmed and unprogrammed resources that enrich the quality of life for County residents. Ninety-one percent of Montgomery County households are park users. Like schools, churches, and other social gathering places, parks promote a sense of community. Studies show that institutions that foster the web of human relationships can make a neighborhood stronger, safer, and more successful. The social value of people caring about their communities provides economic benefits to help attract residents and businesses. From playgrounds and sports fields to park benches and trails, parks offer opportunities for people of all ages to communicate, compete, interact, learn and grow. Proximity to parks has been shown to increase property values.

According to the Center for Disease Control and Prevention, one in three of the nation's adult population and one in six children are overweight or obese. With the current obesity epidemic and economic challenges, parks provide low-cost opportunities for recreation for all ages and income levels and promote active, healthy lifestyles. The park system offers hundreds of amenities, programs and events, and the vast majority of County residents live within two miles of one of the Department's parks.



Delivering high-quality service in parks is an important focus for Montgomery Parks as demand and usage continue to grow. Montgomery Parks seeks to provide quality recreational and educational opportunities through its operation, construction, development, and maintenance of a wide variety of facilities to meet the varied needs and interests of the County's residents. Montgomery Parks [Vision 2030](#) plan is a comprehensive park planning effort to develop long range plans and continue to serve as a guide for future park development and resource protection to better address changing needs and growth forecasts through 2030.

Through the tough economic times in recent years, Montgomery Parks continued to increase park acreage to accommodate growing population and environmental protection needs, incorporate



# Montgomery County Department of Parks

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more stringent regulatory mandates into the work program, and cover skyrocketing healthcare costs for employees and risk management increases in the operating budget. In addition, resident demand for services continues to grow with the changing needs and diversity of the community. Montgomery Parks has strived to manage its operating budget with a focus on providing safe and well-maintained parks for residents.

The Department's FY18 budget includes increases for compensation adjustments, unfunded obligations for new parks and amenities, known operating commitments, debt service on capital equipment, Commission-wide information technology initiatives, and National Pollutant Discharge Elimination System (NPDES) mandates.

In addition, the FY18 budget also includes funding to address identified deficiencies in the work program as well as emerging trends aimed at meeting the needs of the future that focus on priorities of the Department such as activating our urban parks, improving the quality and playability of ballfields, enhancing and expanding the trail system, and maximizing operational efficiency and reliability.

Together, we have created a highly popular, valued, and nationally recognized park system. The entire team remains committed to honoring our core vision to provide "...an enjoyable, accessible, safe, and green park system that promotes a strong sense of community through shared spaces and experiences and is treasured by the people it serves." We will continue to aggressively seek new funding opportunities and improve work program efficiencies. We remain committed to forming viable partnerships and strong relationships with stakeholders and within communities. The FY18 budget request will enable us to continue to provide safe, clean parks, keep our programs and facilities accessible and affordable, and to maintain the quality of life for which Montgomery County is renowned.

## **MISSION**

Protect and interpret our valuable natural and cultural resources; balance the demand for recreation with the need for conservation; offer a variety of enjoyable recreational activities that encourage healthy lifestyles; and provide clean, safe, and accessible places for leisure-time activities.

## **VALUES**

Stewardship	Manage the county park system so it best meets the needs of current and future generations.
Recreation	Offer a range of leisure activities that strengthen the body, sharpen the mind, and renew the spirit.
Excellence	Deliver the highest quality product, service and experience possible.
Integrity	Operate with an objective, honest, and balanced perspective.
Service	Be courteous, helpful and accessible to each other and the public we serve.
Education	Promote opportunities for continuous learning among staff and the public we serve.
Collaboration	Work in cooperation with all stakeholders including residents, communities, public and private organizations, and policy makers, as well as interdepartmentally.
Diversity	Support and embrace the differences among our employees and the public we serve, and offer suitable programs, activities and services.
Dedication	Commit to getting the job done the right way, no matter what it takes.



# Montgomery County Department of Parks

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## PROGRAMS AND SERVICES PROVIDED

### Montgomery County Department of Parks

- Administration and Management
- Park Services
- Planning and Community Partnerships
- Stewardship of Natural and Cultural Park Resources

## ACCOMPLISHMENTS

- Completed the final transition plan in response to the 2011 Settlement Agreement and submitted the plan to the U. S. Department of Justice (DOJ) in August 2016.
- 2016 Countywide Park Trails Plan was approved by the Planning Board in September, 2016.
- 2017 PROS Plan Update to be presented to the Planning Board in Spring, 2017.
- Initiated outreach and planning process to create a Parks Functional Master Plan to address critical park needs in mixed use and higher density residential areas across the County, with a staff draft scheduled for completion in Spring 2017.
- Continued efforts to meet the mandates of the National Pollutant Discharge Elimination Systems permit (NPDES) included increased staff training, completion of several water quality projects, established programs to monitor storm drain outfalls for non-stormwater discharges, and hired staff to focus on maintenance of stormwater facilities on parkland, management of nuisance wildlife in stormwater facilities, assessment and implementation of green management practices on parkland, and increased volunteer efforts.
- Increased the partnership with Project Search by hiring additional people with disabilities through the County program.
- Continued maintenance and dissemination of the County's Zoning map through Council approved map amendments.
- Montgomery Parks staff serve on the Maryland Partnership for Children in Nature. The work of the Partnership within the State of Maryland was recognized by the World Future Council with the Future Policy Silver Award 2015: The Rights of Children, for Maryland's Environmental Literacy Standards.



**Montgomery County  
Department of Parks**

**GOALS AND PERFORMANCE MEASURES**

<b>Goal To have park facilities and amenities accessible to all individuals.</b>				
<b>Objective</b>				
Implement all five phases of the 2011 Settlement Agreement with the U. S. Department of Justice for ADA by 2031				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Percentage of barrier removals accomplished each year as identified in the 2016 final transition plan (based upon projected 15-year plan)	6.5%	6.5%	6.5%	6.5%

<b>Goal: Determine public support for our parks programs</b>				
<b>Objective</b>				
Conduct a public opinion survey process that continually collects data that will be used to make decisions.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of County residents who agree or somewhat agree with the statement: "Montgomery Parks and its programs are a source of pride for the people in Montgomery County."	75%	N/A	75%	75%



# Montgomery County Department of Parks

## SUMMARY OF DEPARTMENT BUDGET

### MONTGOMERY COUNTY DEPARTMENT OF PARKS PROPOSED BUDGET FISCAL YEAR 2018

	FY 17 Adopted	FY 18 Proposed	% Change
Expenditures by Division/Function:			
Office of the Director	\$ 1,540,997	\$ 1,691,035	9.7%
Public Affairs & Community Partnerships	2,699,010	2,906,278	7.7%
Management Services	1,752,965	1,884,536	7.5%
Information Technology & Innovation	2,345,089	2,319,436	-1.1%
Park Planning & Stewardship	4,729,310	5,186,457	9.7%
Park Development	3,242,259	3,395,134	4.7%
Park Police	14,160,643	14,699,032	3.8%
Horticulture, Forestry & Environmental Education	9,133,771	9,851,020	7.9%
Facilities Management	11,844,367	12,270,870	3.6%
Northern Parks	10,238,687	10,540,405	2.9%
Southern Parks	13,137,439	13,966,954	6.3%
Support Services	10,951,898	12,128,270	10.7%
Non-Departmental	4,994,090	6,923,012	38.6%
Grants	400,000	400,000	0.0%
Transfer to CIP	350,000	350,000	0.0%
Transfer to Debt Service Fund	4,846,969	5,511,210	13.7%
Total Expenditures by Department	\$ <u>96,367,494</u>	\$ <u>104,023,649</u>	<u>7.9%</u>
Property Management	1,319,000	1,311,100	-0.6%
Special Revenue Funds	1,843,500	1,846,425	0.2%
Enterprise Funds	10,012,147	10,347,797	3.4%
Total Department of Parks	\$ <u>109,542,141</u>	\$ <u>117,528,971</u>	<u>7.3%</u>

## HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

The Department of Park's total FY18 proposed budget request is \$117,528,971 and includes the Park Fund, Property Management subfund, the Enterprise Fund, and the Park's portion of the Special Revenue Fund. The Department of Parks is one of the few County agencies that generate revenue from users to offset and support some operating costs and projects.

The total Park Fund tax-supported expenditure budget, less reserves, is \$104,023,649 and includes grants, non-departmental, and debt service. This represents an increase of \$7,656,155 or 7.9% over the FY17 adopted budget. This increase is summarized as follows:

Compensation Adjustments (salary, benefits)	3,492,425
Known Operating Commitments	1,545,438
New Initiatives	1,404,616
Water Quality Protection Fund	586,223
Debt Service Obligation Bonds	664,241
OPEB (PAYGO and Pre-Funding)	(36,788)
<b>Total</b>	\$ <u>7,656,155</u>



# Montgomery County

## Department of Parks

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### **Unfunded Operating Budget Obligations**

Operating Budget Impacts (OBI) are the costs associated with operating, maintaining and policing of new and expanded parks. This increase is recognized and approved as part of the CIP when the project is submitted through the CIP budget process.

In FY18, Montgomery Parks is requesting \$109,541 in additional funding for OBI for added resources necessary to implement completed CIP work programs associated with new or expanded park infrastructure. That net total includes the reversal of \$259,650 from a one-time expense for FY17 for capital equipment. This includes 1.9 WYs for seasonal staff.

### **NPDES Mandate**

The Department of Parks received its first NPDES Small Separate Storm Sewer System (NPDES MS4) permit from the Maryland Department of the Environment in the spring of 2010. For FY18, the Department is requesting an increase of \$586,223, bringing the total to \$3,403,636, for NPDES activities.

The funding includes \$379,466 in personnel cost that includes compensation increases for existing positions under NPDES and the addition of three (3) full time career positions (3.0 WY) to address deficiencies that remain in the Post Construction Stormwater Management measure, which deals primarily with the retrofit, repair, and maintenance of stormwater facilities on M-NCPPC parkland. The Department determined that the technical nature of stormwater facility maintenance work does not lend itself to the use of seasonal employees as the work is complex and takes a significant amount of time to train these employees. Also included is funding for the conversion of one (1) term contract position into one (1) full time career position for wildlife management. In addition, funding includes supplies and services of \$46,757 and one-time capital equipment funding of \$160,000.

### **Known Operating Commitments**

The Known Operating Commitments include cost increases such as contractual obligations, information technology software maintenance agreements, utility and telecommunications increases, and inflationary increases.

The Department has \$235,150 in contractual obligations for known increases based on the consumer price index (CPI) or other contract terms, \$32,794 for increases associated with legislated minimum wage increases, \$77,495 for increases in telecommunications costs and utilities, as well as \$159,204 for inflationary increases for supplies and materials, non-contracted services and capital outlay. The Department is reducing costs by \$132,000 for removal of one-time funding from FY17 for the purchase of body-worn cameras for Park Police. In addition, the debt service for the Capital Equipment Internal Service Fund (ISF) increases by \$617,500 based on proposed spending for Information Technology upgrades and vehicle and equipment purchases.

### **New Initiatives Addressing Deficiencies and Emerging Trends**

The FY18 Proposed Budget includes \$1,404,616 to address identified deficiencies in the work program as well as emerging trends aimed at meeting the needs of the future.

Included in the funding are: 3.0 seasonal WYs and supplies funding to provide activities and programs that will increase daily use of urban parks; 3.0 seasonal WYs to restore the Departmental internship program; 1 full time career position converting from a term contract position for a natural resource specialist to map and update trails data in GIS and on the Department web page; 2 full time career staff and 1.5 seasonal WYs as well as Supplies & Materials funding for the creation of a new trails crew to convert unsanctioned trails to sanctioned trails; 4 full time career staff and





# Montgomery County Department of Parks

Supplies & Materials funding for a ballfield crew to focus on enhancing and renovating ballfields to provide improved maintenance and quality of turf in local park sites throughout the County; 1 full time career position that is funded as a 50/50 split with CIP for a quality assurance officer to support and monitor the design and construction phases of CIP projects; 1 full time career position converting from a part time career position for managing the Weed Warrior Program; 2 full time career positions and supplies and services funding to provide control of non-native invasive plants, meadow management, and reforestation area maintenance; 1 full time career position split 30/70 with CIP to assist in tracking and reviewing active ADA projects within the CIP and maintenance program and also in tracking and updating the status of amenities in the Enterprise Asset Management (EAM) system; and 1 full time career position funded through the Enterprise Fund with part of the cost as a chargeback to the Park Fund for a Program Access outreach specialist to coordinate inclusion services, training and outreach for the Department.

### Salary Lapse

The Department is maintaining the same lapse rate at 7.5% in FY18 although this exceeds our normal attrition rate of 4-5% and requires us to hold positions vacant.

### MAINTENANCE STANDARDS

The following chart illustrates the effect of the reduced funding on the optimal maintenance standards for the Department's parks. The Department has focused on maintenance standards that preserve customer safety, such as playgrounds, and has taken deeper cuts in other areas, such as landscape maintenance, that, while important to the overall quality of a park, will not compromise customer safety.

Optimal frequency standard is a benchmark from other park agencies of similar size and complement.

STATEMENT OF STANDARD/ Maintenance Activity	Park Type	Optimal Frequency Standard	FY15 Actual	FY16 Actual	FY17 Estimated	FY18 Proposed
<b>ATHLETIC FIELDS</b> All athletic fields shall be safe and maintained to support the level of play identified for public use, the amenities developed to support the activity, and the age of the users and/or the level of play.						
<b>Aerating</b> Using mechanical means, aerate athletic fields.	Regional / Recreational Parks	8 X per year	2 X per year	2 X per year	4 X per year	4X per year
	Local Parks	3 X per year	1 X per year	1 X per year	1 X per year	2 X per year
<b>Over-seeding</b> Using mechanical means, over-seed athletic fields.	Regional / Recreational Parks	2 X per year	1 X per year	1 X per year	2 X per year	2 X per year
	Local Parks	1 X per year	1 X per year	1 X per year	1 X per year	1 X per year



# Montgomery County Department of Parks

<b>Diamond Fields, Infield Maintenance</b>  Dragging, leveling, and lining infield, maintenance of plates, bases and pitcher's mound where appropriate.	Regional / Recreational Parks	Daily	Daily	Daily	Daily	Daily
	Local Parks	Weekly	3 X per month	Weekly	Weekly	Weekly
<b>Rectangle Fields,</b>  Lining of rectangle fields	Regional / Recreational Parks	Daily	Weekly	Weekly	Weekly	Weekly
	Local Parks	Weekly	2 X per month	2 X per month	2 X per month	2 X per month
<b>MOWING</b> Turf grass within the park system shall mowed, trimmed, seeded, and/or replaced based upon the necessary level of maintenance for the turf type, park, and season of the year. All turf areas within the park system shall be aesthetically pleasing and appropriate for each park setting.						
<b>Turf Maintenance: Mowing</b> Maintain turf in a horticulturally sound manner and recommended mowing height for the cultivar in place. Trim around fixed amenities, edge walkways and blow chipping.	Local Parks	34 cuts per season	28 cuts per season	28 cuts per season	30 cuts per season	1 per seven to ten days
	Regional / Recreational Parks <b>Managed Turf</b>	34 cuts per season	34 cuts per season	34 cuts per season	34 cuts per season	1 per seven to ten days
	Regional / Recreational Parks <b>Athletic Fields</b>	68 cuts per season	62 cuts Per season	62 cuts Per season	63 cuts Per season	2 per seven to ten days
<b>PLAYGROUNDS</b> All playgrounds shall be inspected, maintained, repaired and/or replaced to be safe and comply with national safety guidelines. The frequency level of maintenance shall also support the level of public use of each playground within the park system.						
<b>Playground Inspections</b>  Inspect playground facilities in compliance with Consumer Product Safety Council guidelines, to include inspection for head entrapment potential, checking of wood, protrusion of bolts or other sharp objects, proper depth of surfacing, and overall condition of equipment. Request repairs or replace as appropriate based on results of inspection.	All Park Categories	12 X per year	10 X per year	10 X per year	11 X per year	12 X per year
<b>Playground Surfacing</b>  Playgrounds with Wood Carpet Fiber Surfacing will be hand till to keep playground weed free without the use of pesticides	All Park Categories	12 X per year	N/A	N/A	1 X per month	2 X per month



# Montgomery County Department of Parks

## MAINTENANCE STANDARDS – MONTGOMERY PARKS (Cont'd)

STATEMENT OF STANDARD/ Maintenance Activity	Park Type	Optimal Frequency Standard	FY15 Actual	FY16 Actual	FY17 Estimated	FY18 Proposed
<b>LANDSCAPE MAINTENANCE</b>						
Flower beds and park entrance areas which form landscaped areas will be kept attractive, weed-free, trash-free and insect-free, and aesthetically pleasing.						
<b>Landscape Maintenance</b>						
Pruning, mulching, replacement of plant material, seasonal rotation of plants, IPM, and tree planting.	Urban Parks and Park Office Buildings	8 X per year	4 X per year	4 X per year	4 X per year	6 X per year
	Local Parks	2 X per year	1 X per year	2 X per year	1 X per year	1 X per year
	Regional / Recreational Parks	3 X per year	1 X per year	2 X per year	2 X per year	2 X per year
<b>TRAILS</b>						
All hard and natural surface trails shall be routinely maintained to be safe to use, clear of debris, clearly marked and graded for public use, and easily accessible for a wide range of trail users within the park system.						
<b>Trail Inspections and Maintenance</b>						
Visually inspect trail surface and adjacent areas for hazards, excessive wear and tear, vandalism, washouts, etc. and repair as appropriate.	Hard Surface	Weekly	Weekly	Weekly	2 X per year	2 X per year
	Natural Surface	Monthly	Monthly	Monthly	2 X per year	2 X per year
<b>PARK ROADS and PARKING LOTS</b>						
<b>Park Roads and Parking Lots Inspections</b>						
Inspect for damage, erosion, drain systems, signage and striping.	All Park Categories	Monthly	Monthly	Monthly	Monthly	Monthly
<b>COURTS</b>						
To include tennis, basketball, volleyball, and multi-use courts.						
<b>Courts Inspections</b>						
Inspect court surface for hazards, proper lining. Inspect hardware, including nets, standards, backboards, cranks, etc. for hazards, wear and tear, or vandalism. Inspect fencing for hazards, wear and tear, or vandalism. Request appropriate repairs or replacements as dictated by the result of the inspection.	All Park Categories	Monthly	Monthly	Monthly	Monthly	Monthly



# Montgomery County Department of Parks

## MAINTENANCE STANDARDS – MONTGOMERY PARKS (Cont'd)

STATEMENT OF STANDARD/ Maintenance Activity	Park Type	Optimal Frequency Standard	FY15 Actual	FY16 Actual	FY17 Estimated	FY18 Proposed
<b>STORMWATER MANAGEMENT</b> All storm water management assets shall be inspected, maintained, and free of trash and debris to comply with U.S. Environmental Protection Agency (NPDES) regulations and Montgomery County Department of Environmental Protection (DEP) guidelines.						
<b>Sand Filter Inspections and Maintenance</b> Inspect for standing water, clogging of surface aggregate. Remove grass, algae, leaves, and sediment.	All Park Categories	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
<b>Bio retention Site/Rain Garden Inspections and Maintenance</b> Inspect for clogging of surface aggregate. Remove weeds and other undesirable vegetation. Check for animal burrows.	All Park Categories	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
<b>Litter and Debris Removal</b> Keep all stormwater management assets free of trash and debris.	All Park Categories	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
<b>Wet and Dry Ponds</b> Mow grass and remove woody vegetation in the pond areas downstream slope of dams, top of dams, upstream slope of dams (dry ponds only), twenty-five feet around the control structures (dry ponds only), inlet channels, around headwalls, pipes within pond areas, and outlet channels.	All Park Categories	2 X per year	2 X per year	2 X per year	2 X per year	2 X per year
<b>NPDES permit for Industrial Sites</b> Inspect maintenance yards in compliance with Stormwater Pollution Prevention Plan.	Park Maintenance Yards	Monthly	Monthly	Monthly	Monthly	Monthly
<b>TREES</b> To provide healthy, sustainable trees in our parks.						
<b>Tree Inspections:</b> Inspect all developed parks with amenities for tree hazards.	353 Parks with Amenities	100% of parks with amenities	60% of parks	68% of parks	68% of parks	68% of parks



# Montgomery County Department of Parks

## MAINTENANCE STANDARDS – MONTGOMERY PARKS (Cont'd)

STATEMENT OF STANDARD/ Maintenance Activity	Park Type	Optimal Frequency Standard	FY15 Actual	FY16 Actual	FY17 Estimated	FY18 Proposed
<b>TREES Cont'd</b> To provide healthy, sustainable trees in our parks.						
<b>Service Requests for Tree Crew:</b> Complete all service requests	All Park Areas	100% of requests	65% of requests	59% of requests	59% of requests	59% of requests
<b>Tree Emergency Requests:</b> Emergency requests responded to in 3 hours during off hours (often after the hazard is cleared, the remaining work that is lower priority becomes part of the backlog)	All Park Areas	100% of requests	100% of requests	100% of requests	100% of requests	100% of requests
<b>Newly Planted Trees:</b> Newly planted trees sustained following year one and two of after-care (watering, mulching, pruning, weed removal)	All Park Areas	100% of trees	98% of trees	97% of trees	97% of trees	100% of trees
<b>Trees Planted Vs Trees Removed:</b> Number of large diameter (2-5") trees planted equals or exceeds number of trees removed. This is a change from previous years where we included small containerized trees in the total *Increase in removals due to Emerald Ash Borer infestation	# Trees (2-5" diameter) Planted		643	1,015	1,200	1,200
	# Trees Removed		800	1,834	1,776	1,776
<b>TRASH AND RECYCLING REMOVAL</b> The removal of trash and recycling within the park system shall support the need to keep all parks clean and trash free. The level of trash and recycling removal maintenance shall support the level of public use and accessibility assigned to each park type.						
<b>Trash Removal:</b> Empty all trash and recycling cans within park into trash or recycling packer and pick up ground litter within 10 feet of cans and as otherwise seen.	<b>In Season</b>					
	Regional / Recreational Parks	Daily	Daily	Daily	Daily	Daily
	Local Parks	4 X per week	3 X per week	3 X per week	2 X per week	2 X per week
	Parkways	Daily	3 X per week	3 X per week	Daily	Daily
	<b>Off Season</b>					
	Regional / Recreational Parks	3 X per week	2 X per week	2 X per week	2 X per week	2 X per week
	Local Parks	2 X per week	1 X per week	1 X per week	1 X per week	1 X per week
	Parkways	2 X per week	1 X per week	1 X per week	1 X per week	1 X per week



**Montgomery County  
Department of Parks**

**MAINTENANCE STANDARDS – MONTGOMERY PARKS (Cont'd)**

STATEMENT OF STANDARD/ Maintenance Activity	Park Type	Optimal Frequency Standard	FY15 Actual	FY16 Actual	FY17 Estimated	FY18 Proposed
<b>FLEET MAINTENANCE</b> To assure available, reliable, and safe equipment and vehicles for staff.						
<b>On-Road Vehicle Uptime</b> Repair vehicles in a timely manner to keep vehicles available to staff		94.7%	98.0%	91.5%	95%	95%
<b>Vehicle Preventive Maintenance</b> Performed annually or at 5,000 miles		75% Done on time	53.0%	52%	54.0%	54%
<b>Service Requests:</b> Completed projects costing under \$3,000 Avg. annual service work orders generated = 3,200		85% of requests	80% of requests	80% of requests	80% of requests	80% of requests
<b>TRADES/CONSTRUCTION</b> To help provide a comprehensive, cost efficient and effective maintenance, construction, and repair services for park buildings and facilities.						
<b>Major Maintenance:</b> Completed projects costing \$3,000 or more Average annual major maintenance work orders generated = 215.		90% of projects	70% of projects	90% of projects	80% of projects	80% of projects
<b>Service Requests:</b> Completed projects costing under \$3,000 Avg. annual service work orders generated = 3,200.		85% of requests	80% of requests	90% of requests	90% of requests	90% of requests
<b>Preventive Maintenance:</b> Periodic service of assets intended to increase service life and decrease emergency repairs Average number of requests generated annually = 7,400.		100% of requests	95% of requests	72% of requests	80% of requests	80% of requests



# Montgomery County Department of Parks

## DETAIL BUDGET SCHEDULE: CONTRACTUAL SERVICES

The total for contractual services department wide in FY18 is \$3,925,338. The following chart is a listing of Contractual Services by fund.

Division	Section	Description	FY17 Adopted	FY18 Proposed
<b><u>Park Fund</u></b>				
<b>Director of Parks</b>	Director's Office	Various depositions and legal services	1,000	1,000
<b>Facilities Management</b>	Trades Units	Emergency design and architectural/engineering services	4,700	4,700
<b>Facilities Management</b>	Trades Units	Energy/Recycling management contract	79,120	79,190
<b>Horticulture, Forestry and Environmental Education</b>	Arboriculture	Tree Contract	284,078	293,739
<b>Horticulture, Forestry and Environmental Education</b>	Arboriculture	Emergency tree removal	6,000	6,000
<b>Horticulture, Forestry and Environmental Education</b>	Arboriculture	Tree Contract - Emerald Ash Borer impact	400,000	400,000
<b>Horticulture, Forestry and Environmental Education</b>	Nature Centers	Licensing agreements	450	493
<b>Horticulture, Forestry and Environmental Education / Northern Parks/ Park Police</b>	Nature Centers / Agricultural History Farm Park/ Park Police Stables	Veterinary services/Animal Care	78,400	78,400
<b>Information Technology &amp; Innovation</b>	Technology	Telephone Support/Maintenance contracts	146,200	130,333
<b>Information Technology &amp; Innovation</b>	Technology	WAN/LAN and CISCO Smartnet Emergencies	150,000	150,000
<b>Information Technology &amp; Innovation</b>	Technology	On-Site Desktop Support	180,000	216,000
<b>Information Technology &amp; Innovation</b>	Technology	Microsoft software licenses/support	164,774	Moved to Commission-Wide IT Fund



# Montgomery County Department of Parks

Division	Section	Description	FY17 Adopted	FY18 Proposed
<b>Information Technology &amp; Innovation</b>	Technology	Help Desk Support	137,000	163,000
<b>Information Technology &amp; Innovation</b>	Technology	SAN Server Maintenance	Under warranty	64,000
<b>Management Services</b>	Smart Parks	Enterprise Asset Management Maintenance and Webhosting	162,300	156,275
<b>Northern Parks</b>	Little Bennett	Bermuda Turf Field Maintenance	78,740	79,500
<b>Northern Parks</b>	Stormwater Management	Stormwater management	71,131	88,488
<b>Northern Parks/Southern Parks</b>	Various	Artificial Turf testing	7,000	7,000
<b>Park Planning &amp; Stewardship</b>	Cultural Resources	Architectural services for historic properties	34,000	34,000
<b>Park Planning &amp; Stewardship</b>	Cultural Resources	Interpretive program	60,000	60,000
<b>Park Planning &amp; Stewardship</b>	Natural Resources Stewardship	Deer population control	89,990	89,990
<b>Park Planning &amp; Stewardship</b>	Natural Resources Stewardship	Professional trapping service	30,000	30,000
<b>Park Planning &amp; Stewardship</b>	Resource Analysis	Ground water/methane monitoring	45,000	35,000
<b>Park Planning &amp; Stewardship/Northern Parks</b>	Natural Resources Stewardship/Various	Non-native plant control	177,027	183,664
<b>Park Police</b>	Admin	Maintenance Agreements	118,244	118,244
<b>Park Police</b>	Special Operations, Patrol, Administration	LOEBR/Hearing Boards	15,000	15,000
<b>Public Affairs &amp; Community Partnerships</b>	Public Information and Marketing	Graphic design and web development services	90,000	90,000
<b>Public Affairs &amp; Community Partnerships</b>	Public Information and Marketing	Media management software	7,700	10,000
<b>Public Affairs &amp; Community Partnerships</b>	Public Information and Marketing	Customer Relationship Software	28,300	Using seasonal staff for service





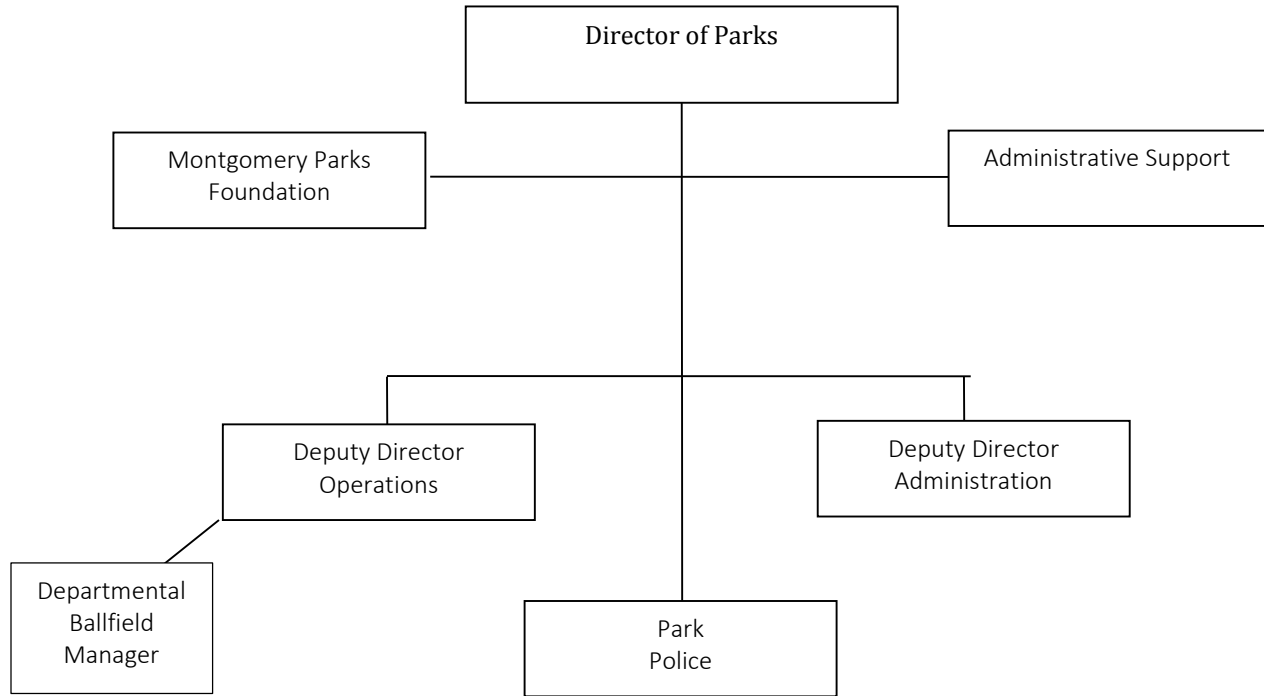
**Montgomery County  
Department of Parks**

<b>Division</b>	<b>Section</b>	<b>Description</b>	<b>FY17 Adopted</b>	<b>FY18 Proposed</b>
<b>Public Affairs &amp; Community Partnerships</b>	Volunteer Services	Continued development of the Web-based Training Initiative for Volunteers	9,600	9,600
<b>Public Affairs &amp; Community Partnerships</b>	Volunteer Services	Data base for volunteer services	22,500	22,500
<b>Southern Parks</b>	Administration	Miscellaneous consulting (turf, radon abatement, structural/ environmental engineer, legal investigation experts)	3,800	3,400
<b>Support Services</b>	Support Services	Consolidated registration support	123,616	123,616
<b>Support Services</b>	Support Services	Sign Language Interpretation	10,000	14,000
<b>Support Services</b>	Support Services	Specialized professional services and training	76,000	82,000
<b>Support Services</b>	Support Services	Pesticide legislation - ballfield maintenance	19,400	19,400
<b>Support Services</b>	Support Services	Rental fees - portable toilets	213,540	213,540
		<b><u>Total - Park Fund</u></b>	<b><u>\$2,353,431</u></b>	<b><u>\$3,146,970</u></b>
<b><u>Property Management subfund</u></b>				
<b>Facilities Management</b>	Property Management	Legal Services	5,000	5,000
		<b><u>Total - Property Management subfund</u></b>	<b><u>\$5,000</u></b>	<b><u>\$5,000</u></b>
<b><u>Special Revenue Fund</u></b>				
<b>Southern Region</b>	Athletic Fields*	MCPS Ballfield maintenance for designated Elementary and Middle Schools	802,000	848,300
		<b><u>Special Revenue Fund</u></b>	<b><u>\$802,000</u></b>	<b><u>\$848,300</u></b>
		<b><u>Total Contract Services - All Funds</u></b>	<b><u>\$3,931,610</u></b>	<b><u>\$3,925,338</u></b>
* This amount represents only the vendor cost. The total cost is \$843,200 (FY17) and \$890,700 (FY18).				



# Montgomery County Department of Parks - Director of Parks

## ORGANIZATIONAL STRUCTURE



# Montgomery County

## Department of Parks – Director of Parks

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### OVERVIEW

Major responsibilities of this office include implementing the work program as approved by the Montgomery County Planning Board and the County Council; advising the Planning Board on matters of park policy; acting as a liaison between the public and local, state, and federal agencies and officials; overseeing and supporting the Montgomery Parks Foundation; developing and administering internal management policies, procedures, and practices; and overseeing the work program of the park employees.

### MISSION

To establish clear accountability and standards to effectively manage the more than 37,000 acres and facilities within the Montgomery County Park system.

### PROGRAMS AND SERVICES PROVIDED

- Management and Administration
- Park Foundation Oversight and Support
- Grants Management
- Departmental Ballfield Maintenance Supervision

### ACCOMPLISHMENTS

- Continued to represent the Department on the Commission-wide Information Technology Council charged with overseeing IT governance for enterprise information technology systems and initiatives.
- The Montgomery Parks Foundation secured a pledge from the Montgomery County Public Schools Retirees Association to match contributions from their members for the Josiah Henson Special Park Project 1:1 up to \$5,000.
- The Foundation secured \$280,000 in awards, 93% of the requested total application of \$300,000 by developing and promoting three bond bills before the General Assembly.
- The Foundation obtained a government-to-government grant in the amount of \$40,000 from the State Highway Administration for an SCA Trails Project.
- The Foundation is continuing to work with the Coalition for the Capital Crescent Trail (CCCT) to assist the CCCT in their efforts to construct a bike-friendly plaza where the Trail crosses a bridge over River Road.
- The Harper Cabin chimney renovation, funded by the Montgomery Parks Foundation, was completed.
- Design work has been completed for the SEED Classroom project for Black Hill Visitor Center and Nature Programs, and the Montgomery Parks Foundation has launched a Capital Fundraising Campaign with a goal to raise \$550K to support this project.



**Montgomery County  
Department of Parks – Director of Parks**

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**BUDGET AT A GLANCE**

**Summary of Division Budget**

	<b><u>FY17 Adopted</u></b>	<b><u>FY18 Proposed</u></b>	<b><u>% Change</u></b>
<b>Budget</b>			
Expenditures	\$ 1,540,997	\$ 1,691,035	9.7%
<b>Staffing</b>			
Funded Career Positions	8.00	8.00	0.0%
Funded Term Positions	4.00	4.00	0.0%
Funded Workyears	12.70	12.80	0.8%

**HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET**

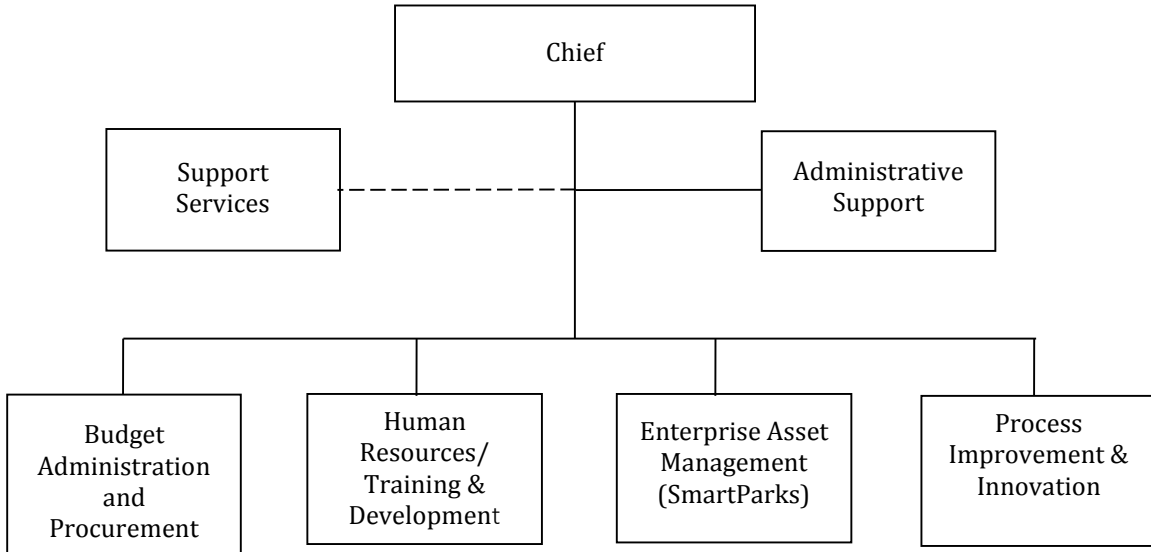
- Increases Other Services and Charges by \$11,400 for major known commitments including printing costs and conference and training fees.
- Decreases salary lapse by 0.1 WY based on historical trend.



# Montgomery County Department of Parks – Management Services

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## ORGANIZATIONAL STRUCTURE



# Montgomery County

## Department of Parks – Management Services

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### OVERVIEW

The Division's activities support a variety of financial, budgetary, procurement, personnel and enterprise asset management needs, while ensuring the Department's ability to attain its goals and objectives. The division leads the Department's organizational development program and diversity efforts, as well provides data analysis for tracking work efforts and decision making. Management Services provides a variety of services that directly support the Park divisions to allow them to achieve their mission and responsiveness to the public; and assists the Director's Office with implementing internal policies and procedures to support the administrative functions within the Department. The Management Services Division consists of the following sections:

**Budget Administration and Procurement** uses a coordinated financial management system that handles more than \$100 million in annual operating funds; prepares the Department's annual budget; guides the development and monitoring of performance measures; assists the Department with the Council review and approval process and monitors budget performance during the fiscal year; determines operating budget impacts of capital improvements and new programs; develops and monitors the Support Services program; provides management analysis of programs; and guides department-wide procurement activity.

**Human Resources/Training and Development** provides human resource services to the divisions in the areas of recruitment; performance management; employee/labor relation services; and coordination of intern programs. This section also provides Departmental training, workforce planning and organizational development programs and activities that increase the competencies of Department employees, to enable them to provide the highest quality and most cost-effective services to the users of Montgomery County parks. Training will result in improved accountability, performance, and improved expertise of managers and supervisors.

**Enterprise Asset Management (SmartParks)** is a computerized system which includes park administration and maintenance management to better manage work programs of the department. The system includes preventative maintenance work orders, fixed and controlled asset management, capital assessment systems, facility condition assessments, park asset/amenity inventory, maintenance standards and best practices, life-cycle replacement standards, and incident tracking. The section performs system administration and management analysis of SmartParks systems and data to provide management decision support and ensure the most efficient and effective utilization of resources to manage all aspects of parks operations.

**Process Improvement and Innovation** is a new unit which will focus on identifying and implementing process improvements across the department, some of which will result in cost savings. This unit is also responsible for overseeing an innovation program that will engage staff at all levels to identify and implement viable, innovative programs for staff and park patrons. This unit will work hand in hand with the EAM section to track progress and performance. Developing performance measures and tracking cost recovery is also under the purview of this unit.

### MISSION

To provide comprehensive support and oversight for financial management, procurement, personnel services, organizational development, and technology applications for the Department.

### PROGRAMS AND SERVICES PROVIDED

- Management and Administration
- Employee Services
- Cost Recovery Analysis
- Recruitment



# Montgomery County

## Department of Parks – Management Services

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- Budget Preparation
- Financial Management
- Department-Wide Procurements
- Position Control and Tracking
- Organizational Development
- Succession Planning
- Enterprise Asset Management
- Innovation Program
- Operational Efficiencies and Cost Savings

### ACCOMPLISHMENTS

- Several new Key Performance Indicators (KPIs) were created in the EAM, enabling operations and management staff to keep track of important program indicators, such as response times on work orders, life cycle asset replacement timeframes, and progress on preventive work orders. Data is being extracted and several reports were created to justify new positions in the proposed budget.
- Upgraded the EAM system from version 11.1 to 11.2 which included an improved user interface and back-end functionality.
- Conducted EAM training for approximately 250 staff. These trainings included configuration and functionality on mobile devices such as phones and tablets, basic and advanced functionality, pesticides tracking, and the CIP/Major Maintenance Request Form.
- Collected, analyzed, and improved performance measure and cost recovery data throughout the year to assess the progress toward achieving the department’s performance expectations and to improve the management and delivery of services.
- Continued to create engaging and interactive Quarterly Managers Meetings under the new CLIMB (Connecting, Learning, Informing, Motivating, Building) format. The theme of the November 2016 CLIMB session was Diversity and Inclusion (D&I). This CLIMB session was the first step of a long-term strategy to move diversity and inclusion to the forefront of the Department’s focus and imbedding D&I as a priority into already existing operational and administrative functions.
- Began the second phase of an employee engagement mechanism named “HR in the Parks” that is designed to engage current employees and proactively address HR related matters. Respect in the Workplace interactive training sessions will continue at all major operations and facility management locations.
- Improved recruitment efforts to fill a growing number of vacancies, mainly due to increases in retirements and internal promotions. New recruitment strategies included utilization of Montgomery Parks Social Media (Twitter & Facebook) to promote selected vacancies, expanded use of LinkedIn for posting of selected professional vacancies, contracted with DIVERSITYJOBS.COM to reach a broader representation of our job market and to provide valuable analytics, reduced recruitment timeline by eliminating redundant steps in the process, and began a new partnership with Montgomery College Gudelsky Trade School to target students for hard-to-fill trade positions.
- Created more transparency around the budget development process by engaging all divisions in an open forum to communicate their priorities and to provide input on all divisional budget requests.



# Montgomery County

## Department of Parks – Management Services

### GOALS AND PERFORMANCE MEASURES

<b>Goal</b> Implement processes in recruitment, employee development and employee relations to positively impact employee/turnover rates.				
<b>Objective</b>				
Increase staff competencies to more efficiently perform work program and to provide opportunities for upward mobility.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of hiring managers receiving Recruitment Manual and attending comprehensive interview training	80%	N/A	75%	Goal will be replaced with performance management training
% of newly hired employees going through comprehensive orientation within first 90 days	90%	N/A	75%	90%
% of designated major work facilities engaged through “HR IN THE PARKS” annually	90%	100%	75%	75%
*Conducted career counseling sessions at all ten maintenance yards that were purposefully selected to cover all regional areas of the department.				

<b>Goal</b> All assets that require preventive maintenance (PM) have a plan defined in SmartParks.				
<b>Objective</b>				
Create PM schedules for each asset that requires preventive maintenance. **				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of assets that require preventive maintenance have a PM schedule	>90% of assets have a PM plan	46%	65%	80%
**Not all assets in the system will have a separate PM schedule, e.g., rooms, but will be part (sub-assets) of larger assets. The percentage will continue to increase annually as we work with operations to incorporate maintenance standards and develop additional PM schedules. (Number of Assets with a PM / Number of assets)				





# Montgomery County Department of Parks – Management Services

<b>Goal</b> All managers/staff who need access to SmartParks have access and login regularly.				
<b>Objective</b>				
Create accounts for all staff and capture new/removed staff for account updates.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of staff who have SmartParks accounts within two weeks of their start date. ***	100%	95%	95%	95%
% of supervisors who access SmartParks at least monthly. ****	100%	42%	45%	60%
***100% will not be reached until the system is fully integrated with the ERP.				
****Supervisor access will steadily increase as we track more and more work programs across the department, e.g. capturing CIP projects and costs. It will significantly increase after the system is integrated with the Commission's time and attendance system.				

## BUDGET AT A GLANCE

	<b>FY17 Adopted</b>	<b>FY18 Proposed</b>	<b>% Change</b>
<b>Budget</b>			
Expenditures	\$ 1,752,965	\$ 1,884,536	7.5%
<b>Staffing</b>			
Funded Career Positions	13.00	14.00	7.7%
Funded Workyears	12.90	13.90	7.8%

## HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

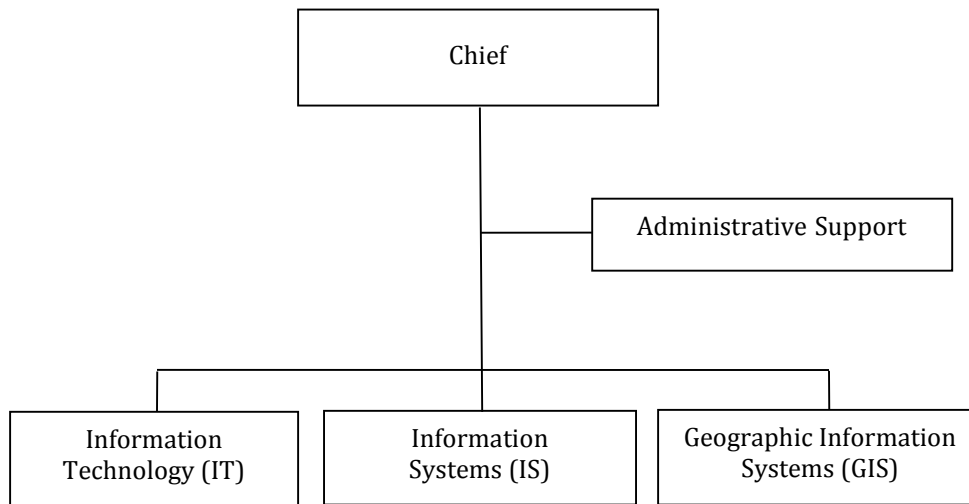
- Includes one (1) full time career position and one (1) WY moved from Southern Parks Division for an Employee Labor Relations Specialist providing Departmental Human Resources support.
- Increases Other Services & Charges by \$2,603 for divisional needs.



**Montgomery County  
Department of Parks – Information Technology and Innovation**

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**ORGANIZATIONAL STRUCTURE**



# Montgomery County

## Department of Parks – Information Technology and Innovation

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### OVERVIEW

Unlike all other Divisions in the Department of Parks and Planning Department, the Information Technology & Innovation (ITI) Division is an inter-departmental division, serving both Parks and Planning. The ITI Division staff members are located within the Planning headquarters, the Parks headquarters, and numerous Parks facilities throughout the County. ITI is focused on leveraging the reengineered IT Unit serving both Montgomery County Departments to enable business outcomes and ensure customer needs are anticipated and met effectively through a collaborative management model. The ITI Division provides information technology infrastructure and services and IS/GIS systems and support.

The ITI Division consists of the following three units – IT, IS, and GIS:

**Information Technology (IT):** The IT unit provides a robust, secure, and reliable IT infrastructure to support mission-critical applications, telecommunications, mobile computing, and desktop support employing industry best practices.

**Information Systems (IS):** The IS unit designs, implements, and maintains the information system architecture and all land-use applications for planning analysis in the Department of Parks and the Planning Department, including Hansen and ProjectDox (ePlans).

**Geographic Information Systems (GIS):** The GIS unit maintains the County’s land use and geographic databases. The unit’s GIS development efforts are part of a long-term interagency initiative to provide quality GIS data for decision making throughout all levels of County government.

### MISSION

The ITI Division provides a solid technology infrastructure as the foundation for essential IT solutions that provide citizens, the business community, and staff with timely and convenient access to information and services required for quality decision making.

Our mission is to provide a robust, secure, and reliable IT infrastructure to support mission-critical applications, telecommunications, mobile computing, and desktop support employing industry best practices; to provide critical data, analysis, and recommendations for the Departments and the County Council to guide land development decisions in response to socioeconomic and fiscal trends; and to provide the County’s constituents and the land development community access to this data.

### PROGRAMS AND SERVICES PROVIDED

- WAN/LAN Support
- Voice Over IP (VOIP) and Cloud-based Email
- GIS Mapping Support
- Desktop Support
- Systems Administration



# Montgomery County

## Department of Parks – Information Technology and Innovation

### ACCOMPLISHMENTS

- Continued to enhance VMWare environment to accommodate additional virtualized servers.
- Implemented integrated messaging (voice mail to email) in both Departments.
- Upgraded to Microsoft Office 2016 in both Departments.
- Continued to migrate physical servers to the virtual environment for improved reliability, reduced administration, and cost savings.
- Continued efforts to constantly improve our wide area network with increased bandwidth and redundancy.
- Met the IT replacement schedule determined by the Interagency Technology Policy and Coordinating Committee (ITPCC) - replacing over 100 obsolete desktops and laptops in both Departments.
- Revised the Geographical Information System (GIS) park facilities database and integrated it with the Park's Enterprise Asset Management (EAM) system and field collection/inspection devices. Continue to develop and implement web-based solutions that support Department GIS workflows, interagency access to land use information, and public access to geographic information.
- Supported Parks and Trails web page revisions to a GIS data driven model.
- Retired the department's first generation GIS servers and redeployed the division's newer data center architecture. The upgraded software version offers additional capabilities.
- Conducted an address quality control project to improve the spatial accuracy of address data, as well as verification and identification of missing addresses.

### GOALS AND PERFORMANCE MEASURES

<b>Goal</b>	<b>To provide a robust, secure, and reliable IT infrastructure to support mission-critical applications, telecommunications, mobile computing, and desktop support.</b>			
<b>Objective</b>	Maintain uninterrupted network services 24/7.			
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of network uptime	99.9%	99.9%	99.6%	100%



**Montgomery County  
Department of Parks – Information Technology and Innovation**

<b>Goal To provide highest quality Help Desk support.</b>				
<b>Objective</b>				
To respond to IT help desk calls as quickly as possible to reduce end-user downtime.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of trouble resolved on first call	97.5%	98.4%	98.5%	99%
<b>Goal To provide adequate network security to prevent loss of data.</b>				
<b>Objective</b>				
Maintain uninterrupted access to enterprise email.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of email uptime	99.6%	99.9%	99.9%	100%

<b>Goal To provide the departments and constituents with the tools to model land use in the County</b>				
<b>Objective</b>				
To continually refine, update and initiate data collection and analysis while ensuring the delivery and integrity of a publicly accessible information technology infrastructure.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Number of regulatory projects views through our Development Activity Information Center (DAIC)	N/A	272,999	285,000	290,000
Number of users accessing GIS in both departments	N/A	179	185	190

**BUDGET AT A GLANCE**

**Summary of Division Budget**

	<b>FY17 Adopted</b>	<b>FY18 Proposed</b>	<b>% Change</b>
<b>Budget</b>			
Expenditures	\$2,345,089	\$2,319,436	-1.1%
<b>Staffing</b>			
Funded Career Positions	10.00	10.00	0.0%
Funded Workyears	8.70	8.60	-1.1%



# Montgomery County

## Department of Parks – Information Technology and Innovation

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### HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

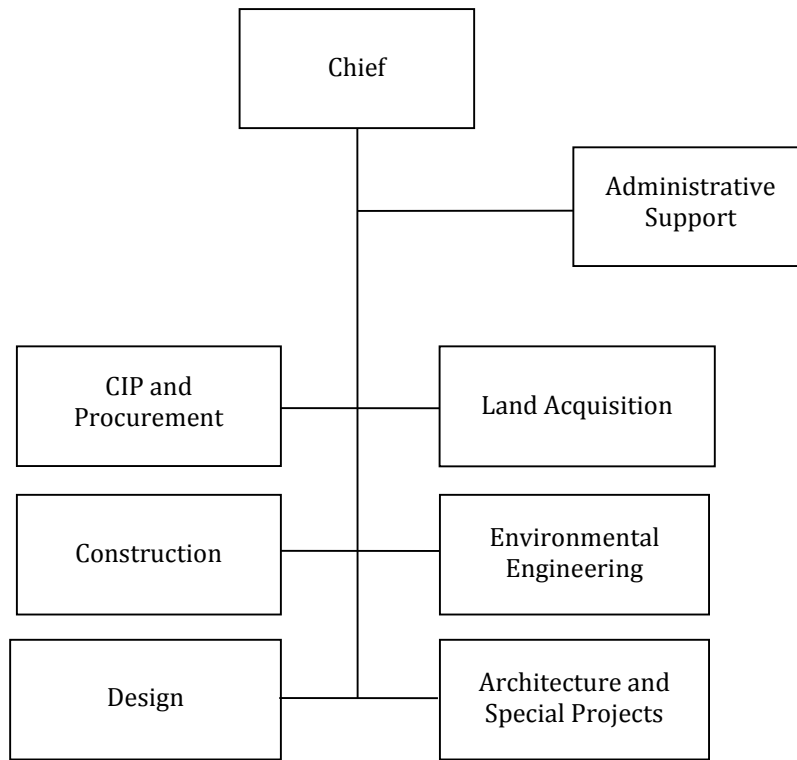
- Increases salary lapse by 0.1 WY based on historical trend.
- Reduces Other Services and Charges by \$56,569 which includes a reduction of \$204,982 for Microsoft Assurance and Adobe Cloud license fees (these fees will be paid using the Commission-Wide IT Initiatives Fund), partially offset by an increase of \$148,413 for contractual increases and maintenance support.



# Montgomery County Department of Parks – Park Development

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## ORGANIZATIONAL STRUCTURE



# Montgomery County

## Department of Parks – Park Development

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### OVERVIEW

The Park Development Division is responsible for the implementation of the six-year Capital Improvements Program (CIP) which includes the following functions: acquiring parkland, preparing the CIP budget and procurement, preparing design and construction documents and managing construction for new park facilities as well as park renovation projects that enhance park visits for the residents and visitors of Montgomery County.

In addition, the Division manages, reviews, and inspects other development projects on parkland that may not necessarily appear in the CIP. Examples include developer-built parks, public-private partnerships, and projects implemented by other County agencies.

The Division consists of the following sections: Park Acquisition, Capital Improvement Program and Procurement, Design, Environmental Engineering, Construction, Architecture & Special Projects, and Administration.

### MISSION

To acquire land, design, and construct parks and park facilities in an environmentally sustainable way to meet the needs of the citizens of Montgomery County.

### PROGRAMS AND SERVICES PROVIDED

- Six Year CIP including design and construction of new and renovated park facilities and amenities
- ADA Compliance
- Water Quality Programs and Environmental Management
- Engineering Design Services
- Park Permits for Construction on Park Property
- Architectural Design Services
- Park Encroachment Program
- Parkland Acquisition
- Land Surveying
- Procurement for CIP projects

### ACCOMPLISHMENTS

- Acquired 313.75 acres of parkland.
- Periodically updated and distributed the ADA Compliance Manual to all design personnel, operating divisions, Directors, Division Chiefs, the Center for People With Disabilities (CPWD), and the Montgomery County ADA Compliance Office.
- Completed ADA improvements at 19 park sites identified in the 2011 Settlement Agreement with DOJ and two additional substitute sites bringing the completed total to 21. Also completed an additional 12 ADA improvement projects that include trails, parking lots, sidewalk, amenities, and other upgrades to comply with ADA requirements.
- Completed Accessible Building Signage at Park Activity Buildings.
- Completed ADA Trail/Building Signage Standards and Bleacher Standards, as well as developed ADA details.
- Completed construction for the renovation for six playgrounds.





# Montgomery County

## Department of Parks – Park Development

- Completed concept plans for Long Branch-Wayne Local Park, Phase 2 of Northwest Branch Recreational Park and Dewey Local Park.
- Park projects won the following design awards:
  - Maryland Recreation & Parks Association – PARC Branch Award for Planning & Design with Environmental Protection in Mind, Evans Parkway Neighborhood Park.
  - American Society of Landscape Architects – Potomac Chapter President’s Award, Little Bennett Day Use Area, Phase 1.
  - American Society of Landscape Architects – Potomac Chapter Merit Award and Maryland Chapter Merit Award, East Norbeck Local Park.
  - American Society of Landscape Architects – Potomac Chapter Merit Award, Evans Parkway Neighborhood Park.
  - Built by Women DC Design Competition, Beverly Willis Architecture Foundation – Germantown Town Center Urban Park was recognized as one of 35 outstanding built environments designed or constructed by women in the Washington, DC metropolitan area.
  - U.S. Green Building Council – Maryland Chapter Award of Excellence (Neighborhood Category), Evans Parkway Neighborhood Park.
- Completed design for the renovation of Woodside Urban Park.
- Completed renovation of Pine Lake Trail, sections of the Rock Creek Hiker-Biker Trail and reconstruction of the trail connector at Olney Family Neighborhood Park.
- Completed a stream restoration project at Little Falls as part of the stream bank protection program.
- Completed construction of the Brookside Gardens’ Greenhouse, Rock Creek Maintenance Yard, Western Grove Park, and Kemp Mill Urban Park.
- Completed initial analysis of Parks’ trail roadway intersections throughout the county.
- Completed condition assessment for existing pavement units throughout the county.

### GOALS AND PERFORMANCE MEASURES

<b>Goal</b>	<b>To establish a comprehensive implementation and financial strategy to renovate/replace aging park infrastructure to adequately maintain the park system; support leisure and recreational services by providing new and/or enhanced park facilities; protect and preserve open space, and valuable historic, cultural, and natural resources.</b>			
<b>Objective</b>				
Develop new parks and facilities; renovate or replace existing park facilities; and protect or renovate park-owned natural, environmental, or historical resources by delivering park projects on time and on budget as per the adopted CIP				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of approved CIP expenditure spent within fiscal year	85%	122.2%	85%	85%
Percentage of actual amount spent versus budgeted amount for capital improvement projects related to parkland acquisitions, construction of new or renovated park facilities and protection of parks natural and historical resources.				



# Montgomery County

## Department of Parks – Park Development

### BUDGET AT A GLANCE

#### Summary of Division Budget

	<b>FY17 Adopted</b>	<b>FY18 Proposed</b>	<b>% Change</b>
<b>Budget</b>			
Expenditures	\$3,242,259	\$3,395,134	4.7%
<b>Staffing</b>			
Funded Career Positions	46.00	49.00	6.5%
Funded Term Positions	1.00	0.00	-100.0%
Funded Workyears	25.10	25.80	2.8%

### HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

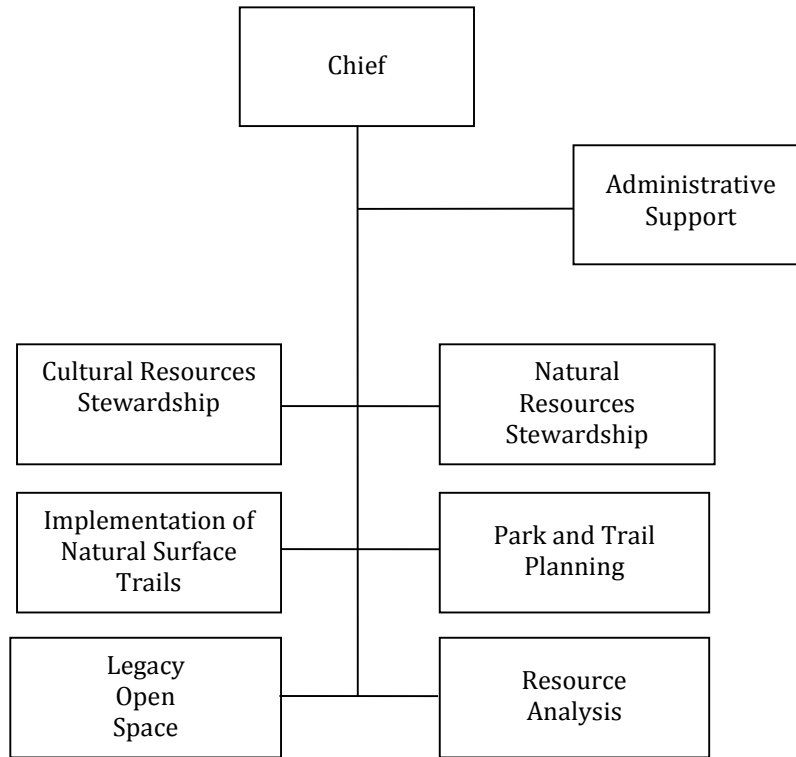
- Includes one (1) full time position and one (1) WY and personnel funding for a Quality Assurance Officer to monitor design and construction of CIP projects to ensure a consistent level of project quality. This funding and WY will be partially offset by an increase in chargebacks to the CIP.
- Includes one (1) full time position and one (1) WY and personnel funding for an ADA Assistant to assist in ensuring timely and effective implementation of the ADA transition plan. This funding and WY will be partially offset by an increase in chargebacks to the CIP.
- Converts one term contract and one (1) WY to one (1) full time career and one (1) WY for a landscape construction inspector to provide specialized inspection of our projects to ensure that soil preparation, amendments, irrigation, turf, and landscape planting requirements of contracts are being met. This additional funding will be offset by an increase in chargebacks to the CIP.
- Increases Supplies & Materials by \$5,429 to meet divisional needs and Other Services & Charges by \$11,489 for contractual support for scanning and archiving CIP drawings and project designs in preparation for the planned future move to the new Wheaton Headquarters.



# Montgomery County Department of Parks - Park Planning and Stewardship

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## ORGANIZATIONAL STRUCTURE



# Montgomery County

## Department of Parks - Park Planning and Stewardship

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### OVERVIEW

The Division's activities support a variety of planning and stewardship functions on both the administrative and operational sides of the Department of Parks.

**Park and Trail Planning** coordinates and manages park and trail planning efforts for area master plans, park functional plans (e.g., Vision 2030 and PROS), park master plans, park concept plans, program of requirements for park facility plans (e.g. Josiah Henson Special Park) and the development review process. This unit coordinates planning for the Department's new Urban Parks initiative.

**Natural Resource Management** coordinates the stewardship of natural resources on M-NCPPC parkland. Major program emphases include natural resources inventory and mapping, white-tailed deer management, nuisance wildlife management, non-native invasive plant management, habitat restoration in environmentally sensitive areas, and the preparation of natural resources management plans for Best Natural Areas and Biodiversity Areas.

**Cultural Resources Management** coordinates the stewardship and interpretation of 117 historic structures and approximately 600 archaeological sites. Cultural Resources staff conducts research, develops educational programs, interprets historical and archaeological sites, coordinates restoration and/or rehabilitation projects for historic structures and landscapes, and prepares oral histories and a wide variety of reports.

**Resource Analysis** works to identify, avoid, minimize, or mitigate the negative effects of land-use change on natural resources on parkland. Major program emphases are on the inventory and monitoring of aquatic resources, the environmental review of various development projects affecting parkland, stewardship training for operations staff, development and implementation of pollution prevention programs, interagency watershed restoration and stormwater retrofit projects, and coordination of the Department's natural resources mapping/GIS programs. Resource Analysis staff also manages the Department's two NPDES stormwater programs.

**Legacy Open Space** works to protect the best remaining natural, cultural, urban, and agricultural open spaces in Montgomery County within the policy framework of the *Legacy Open Space Functional Master Plan* (M-NCPPC, 2001). Program efforts are accomplished by negotiating protections through the development review process, acquisition of land easements, fee simple acquisition of M-NCPPC parkland with Legacy Open Space CIP funding, and private donations. Legacy staff also assists with a variety of park planning efforts.

**Natural Surface Trails** designs, permits, constructs, and rehabilitates natural surface trails and related infrastructure including trail-head parking areas, kiosks, and signage. Program efforts are focused on providing "sustainable" trails for a variety of users.

### MISSION

To achieve the right balance between stewardship and recreation through a comprehensive park and trail planning program that is closely aligned with management and protection of our county's best natural and cultural resources on M-NCPPC parkland.



# Montgomery County

## Department of Parks - Park Planning and Stewardship

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### PROGRAMS AND SERVICES PROVIDED

- Park and Trail Planning
- Urban Parks Initiative
- Wildlife Management
- Habitat Restoration
- Non-native Invasive Plant Management
- Archaeology
- Pollution Prevention and Stormwater Management
- Restoration/Rehabilitation of Historic Sites
- Volunteer Management
- Aquatic Resources Management
- Legacy Open Space
- Stewardship Training
- Interpretation of Cultural Resource Sites
- Mapping and GIS
- Construction/ Rehabilitation of Natural Surface Trails
- Environmental Review and Assessment

### ACCOMPLISHMENTS

- Celebrating the World War I Centennial at the Agricultural History Farm Park in April 2017 with the new “Sow the Seeds of Victory” public history program. Event will include World War I reenactors, costumed interpretation of the Women’s Land Army Movement, period victory gardens, and family games and activities.
- Worked with consulting architects, engineers, and exhibit designers on the development of 100% construction documents for the new visitor center and historic museum at Josiah Henson Park.
- Coordinated a multi-disciplined deer population management program across 42 units of parkland (≈19,000acres); harvested approximately 1100 deer and donated 25,000 lbs. of meat for charity.
- Provided plan review and consultation of select park development projects and development affecting parkland; Emerald Ash Borer, Go Ape relocation, Lake Frank hiker-biker trail, Norbeck Country Club lease, Pesticide Bill, Potomac Conservancy restoration proposal, PROS update, Red Wiggler lease expansion, 2nd Chance Wildlife Center relocation and 30 park renovation projects.
- Developed and implemented pilot Resident Canada Geese Round-up Program, removing 256 geese from Martin Luther King Recreation and Rock Creek Regional Parks.
- Purchased and installed four new eco multi counters for the Matthew Henson and Rock Creek Trails (two for each trail).
- Participated on interagency design committee for new trails in PEPCO’s Bethesda-Dickerson Corridor (designs to be completed in spring 2017).
- Coordinated efforts across Parks and Planning to support Urban Parks through increased activation efforts, constructing park improvements to increase functionality and community health benefits, and focusing efforts of Legacy Open Space and other acquisition programs on identified urban park needs.
- Completed the renovation of the 1.1 mile Cool Spring Run Trail in Black Hill Regional Park.
- Converted and renovated a three plus mile multi-use unsanctioned trail near the Cabin John Campground to a sanctioned trail.



# Montgomery County

## Department of Parks - Park Planning and Stewardship

- Completed the 1.2 mile Windy Ridge Trail extension in Little Bennett Regional Park.
- Conducted biological monitoring of benthic macroinvertebrates, herpetofauna, and fish at 14 sites in parkland.
- Continued review and oversight of WSSC Consent decree project impacting Sligo Creek, Cabin John, Northwest Branch, Muddy Branch, and Little Falls.
- Reviewed the SHA Brookeville Bypass project and stream and wetland mitigation site and it's impacts on parkland and provided the Mandatory Referral to the Planning Board.
- Continued to review numerous DEP stormwater management facility and stream restoration projects to fulfill the Phase I NPDES permit requirements.
- Coordinated the Poplar Run wetland enhancement, trail alignment, bridge over Northwest Branch and parkland dedication associated with the construction of this development.

### GOALS AND PERFORMANCE MEASURES

<b>Goal</b> To provide beautiful, diverse natural areas for the public to connect with nature, increase environmental awareness, and promote responsible stewardship through a variety of resource based recreational activities.				
<b>Objective</b>				
Develop and implement natural resource management programs focused on management of white-tailed deer and non-native invasive (NNI) plants to protect and enhance biodiversity and ecosystem functions in our most important natural areas.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of Best Natural Area (BNA) and Biodiversity Area (BDA) acreage with on-going natural resource management programs.				
On-going deer management	80%	69.1%	69.5%	71.0%
On-going NNI plant management	33%	6.0%	12.0%	12.0%
Total BNA/BDA acres		14,148	14,148	14,194
BNA/BDA Acres w/Deer Management		9,808	9,836	9,950
BNA/BDA Acres w/NNI Plant Management		866	1,700	1,700
Notes:				
<ul style="list-style-type: none"> <li>• Deer management is ongoing in many park areas that are not BNA/BDAs. Once initiated in an area, deer management will be continued in the future. The FY18 proposed includes 384 additional BNA/BDA acres in Muddy Branch, Watts Branch and Great Seneca Greenway SVPs.</li> <li>• NNI management is ongoing in many park areas that are not BNA/BDAs. These acres are not represented here. In most cases, once management is initiated, acres must be periodically re-treated over many years.</li> </ul>				



**Montgomery County**  
**Department of Parks - Park Planning and Stewardship**

<b>Goal</b>	<b>To protect and rehabilitate historical buildings, promote archaeology, and provide educational and public programs that reveal the county's unique history.</b>			
<b>Objective</b>	Provide interesting, fact-based interpretive programs at M-NCPPC's most important historic sites.			
<b>Historic Sites Interpretive Program</b>				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Number of Cultural Resources Programs offered	195	150	300	400
Number of people served	9,000	5,100	8,000	10,000
% of participants who rate the program as good or excellent	98%	98%	98%	98%
<b>Archaeology Public Programs</b>				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Number of Cultural Resources Program offered	50	55	50	50
Number of people served	2,100	4,018	3,000	3,000
% of participants who rate the program as good or excellent	95%	98%	98%	98%
<ul style="list-style-type: none"> <li>Types of programs include: group tours, regular scheduled openings to the public, archaeology camps, archaeology field schools, Parks' sponsored events and non-Parks sponsored events where Cultural Resources participates.</li> </ul>				

**BUDGET AT A GLANCE**

**Summary of Division Budget**

	<b>FY17 Adopted</b>	<b>FY18 Proposed</b>	<b>% Change</b>
<b>Budget</b>			
Expenditures	\$4,729,310	\$5,186,457	9.7%
<b>Staffing</b>			
Funded Career Positions	41.00	46.00	12.2%
Funded Term Positions	2.00	0.00	-100.0%
Funded Workyears	42.70	47.30	10.8%

**HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET**

- Includes two (2) full time career, two (2) WYs and seasonal staffing of 1.5 WYs and supplies funding for a new trails crew to convert unsanctioned trails to sanctioned trails.
- Converts one (1) term contract and one (1) WY to one (1) full time career and one (1) WY for a natural resource specialist to map newly constructed, renovated, or unsanctioned trails including updating GIS and the Department's web page.



## Montgomery County Department of Parks - Park Planning and Stewardship

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- Converts one (1) part time career position for the Weed Warrior Program and 0.5 WY to one (1) full time career and (1) WY.
- Converts one (1) term contract position and (1) WY to one (1) full time career and one (1) WY for the wildlife management program.
- Includes one (1) full time career and one (1) WY and personnel funding for a resource analyst to review proposed projects on parkland for compliance with NPDES permit requirements.
- Includes increased salary lapse of 0.4 WY based on historical trend.
- Includes decreased chargebacks of 0.3 WY based on updated work programs.
- Increases Supplies & Materials by \$7,633 to address ongoing divisional needs.
- Increases Other Services & Charges by \$19,400 for major known contractual commitments, and \$16,540 for divisional needs.

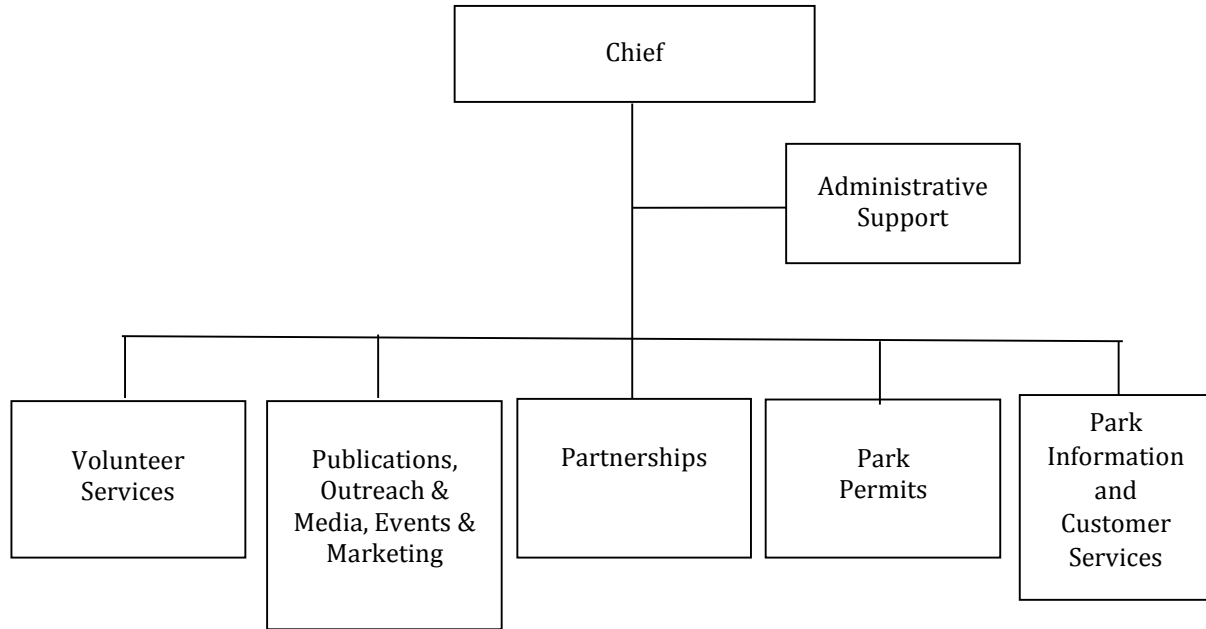




**Montgomery County  
Department of Parks - Public Affairs and Community Partnerships**

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**ORGANIZATIONAL STRUCTURE**



# Montgomery County

## Department of Parks - Public Affairs and Community Partnerships

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### OVERVIEW

The **Park Permits** section manages public access and usage of a portfolio of permitted spaces including athletic fields, park activity buildings, picnic shelters, etc. Functions include issuing reservations and permits; special permits for community gardens, geo-caching and other special uses; evaluating and coordinating third party event requests; coordinating calendars and managing conflicting use among Departmental divisions and activities; developing related fee schedules, processes and policies; and managing cost recovery and transfer of recovered fees to affected divisions.

The **Partnerships** section provides central coordination and management support of community partnerships that provide park related services through agreements with non-profit and for-profit organizations. These functions include developing and tracking of formal agreements; evaluating and overseeing partnership proposals and existing partnerships; and closely collaborating with the Montgomery Parks Foundation to develop and promote revenue-generating programs such as naming rights and sponsorships.

The **Publications, Outreach & Media, Events & Marketing (POEMS)** section provides central management and coordination of marketing, communications, and outreach functions. These functions include public outreach and response; marketing; event planning; program development and consultation; advertising; publication development; coordination for requesting banners and signage and exhibits; photography; media and public relations; website development and design; reports and presentations; and branding efforts.

The **Parks Information and Customer Service (PICS)** section provides central management and coordination of public response and customer feedback. Functions include managing response to all public inquiries via the general information phone lines, email addresses and MontgomeryParks.org website using the selected Customer Relationship Management tool, and responding to constituent campaigns and customer service training. The PICS section is also responsible for the development and coordination of the Department's user feedback and analysis program.

The **Volunteer Services** section provides central coordination and management of volunteer and community service programs. Functions include planning and consultation, recruitment, outreach, screening, training, recognition, data collection and management, and evaluation. Volunteer resources include students, corporate partners, stipended service members, community partners and traditional volunteers. Additionally, the Volunteer Services section is responsible for fulfilling the water quality public involvement and participation requirement under the Department's NPDES MS4 permit; and for ensuring that the Department meets the routine maintenance standards for natural surface trail inspection and maintenance.

### MISSION

To increase awareness and use of Park Fund and Enterprise Fund programs, facilities and services through strategic marketing and communications efforts, customer-oriented public response and feedback systems and a friendly and efficient Park Permit Office; and support the Department's work program by generating alternative, non-tax supported resources.



# Montgomery County

## Department of Parks - Public Affairs and Community Partnerships

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### PROGRAMS AND SERVICES PROVIDED

- Public-Private Partnership Development and Coordination
- Friends Group Development and Coordination
- Park Facility Rentals/Permits
- Advocacy Coordination
- Public Outreach
- Marketing
- Individual and Group Volunteer Development and Management
- Publications
- Customer Service & Response
- Public and Media Relations

### ACCOMPLISHMENTS

- Designed and launched the new websites for the Montgomery County side of the Commission to increase engagement with employees and users while meeting the Department of Justice mandates set forth by the Americans with Disabilities Act.
- Trained staff on the new web and document design rules mandated by the ADA.
- Initiated new partnerships within the Montgomery Parks Public-Private Partnerships.
- Established a Rainout Line software program to replace the call-in system. The new system sends weather communications to players, parents and coaches.
- Planned and executed park grand opening events and celebrations.
- Volunteer Services had 76 cleanups with 1,489 volunteers and removed 26,860 pounds of trash and 8,659 pounds of recyclable materials from our parks and streams.
- Provided the Commission with Public Relations support on multiple issues, including: Deer Management Programs, Zika Awareness, Tennis Court new policies, Bi-county rules and regulation changes.
- Managed thousands of permits for the system's public access buildings, shelters, courts and fields.
- Produced five program guides to promote Park's program offerings.
- Executed the first Pop-Up Park Campaign for park activation events.



# Montgomery County

## Department of Parks - Public Affairs and Community Partnerships

### GOALS AND PERFORMANCE MEASURES

<b>Goal</b> <b>Coordinate a mutually-beneficial relationship between community partners and the park system.</b>				
<b>Objective</b>				
All partnerships are operating under current (not expired) agreements that clearly present division of responsibilities and compliance requirements.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Reduce the percentage of active partnerships that are operating under expired agreements.	<10%	27%	<10%	<10%

<b>Goal</b> <b>Increase awareness and use of permitted Park Fund facilities by the public.</b>				
<b>Objective</b>				
Increase rentals of facilities by the public.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% utilization of park activity buildings peak hours (Friday 5pm-Sunday 11pm) off-peak hours (Monday 9am-Friday 5pm)	40% 16%	40% 14%	40% 14%	40% 14%

<b>Goal</b> <b>Create a positive experience for the customer using our rental facilities.</b>				
<b>Objective</b>				
Gain feedback from the customer through a post-event online survey.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Gain information from 40% of customers, then provide quarterly reports to the park managers.	40%	N/A	40%	40%
<ul style="list-style-type: none"> <li>Note: This is a new Performance Measure for FY17.</li> </ul>				

<b>Goal</b> <b>Increase participation in our programs, events and public planning processes.</b>				
<b>Objective</b>				
Increase attendance in special events/festivals held by Departments & Divisions				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of capacity of the event attendance at special events, urban park activation events, park planning events, and park festivals.	75%	N/A	75%	75%



# Montgomery County

## Department of Parks - Public Affairs and Community Partnerships

<b>Goal</b> <b>Generate alternative, non-tax supported resources to support the Department's work program</b>				
<b>Objective</b>				
Increase volunteer support for Department facilities, programs and events				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% increase in the number of volunteer hours contributed FY15 hours contributed = 73,441 FY16 hours contributed = 82,026	2% annual growth	11% 82,026	>2% 83,700	>2% 85,400
Value added estimated for FY16 = \$1,932,532.				

### BUDGET AT A GLANCE

#### Summary of Division Budget

	<b>FY17 Adopted</b>	<b>FY18 Proposed</b>	<b>% Change</b>
<b>Budget</b>			
Expenditures	\$2,699,010	\$2,906,278	7.7%
<b>Staffing</b>			
Funded Career Positions	23.00	23.00	0.0%
Funded Term Positions	0.00	1.00	100.0%
Funded Workyears	22.90	23.70	3.5%

### HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

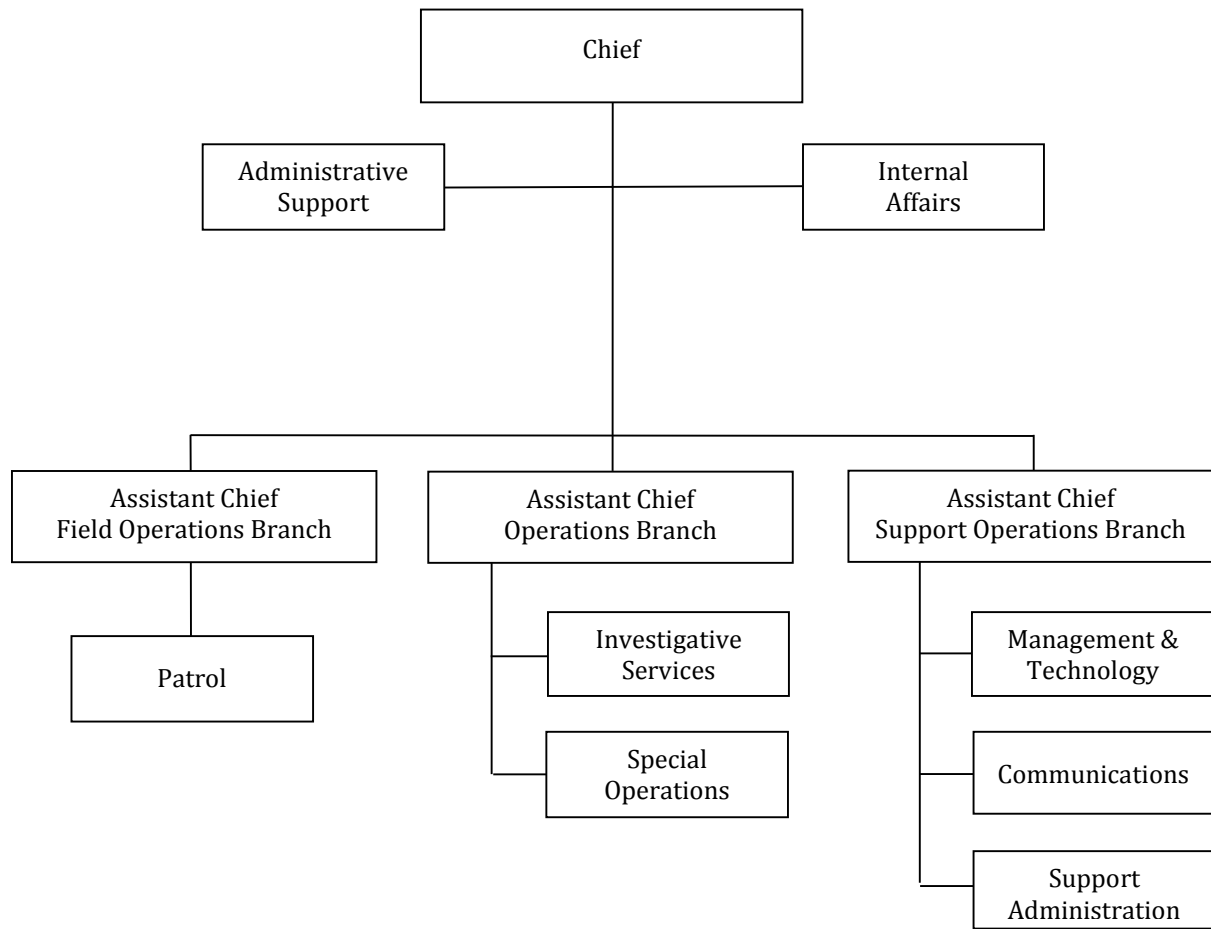
- Includes one (1) term contract position and one (1) WY for a volunteer coordinator assistant.
- Increases salary lapse by 0.2 WY based on historical trend.
- Reallocates \$28,300 from Other Services & Charges to Personnel Services for customer service support now being provided by seasonal staff instead of contracted staff.
- Increases Supplies & Materials by \$4,548 and Other Services & Charges by \$7,122 for marketing, outreach programs and public relations support.
- Adds \$57,000 in Other Services & Charges transferred from Support Services and increases Other Services & Charges by \$23,000 for credit card fees associated with ActiveMONTGOMERY bookings. This cost is offset by revenue increases for these bookings.



**Montgomery County  
Department of Parks - Park Police**

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**ORGANIZATIONAL STRUCTURE**



# Montgomery County

## Department of Parks - Park Police

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### OVERVIEW

The division is committed to providing professional public safety services with a focus on crime prevention and detection through statistical analysis of citizen based calls for service and officer observations to ensure a safe park system.

The park land is diverse in its terrain. The use of bicycles, ATVs, marine, canine, motorcycle and horse-mounted officers demonstrate the unique resources the Park Police deploy to ensure that all areas of the park system are patrolled.

The Park Police division is divided into three operational branches and an Administrative Section. The operational components are the **Field Operations** branch comprised of Patrol Services; the **Support Operations** branch comprised of Community Services, Management and Technology, Communications and Support Administration; and the **Operations Branch** comprised of Investigative Services and Special Operations. The **Administrative Section** includes the Office of the Division Chief and Internal Affairs. The division's personnel compliment is augmented by approximately 41 volunteers.

### MISSION

To provide public safety services to protect the properties, resources, citizens and visitors within the Montgomery County park system.

### PROGRAMS AND SERVICES PROVIDED

- Proactive Patrols
- Undercover Investigations
- Crime Prevention Through Environmental Design
- Community Involvement
- Property and Evidence
- Radio System Management
- Media Relations
- Special Event Planning
- Background Investigations
- Crime Scene Management
- Public Safety Education
- Wildlife Management
- Fleet Management
- Mobile Data Network
- Computer Aided Dispatch
- Strategic Planning
- Recruitment
- Park Facility Assessments

### ACCOMPLISHMENTS

- Officers from the Maryland-National Capital Park Police, Montgomery County Division have been invited to participate in Inauguration Security Details with the Metropolitan Police Department and the United States Park Police.
- Special Operations Officers trained the United States Park Police Mounted Unit in crowd control and civil disturbance response methods.
- Worked with Montgomery County Recreation Department to identify families in need. Park Police employees collected food and provided 12 families with Holiday meals.
- Provided active shooter training, "Run, Hide, Fight" to Commission employees. Officers also are working on Montgomery County Sex Offender Task Force and Montgomery County Police Drug Investigative Unit Task Force.



# Montgomery County

## Department of Parks - Park Police

- One Park Police Officer was recognized by the Maryland Police and Correctional Training Commissions as Non-Academy Instructor of the Year.

### GOALS AND PERFORMANCE MEASURES

<b>Goal Provide proactive patrols to protect and preserve properties, resources and activities of the Maryland-National Capital Park and Planning Commission</b>				
<b>Objective</b>				
Proactively patrol parks to keep parks safe.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Annual Park Checks *	73,000	81,412	73,000	83,000
Average per Day	200	222	200	227
<b>Objective</b>				
Investigate and solve crimes.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of closed investigations/cases (National Average is 22%)	22%	26%	22%	22%
Note: The estimate for FY17 is projected to be lower due to the number of vacant positions for the first part of the fiscal year.				

### BUDGET AT A GLANCE

	<b>FY17 Adopted</b>	<b>FY18 Proposed</b>	<b>% Change</b>
<b>Budget</b>			
Expenditures	\$14,160,643	\$14,699,032	3.8%
<b>Staffing</b>			
Funded Career Positions	117.00	117.00	0.0%
Funded Workyears	111.60	112.20	0.5%

### HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

- Decreases salary lapse by 0.6 WYs based on historical trend.
- Reduces Supplies & Materials by \$132,000 for one-time funding for body worn cameras for all sworn police officers.
- Increases Supplies & Materials by \$6,486 for divisional needs.
- Increases Other Services & Charges by \$13,900 for contractual increases.

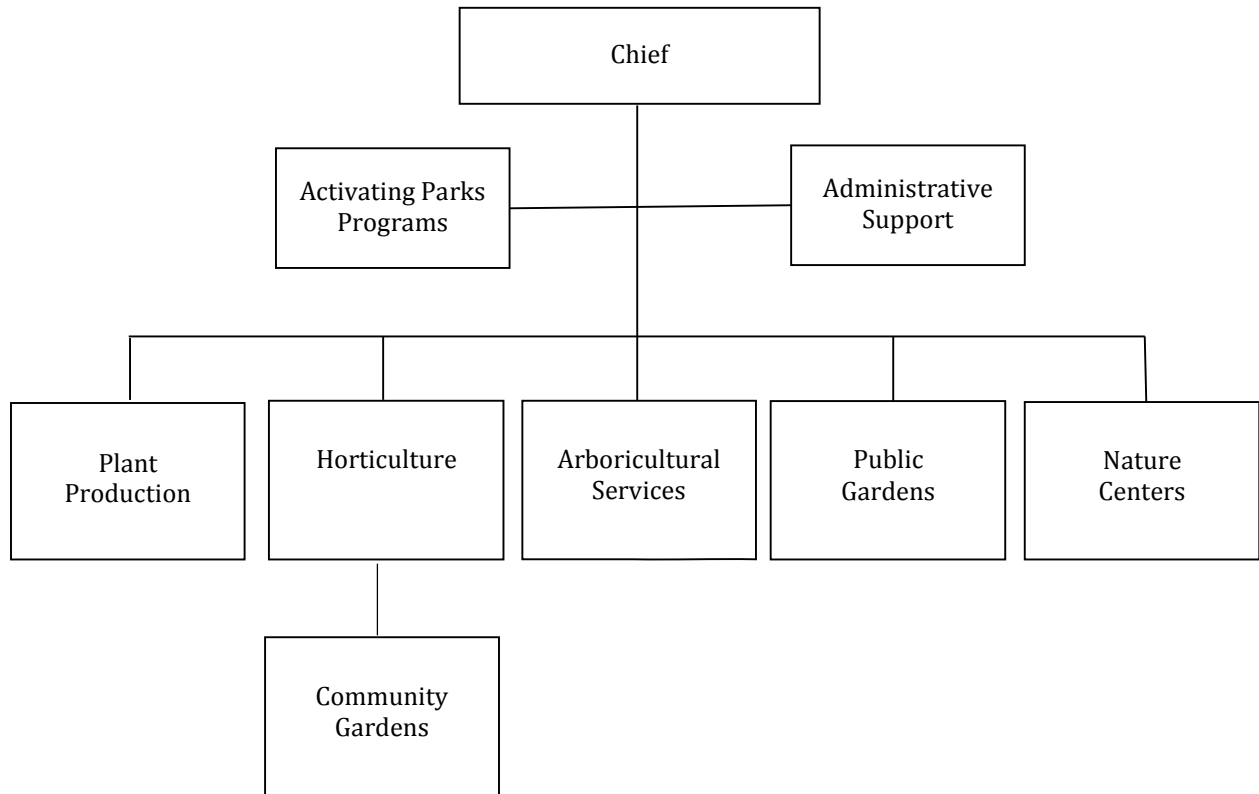




**Montgomery County  
Department of Parks – Horticulture, Forestry & Environmental  
Education**

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**ORGANIZATIONAL STRUCTURE**



# Montgomery County

## Department of Parks – Horticulture, Forestry & Environmental Education

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### OVERVIEW

The Horticulture, Forestry and Environmental Education Division preserves and maintains the natural resources of park land; ensures a safe environment for park patrons; and enhances the natural beauty of parks. Through programming, interpretation, training, and consultation, the Division educates park patrons and supports parks, programs and facilities in plant care and maintenance, stewardship and cultural history, horticulture, arboriculture, natural history, landscape management and design, plant production, and green waste recycling.

The Division is comprised of the following sections:

**Activating Parks Programs** empowers Montgomery County residents to explore park spaces and to provide new opportunities for use. The vision of the Activating Parks Programs is for every Montgomery County resident to view the parks as a place to relax, recreate, and foster a sense of community and to choose park activities during their leisure time.

**Arboriculture** provides a comprehensive tree care program that supports the protection, management and long-term health of trees and forests on park land. This section also reviews design plans as part of the park development review process to preserve trees during construction for future park projects. The program supports a safe environment for park patrons through the evaluation and removal of high risk trees and limbs. This section utilizes green waste produced in the management of parkland to generate compost, soil conditioners and wood products.

**Community Gardens** promotes the cultivation of local produce, encourages healthy living, and fosters social interaction within the community through the development and management of neighborhood gardening sites on park land, privately owned properties and Montgomery County Public School sites.

**Horticulture** provides consultation, design, tree planting, major horticulture installation and maintenance services supporting the development, renovation and care of County-wide park land. This unit also coordinates County-wide tree planting and aftercare programs for the department.

**Nature Centers** are responsible for the maintenance, programming, interpretation and development of Brookside Nature Center, Locust Grove Nature Center, Meadowside Nature Center, Black Hill Visitor Center and Nature Programs, and Maydale Conservation Park programs. Through engaging interpretive exhibits, programs, and events, the nature centers inspire and foster an understanding of human and natural systems and facilitate environmental literacy in the community.

**Plant Production at Pope Farm Nursery** provides comprehensive and cost effective production of plants in support of the development, maintenance, beautification and conservation of 37,000 acres of park land.

**Public Gardens** are responsible for the maintenance, programming, interpretation and development of Brookside and McCrillis Gardens. Through beautifully designed gardens, diverse learning opportunities, and an engaging staff, the Gardens motivate visitors to take action in their own lives and landscapes to appreciate and care for the plants around them.



# Montgomery County

## Department of Parks – Horticulture, Forestry & Environmental Education

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### MISSION

To support the acquisition, conservation, stewardship, development, maintenance and management of Montgomery County Parks and to educate and inspire park patrons about plants, nature and the environment.

### PROGRAMS AND SERVICES PROVIDED

- Operation, Maintenance and Programming of Four Nature Centers and one satellite site at Maydale Conservation Park
- Adult and Children’s Horticultural and Conservation Education Programs and Camps
- Natural, Historic, Cultural and Garden Interpretation
- Children in Nature Initiative
- Tree inspection and Maintenance Programs
- 24-hour Tree Emergency Response
- Tree Planting, Aftercare and Maintenance Programs
- Tree Protection and Conservation Including Historic, Significant and Champion Tree Program
- Horticulture and Arboriculture Consultation Services for Park Development and Renovation Projects
- Landscape, Design, Installation and Maintenance
- Comprehensive Nursery and Greenhouse Plant Propagation and Production Programs.
- Community Gardens Installation and Program Management
- Sustainable Green Business Practices and Green Waste Recycling /Compost Program
- Plant Health Care and Integrated Pest Management (IPM) Program
- Brookside and McGrillis Gardens Management
- Facility rentals and Gift Shop at Brookside Gardens
- Signature special events provided such as Wings of Fancy, Garden of Lights, Arbor Day, Earth Day, Harvest Festival, Green Matters Symposium, Trees Matter Symposium, Monarch Fiesta Day and Maple Sugaring

### ACCOMPLISHMENTS

- The Montgomery County Conservation Corp’s Latin American Youth Center awarded Pope Farm Nursery with their semi-annual "Partner of the Cohort Award".
- Montgomery Parks and the Arboriculture Section was the recipient of the Mid-Atlantic Chapter of the International Society of Arboriculture’s Gold Leaf Award for Arbor Day.
- Park’s Horticulture staff contributed curriculum content for the Landscape Technology Professional Program (LTPP) collaboration with Montgomery College for park maintenance employees to earn CEUs for training (Oct – Dec 2016 classes).
- Awarded a grant for the third consecutive year from the Chesapeake Bay Trust for Chesapeake Conservation Corps interns at Meadowside Nature Center and Brookside Gardens.
- The Montgomery Parks 5<sup>th</sup> Annual Trees Matter Symposium was held in October with over 250 attendees from across the Mid-Atlantic region.



## Montgomery County

### Department of Parks – Horticulture, Forestry & Environmental Education

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- Over seven hundred ash trees that were infested by the Emerald Ash Borer were removed from parkland using both in house tree crew and tree contractors.
- Three hundred thirty-seven work orders for tree work were completed, including the removal of 109 hazardous trees which were non-Ash varieties.
- Approximately 1,300 cubic yards of finished compost was produced through the Green Waste Recycling program for landscape projects and tree plantings.
- Urban Foresters in the Arboriculture Section have provided tree preservation consultations for over 45 construction projects planned on park land.
- The EAM pesticide team continues to provide on-going training and support of alternative practices such as hand weeding, increased use of string trimming and propane flaming to reduce pesticide use.
- Horticulture staff updated language in the Agricultural and Grounds Keeping Services Bid to assure compliance with federal, state and local pesticide laws.
- A new Community Garden was opened in Germantown, in cooperation with NeuroRestorative, a rehabilitation facility that serves current and former military members who suffer from PTSD and/or Traumatic Brain Injury.
- Arrangements have been made with the City of Takoma Park and MOMIC to take charge of the Maple Avenue Container garden. MOMIC manages the Franklin Apartments which provides housing for elderly, low income, and people with disabilities.
- Pope Farm Nursery staff increased their containerized tree and shrub growing facility by 20%: There is a greater demand for container material due to increasing areas for reforestation in part due to Emerald Ash Borer related tree removal in stream valleys.
- Pope Farm Nursery staff custom built an herbicide sprayer rig that is more accurate and reduces pesticide use and staff fatigue.
- Completed construction of a new classroom, ADA accessible Raptor viewing deck, and a new raptor mew at Meadowside Nature Center.
- Design work completed to convert a used double wide trailer to a net-zero energy nature programming facility for Maydale Conservation Park. Relocation and construction scheduled to be completed in June 2017.
- Meadowside Nature Center has implemented Spanish-language programs and is offering a bilingual summer camp.
- 42,000 volunteer hours were logged with various programs and facilities in the HFEE Division.



## Montgomery County

### Department of Parks – Horticulture, Forestry & Environmental Education

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- Black Hill naturalists partnered with the Boys and Girls Club in Germantown, MD to provide after school environmental education and outdoor experiences for 5th and 6th graders.
- Over 1560 children’s classes and programs were provided at nature centers and Brookside Gardens which supported the Children in Nature initiatives and Environmental Literacy graduation requirements for the State of Maryland.
- A major CIP project to improve visitor access, parking and garden experiences was completed at the Brookside Gardens Visitors Center. Parks staff and hundreds of volunteers planted over 40,000 perennials and 120 trees in the new garden area.
- At Brookside Gardens 1,156 volunteers contributed 26,066 hours of labor, which equals 12.5 work years and an in-kind value of \$614,115.
- Work began on a new propagation greenhouse at Brookside Gardens thanks to seed money from a \$1,000,000 donation from a long-standing Gardens volunteer.
- The Friends of Brookside Gardens committed to donate \$65,000 to support seasonal gardening staff, Children’s Day, Green Matters, Earth Day, the summer Concert Series, and the Spring and Fall Lecture Series.
- Brookside Gardens staff initiated a green jobs pipeline to encourage youth in the community to consider careers in horticulture and other environmental sciences. The program begins with volunteer positions for middle and high school students and continues with paid high school and college internships. Our goal is to foster a more inclusive workforce that reflects the diversity of our community.
- Rental staff at Brookside Gardens hosted the Sunset Showdown, an exclusive event with Yelp, an online app which publishes crowd-sourced reviews about local businesses. More than 600 Yelp Elite members attended and sampled wares from 30 local businesses.



**Montgomery County  
Department of Parks – Horticulture, Forestry & Environmental  
Education**

**GOALS AND PERFORMANCE MEASURES**

<b>Goal To preserve the natural tree canopy of the parks.</b>				
<b>Objective</b>				
Maintain or increase existing tree canopy.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
# of trees planted	# of trees planted exceeds #	1,872	2,300	2,650
# of trees removed	of trees removed	1,834	2,020	2,020

<b>Goal To connect children to the natural environment and support the State's Children in Nature initiative.</b>				
<b>Objective</b>				
Increase children's participation in outdoor activities.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of children's programs with an outdoor component	100%	98%	98%	97%
# of children's programs offered	1,700	1,712	1,561	1,462

**BUDGET AT A GLANCE**

**Summary of Division Budget**

	<b>FY17 Adopted</b>	<b>FY18 Proposed</b>	<b>% Change</b>
<b>Budget</b>			
Expenditures	\$9,133,771	\$9,851,020	7.9%
<b>Staffing</b>			
Funded Career Positions	87.00	87.00	0.0%
Funded Term Positions	1.00	1.00	0.0%
Funded Workyears	92.40	97.20	5.2%



# Montgomery County

## Department of Parks – Horticulture, Forestry & Environmental Education

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### HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

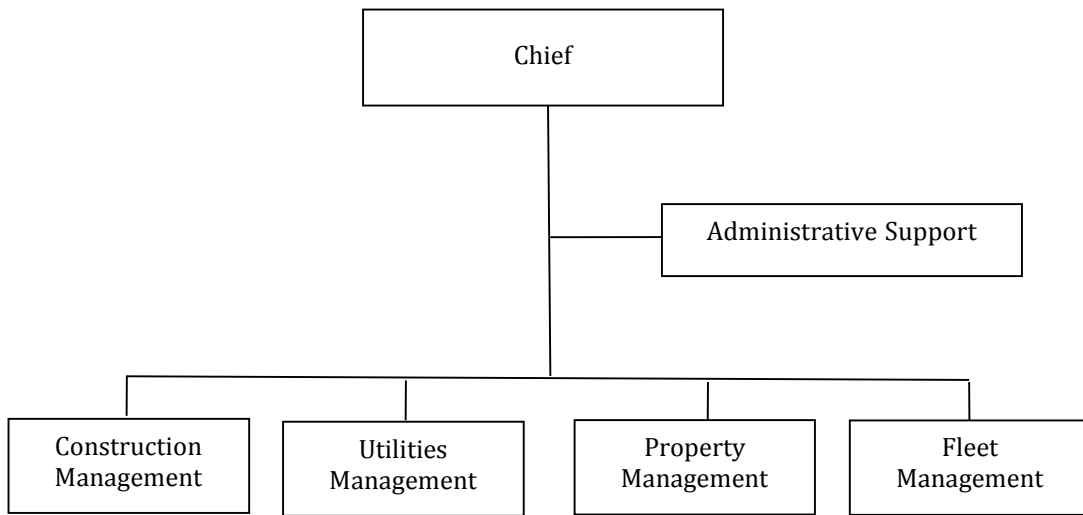
- Converts one (1) part time career and 0.5 WY to one full time career and one (1) WY.
- Includes 0.6 seasonal WY for OBI and 3.0 seasonal WY for support for Activating Urban Parks.
- Includes decrease of salary lapse by 0.7 WYs based on historical trend.
- Increases Supplies & Materials by \$50,000 for Activating Urban Parks program, \$33,657 for divisional needs, \$58,605 for OBI, and \$2,300 transferred from Other Services & Charges.
- Increases Other Services & Charges by \$9,661 for contractual increases for tree removal contracts, \$17,200 for increased green waste grinding required from increased tree removals resulting from emerald ash borer pest, \$61,441 for divisional needs and \$8,344 for OBI.
- Adds \$8,000 in Other Services & Charges transferred from Support Services for credit card fees associated with ActiveMONTGOMERY bookings. This cost is offset by revenue increases for these bookings.
- Reduces chargebacks to the CIP based on revised work program and availability of CIP funding for PLAR projects.



**Montgomery County  
Department of Parks – Facilities Management**

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**ORGANIZATIONAL STRUCTURE**





# Montgomery County

## Department of Parks – Facilities Management

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### OVERVIEW

The Facilities Management division provides for the care and maintenance of the Department's physical assets: facilities, pavement, fleet, playgrounds and major building systems. Facilities Management maintains critical Park infrastructure in coordination with other divisions to accomplish the Department's mission. The division is responsible for facility condition assessments, major and minor maintenance programs, and serves as primary support to the Department's CIP. The division provides routine and planned services in addition to a 24/7 emergency response after hours and weekends, and provides critical support during extreme weather events.

This division strives to achieve a balance between the upkeep of aging facilities and new construction by integrating a number of CIP and major maintenance projects into the daily work program each year. This is supported by a complex Enterprise Asset Management System (EAM). In addition to 25 CIP projects, the Division has received 180 major maintenance project requests for FY17. Facilities Management Staff will complete 6,065 planned Routine and Preventative Maintenance service requests and approximately 3,020 Reactive Service Requests. Approximately 2,800 work requests are awaiting completion in backlog. For FY18, Fleet Management is projected to have a 3% increase in work requests and complete over 4,429 work requests, of which 2,163 are preventative maintenance.

The Facilities Management division is comprised of five functional sections:

**Administration** provides leadership, customer service and administrative services for the division.

**Construction Management** provides centralized planning, development, maintenance, repair and remodeling services for Department facilities.

**Utilities Management** provides retrofitting, installation and servicing of the mechanical systems for the Department, including upgrades to increase energy conservation such as remote control thermostats.

**Properties and Administration** provides oversight of the Department's leased properties and the Property Management revenue budget and; oversight of the Facilities Management budget and purchasing activity. The leased properties are supported by the maintenance efforts of in-house staff which provide 24/7 response.

**Fleet Management** provides vehicle acquisition, centralized maintenance and repair for all motorized equipment and oversight of fueling stations across the Department.

### MISSION

To build, maintain, and protect facilities (bricks and mortar), which provide the residents and visitors of Montgomery County with a safe Park experience.



# Montgomery County

## Department of Parks – Facilities Management

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### PROGRAMS AND SERVICES PROVIDED

- Work Order Requests
- Routine and Preventative Maintenance
- Fueling Stations
- Utilities, Security Systems
- Regulatory Compliance
- Inspection and Repairs
- Environmental Stewardship through Sustainability and Energy Management
- Develop, Renovate, Design, Construct
- CIP Implementation
- Planned Lifetime Asset Replacement (PLAR)
- Fleet Acquisition and Maintenance
- Adaptive Reuse of Obsolete Structures

### ACCOMPLISHMENTS

- Completed new addition to Wheaton Tennis Center. Facilities Management added a classroom/meeting space of 900 square feet. Patrons can use this space for events. Along with the new addition, the sprinkler system's water supply has been enhanced to support the new fire suppression system.
- Completed the construction of the Hillandale and Greenbriar Local Park shelters. The shelters were completed featuring stone piers, standing seam metal roofs and Alaskan yellow cedar framing for sustaining harsh weather conditions. Improved ADA parking, walkways and new water fountains were also added to the parks.
- Completed major upgrades to Brookside Nature Center. Facilities Management painted the exterior of the nature center, house and annex. The pond's boardwalk has been skid proofed to prevent slips and falls. The Harper Cavern's chimney and fireplace have been reconstructed for full functional use.
- New ADA pathways have been added to Aberdeen, Falls Road and Rock Creek Regional Park. Falls Road hiker biker paths have been paved with asphalt. Phase I and II have been completed to the stream valley at Rock Creek Regional Park.
- Planning, design and construction of the new Multi-Agency Service Park (MASP), the future home of the Facilities Management Division as well as some Northern Region and HFFE Division staff. MASP is a fast-track design-build project that requires our daily participation in routine meetings, site visits, specifications, plan review and ensuring program requirements are met. The impending move to MASP includes co-location with MCPS Maintenance and Fleet Services and Food and Nutrition Services.
- Fleet Management Services acquired a new International Roll Back tow truck. The tow truck will be used to transport stalled commission vehicles. This will aid in decreasing the use of a contracted towing service during the day. Fleet Management Services purchased 200 new car transponders for Facilities Management vehicles at the new MASP to use the 'shared fueling station' with MCPS and other tenants of the MASP. Fleet Management Services is in the process of building five fueling station canopies for various Park fueling stations in Montgomery County.



# Montgomery County

## Department of Parks – Facilities Management

### GOALS AND PERFORMANCE MEASURES

<b>Goal Provide clean, safe, and accessible places for park patrons.</b>				
<b>Objective</b>				
Align the Division’s work programs to achieve a safe environment through the prioritization of job assignments in the areas of Major Maintenance, CIP and Park emergencies.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of emergency maintenance requests responded to and stabilized within 3 hours of emergency services call.	90%	90%	95%	100%
% of comprehensive inspections of Park structures conducted annually. (Comprehensive inspections are done every 3 years and component inspections are done quarterly.)	33%	4.5%	30%	30%
% of vehicles available for use (Not down for repair or maintenance)	94.7%	91.5%	95%	95%
<b>Notes:</b> 1) FM is responsible for a timely response of 3 hours each time an emergency call is placed into the Service Center. The response time varies according to the type of call and the magnitude of the event. During significant events, such as storms, floods, vandalism, graffiti, and the like. The response time for the team will extend beyond the 3-hour standard especially if the emergency involves multiple trades. Stabilized means maintenance hazards are mitigated. 2) This new program calls for a comprehensive inspection of all buildings and structures every 3 years. There are approximately 200 structures located among the 400 plus Parks throughout Montgomery County. These inspections are both structural and mechanical in nature and also identify hazardous conditions. These inspections do not replace the already existing Routine Preventative Maintenance (RPM) inspections performed on a quarterly basis in the areas of HVAC, Plumbing, and Electrical systems.				

### BUDGET AT A GLANCE

#### Summary of Division Budget

	<b>FY17 Adopted</b>	<b>FY18 Proposed</b>	<b>% Change</b>
<b>Budget</b>			
Expenditures	\$11,844,367	\$12,270,870	3.6%
<b>Staffing</b>			
Funded Career Positions	115.00	115.00	0.0%
Funded Term Positions	2.00	2.00	0.0%
Funded Workyears	98.30	98.60	0.3%



# Montgomery County

## Department of Parks – Facilities Management

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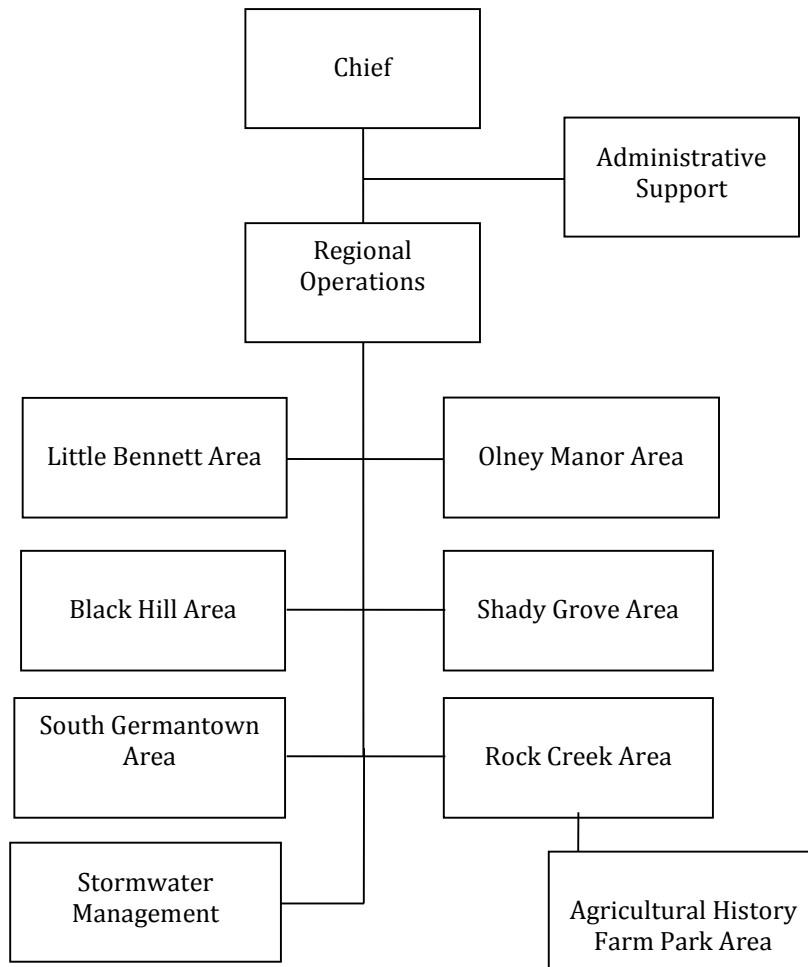
### HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

- Increases Supplies & Materials by \$100 for OBI and by \$69,210 for divisional needs.
- Increases Other Services & Charges by \$110,586 for major known contractual commitments and other divisional needs.
- Increases CIP chargebacks by \$7,555 and 0.1 WYs as well as an increase of \$2,100 for the chargeback for divisional support to the Enterprise Fund.
- Decreases salary lapse by 0.4 WY based on historical trend.



# Montgomery County Department of Parks - Northern Parks

## ORGANIZATIONAL STRUCTURE



# Montgomery County

## Department of Parks - Northern Parks

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### OVERVIEW

The Northern Parks Division encompasses the portion of Montgomery County north of Rockville and from the Potomac River to the Howard County line. The Division manages and maintains a large variety of parks, including regional and recreational parks, local parks, urban parks, conservation areas, stream valley and neighborhood parks. The Northern Parks Division also contains large lakes with boating operations, one historical farm park, four equestrian centers, one full-service campground, a splash playground, a miniature golf operation, a driving range, and two nature centers.

The Northern Parks management areas are based out of Little Bennett Regional Park, Black Hill Regional Park, Shady Grove, Rock Creek Regional Park, Olney Manor Recreational Park and South Germantown Recreational Park.

The Northern Parks Division meets both local and regional leisure needs by providing opportunities for outdoor recreation; and the conservation and preservation of stream valleys and natural areas. Passive and active recreational activities include picnicking, league sports, camping, hiking, biking, boating, fishing, playgrounds, basketball, and tennis.

One of the Division's focuses, beyond those listed above, is water quality protection. Our Stormwater Management team ensures compliance with all applicable storm water management regulations and NPDES requirements and is striving to expand those efforts to better protect our natural resources.

Additional services and amenities are provided by both public and private partners including the Miracle League, Maryland Soccer Foundation and the TennisPlex at South Germantown, Go Ape at Rock Creek Regional Park, the Montgomery County Recreation Department and the Montgomery County Public Schools to name a few. The Division also sponsors or supports several large events including, but not limited to, the Harvest Festival at the Agricultural History Farm Park and the Germantown Glory Fourth of July Celebration at South Germantown Recreational Park.

### MISSION

Maintain and manage the department's natural, cultural and recreational resources, while providing clean, safe and accessible places for leisure time activities.

### PROGRAMS AND SERVICES PROVIDED

- Athletic Field and Court Maintenance
- Playground Maintenance and Inspections
- Grounds Maintenance
- Trash/Litter Removal and Recycling
- Storm Water Management and NPDES Compliance
- Turf Management and Maintenance
- Tree Planting and Aftercare
- Landscape Maintenance
- Hiking, Biking and Equestrian Trail Maintenance
- Natural Resource Management
- Snow Removal/Storm Response
- Regional Park Attractions and Enterprise Support
- Special Event Management
- Public Private Partnership



# Montgomery County

## Department of Parks - Northern Parks

### ACCOMPLISHMENTS

- Continued to expand planting and installing vegetated floating islands in stormwater management ponds to reduce nutrients and improve water quality. Provided an extra drainage basin at East Norbeck Pond to reduce sediment buildup.
- Effectively co-managed several large events including the Sizdeh Bedar at Black Hill Regional Park with 5,000 in attendance, Germantown Glory at South Germantown Recreational Park with 15,000 in attendance, 500 attendees for the Harvest Festival at Agricultural History Farm Park, and the MoCo Epic at South Germantown Recreational Park with over 1,000 cyclists.
- Hosted an Earth/Arbor Day event with 130 fourth grade students from Little Bennett Elementary School in coordination with staff from the Horticulture, Forestry and Environmental Education division.
- Supported *Close Encounters with Agriculture* program at the Agricultural History Farm Park for approximately 4,100 fourth grade students.
- Hosted the fourth annual Great Outdoor Festival at Little Bennett Campground.

### GOALS and PERFORMANCE MEASURES

Goal	Maintain Montgomery County's award winning park system in a safe, aesthetic and functional manner.			
Objective	Manage and complete work requests in the most effective and efficient way possible to maximize productivity.			
Program Indicator	Target	FY16 Actuals	FY17 Estimated	FY18 Proposed
Routine Work Requests: Total Completed		8,158 4,375	8,200 6,000	N/A N/A
% Routine Work Requests Completed	80%	54%	73%	N/A
Non-Routine Work Requests: Total Completed		1,927 1,608	1,900 1,600	2,000 1,700
% Non-Routine Work Requests Completed	100%	83%	84%	85%
<b>Playground Surfacing:</b> Wood Carpet Fiber levels maintained at safe depth per U.S. Consumer Product Safety Commission standards, as determined by playground safety surfacing maintenance lead, monthly.  Total Completed		N/A N/A	N/A N/A	1,176 941
% Compliant Playgrounds	100%	N/A	N/A	80%



**Montgomery County  
Department of Parks - Northern Parks**

Program Indicator	Target	FY16 Actuals	FY17 Estimated	FY18 Proposed
<b>Monthly Park Inspections:</b> Developed recreational use areas within all classes of parks will receive a general inspection monthly to identify any potential hazards and/or issues with major park amenities used by the public.				
Total:		N/A	N/A	1,296
Completed:		N/A	N/A	1,037
% Monthly Park Inspections Completed	100%	N/A	N/A	80%
Notes:				
<ul style="list-style-type: none"> <li>• Routine work requests include such things as mowing, athletic field maintenance, playground inspection and maintenance etc. They typically have a work order associated with them that is generated on a recurring and automatic basis.</li> <li>• Non-routine work requests are more typically of a more critical or emergency nature, such as weather related or other emergencies, removal of illegal dumping, removal of graffiti, support for special events, etc.</li> <li>• All Routine Preventive Maintenance requests are not performed every cycle even though they are generated. (e.g., not all routine preventive maintenance requests for mowing are done during hot summers).</li> </ul>				

**BUDGET AT A GLANCE**

**Summary of Division Budget**

	<b>FY17 Adopted</b>	<b>FY18 Proposed</b>	<b>% Change</b>
<b>Budget</b>			
Expenditures	\$10,238,687	\$10,540,405	2.9%
<b>Staffing</b>			
Funded Career Positions	114.00	116.00	1.8%
Funded Workyears	119.00	121.80	2.4%

**HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET**

- Includes one (1) full time career and one (1) WY and \$30,000 for supplies and services for controlling non-native invasive plants, meadow management, and reforestation area maintenance.
- Includes one (1) full time career and one (1) WY for a stormwater management position and \$70,000 for supplies, services and capital outlay for stormwater management maintenance.
- Includes increased salary lapse of 0.2 WY based on historical trend.





## Montgomery County Department of Parks - Northern Parks

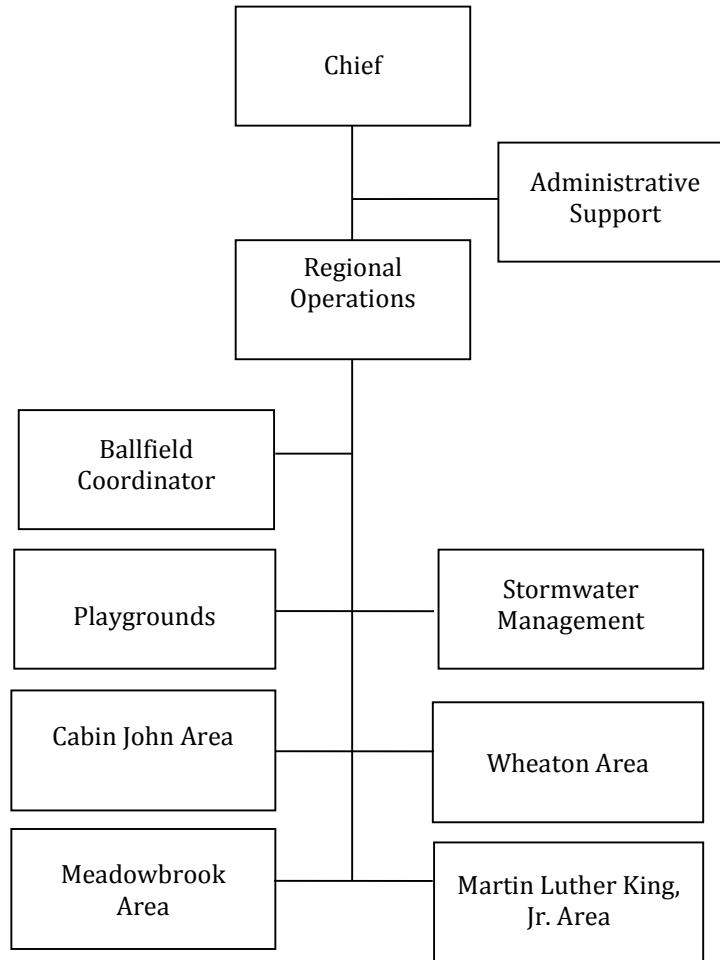
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- Includes 1.0 seasonal WY for OBI.
- Increases Supplies & Materials by \$32,750, Other Services & Charges by \$1,500 and Capital Outlay by \$150,000 for OBI for new parks and decreases Capital Outlay by \$259,650 for reversal of a one-time expense from FY17.
- Shifts \$8,000 from Other Services & Charges to Supplies & Materials to meet divisional needs.
- Increases Supplies & Materials by \$8,021 to meet divisional needs.
- Increases Other Services & Charges by \$14,827 for major known contractual and maintenance commitments, divisional needs and other contractual commitments.
- Increases Capital Outlay by \$60,000 for a one-time expense for a mini excavator for debris removal for the stormwater management crew.



# Montgomery County Department of Parks - Southern Parks

## ORGANIZATIONAL STRUCTURE



# Montgomery County

## Department of Parks - Southern Parks

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### OVERVIEW

The Southern Parks Division is bounded by Rockville to the north, the District of Columbia to the south, Prince George's County to the east, and the Potomac River to the west. The Southern Parks Division's maintenance management facilities are located at Cabin John Regional Park, Wheaton Regional Park, Martin Luther King, Jr. Recreational Park, and Meadowbrook Maintenance Facility. Southern Region Headquarters is also located in the Meadowbrook Maintenance Facility.

The Southern Parks Division has a large mixture of developed parks and services. The Division is home to Shirley Povich Stadium, Meadowbrook and Wheaton Riding Stables, Josiah Henson Historical Property, Rockwood Manor, Brookside Gardens, Martin Luther King Jr. Heart Smart Trail, Capital Crescent Trail, Matthew Henson Trail, and Beach Drive and Sligo Creek Parkways.

The Southern Parks Division also contains conservation areas, green spaces, trails, parkways, storm water management structures, two miniature train operations, two ice rinks, one carousel, one sports pavilion, two skateboard parks, two indoor tennis facilities, two nature centers, two equestrian centers, 182 playgrounds, 94 basketball pads, 93 tennis pads, and three dog parks.

This Division meets both local and regional leisure needs by providing opportunities for a wide variety of outdoor recreational activities in the most densely populated areas of Montgomery County. In addition to preserving over 4,500 acres of stream valley parks, the Southern Parks Division staff manages and maintains three Regional/Recreational Parks, 23 Urban Parks, 71 Neighborhood Parks, and 81 Local Parks.

### MISSION

To provide users with choices of active and passive recreation in parks and facilities that are safe and well-managed; and to apply best practices of stormwater management and stewardship for both undeveloped land, and our built resources located within the natural environment.

### PROGRAMS AND SERVICES PROVIDED

- Athletic Field and Court Maintenance
- Playground Maintenance and Inspections
- Trash/Litter Removal and Recycling
- Storm Water Management/NPDES
- Regional Park Attractions and Enterprise Support
- Parkway and Roadway Maintenance
- Snow Removal
- School Athletic Field Renovation and Maintenance
- Community and 3<sup>rd</sup> Party Support (Special Events)
- Custodial Services
- Integrated Pest Management
- Tree Planting and Aftercare
- Grounds Maintenance
- Storm Response
- Land Management/Non-Native Invasives
- Trail Inspection and Maintenance
- Turf Management
- Ballfield Renovations (Regional and Local)
- Public Private Partnerships, Adopt-A-Field Agreements



# Montgomery County

## Department of Parks - Southern Parks

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### ACCOMPLISHMENTS

- Although an unanticipated delay occurred in the relocation of the outdoor hockey rink to Dewey Park, accomplished a spring ground breaking that would ensure positive progress during the fiscal year.
- Successfully completed a five-day comprehensive Next Level Leadership training for 39 leaders and managers focusing on a culture of opportunity, leverage, respect and inspiration.
- Instituted a playground maintenance cross-training program to provide opportunities to gain knowledge and experience in the field of playground maintenance; elevate the level of attention to maintenance concerns; and create an avenue for succession planning.
- Purchased electric utility vehicles (UTVs) for hard surface trail maintenance, which is an improvement over gas-powered vehicles in terms of reduced carbon output and fossil fuel consumption. With the continuation of the Parks on Bikes Program and the acquisition of three electric utility vehicles, the Division is reducing its carbon footprint on parkland. The Program has also brought staff closer to park users and facilitates continued proactive trail maintenance.
- Completed ArcGIS collection of park and school athletic fields begun in FY16, analyzed the data, and begun formulating plans for randomized Phase II data collection to be performed during FY18.
- The sports turf industry has begun to develop specialized equipment to promote the health of natural grass to support high traffic demands for sports related activities. In 2016, the Southern Parks Division acquired five new pieces of specialized equipment to promote sustainable playing surfaces.



# Montgomery County

## Department of Parks - Southern Parks

### GOALS AND PERFORMANCE MEASURES

<b>Goal</b> Maintain Montgomery County's award winning park system in a safe, aesthetic and functional manner.				
<b>Objective</b>				
Maintain consistently safe amenities for users of our parks and trails.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
Routine Work Orders: Total Completed		8,700 7,073	13,000 11,000	N/A N/A
% Routine Work Orders Completed	92%	81%	85%	N/A
Non-Routine Work Orders: Total Completed		3,390 3,076	3,700 3,400	N/A N/A
% Non-Routine Work Orders Completed	100%	91%	92%	N/A
Hard Surface Trails are inspected and made safe and usable within twenty-four hours after completion of significant rain or wind weather event.  Expected Total Inspections: Expected Completed Inspections:		N/A N/A	N/A N/A	512 486
% Completed within Twenty-Four Hours	100%	N/A	N/A	95%
Playgrounds with Wood Carpet Fiber surfacing will be kept at safe depth levels per U.S. Consumer Product Safety Commission standards, inspected monthly.  Total Playground Inspections: Compliant Playgrounds:		N/A N/A	N/A N/A	2,040 1,938
% Compliant Playgrounds	100%	N/A	N/A	95%
Managers will inspect and evaluate amenities within Urban, Local, and Neighborhood parks monthly.  Total Inspections: Completed Inspections:		N/A N/A	N/A N/A	2,100 1,050
% Inspected Monthly	100%	N/A	N/A	50%



# Montgomery County

## Department of Parks - Southern Parks

Notes:

- Routine Work Orders include such things as mowing, custodial, athletic field maintenance, playground inspection and maintenance. These Work Orders are generated on a recurring schedule.
- Non-Routine Work Orders are more of an ad hoc nature and can include critical or emergency work related to severe weather events, removal of illegal dumping, removal of graffiti, and support for special events.
- FY17 Routine Total are increasing because we are adding thousands of PMs to our program, including increasing WQPF from quarterly to monthly, and adding monthly Park Inspections.
- Changes to our FY18 Program Indicators will allow us to better measure our success in providing constituents with safe and functional amenities.
- FY18 percentage of trail inspections and remediation after rain and wind events is proposed to be ninety-five percent of target.
- FY18 percentage of playgrounds with wood carpet fiber at safe levels in compliance with U.S. Consumer Product Safety Commission is proposed to be ninety-five percent of target.
- FY18 inspections of urban, local, and neighborhood parks by managers is expected to be fifty percent of target. Reasons for this include managers historically keeping rigid work schedules and having a mindset of thinking administrative responsibilities must keep them tied to their desks. The cultural changes being made by this Division should show vast improvements in this Program Indicator over time.

### BUDGET AT A GLANCE

#### Summary of Division Budget

	<b>FY17 Adopted</b>	<b>FY18 Proposed</b>	<b>% Change</b>
<b>Budget</b>			
Expenditures	\$13,137,439	\$13,966,954	6.3%
<b>Staffing</b>			
Funded Career Positions	151.00	156.00	3.3%
Funded Workyears	158.70	163.30	2.9%

### HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

- Includes one (1) full time career and one (1) WY and \$30,000 for supplies and services for controlling non-native invasive plants, meadow management, and reforestation area maintenance.
- Includes one (1) full time career and one (1) WY for a stormwater and bioretention management position and \$70,000 for supplies, services and capital outlay for stormwater management maintenance.
- Includes four (4) full time career and four (4) WY for a ballfield crew to focus on enhancing and renovating ballfields to provide improved maintenance and quality of turf in local park sites throughout the County. Also includes \$325,000 in supplies to support this ballfield initiative.
- Moves one (1) full time career and (1) WY from Southern Parks Division to the Management Services Division.



## Montgomery County Department of Parks - Southern Parks

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- Includes 0.3 seasonal WY for OBI.
- Increases salary lapse by 0.7 WY based on historical trend.
- Increases Supplies & Materials by \$6,100 for OBI and by \$10,653 to address on-going divisional needs.
- Increases Other Services & Charges by \$26,500 for major known contractual commitments and other divisional needs.
- Shifts \$34,500 from Other Service & Charges to Supplies & Materials to meet divisional needs.



# Montgomery County

## Department of Parks - Support Services

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### OVERVIEW

The Support Services program contains department-wide expenses including utilities, gasoline, telephone, insurance, and workers compensation premiums.

The Personnel Services costs primarily relate to payments due to unemployment insurance costs and group long-term disability insurance premiums. Responsibility for monitoring this program is assigned to the Management Services Division.

### BUDGET AT A GLANCE

#### Summary of Division Budget

	<b>FY17 Adopted</b>	<b>FY18 Proposed</b>	<b>% Change</b>
<b>Budget</b>			
Expenditures	\$10,951,898	\$12,128,270	10.7%
<b>Staffing</b>			
Funded Career Positions	0.00	0.00	0.0%
Funded Workyears	2.60	6.10	134.6%

### HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

- Increases personnel budget by \$75,000 for restoring funding for a Departmental internship program partially offset by a reduction of \$4,638 due to a reduction in unemployment payment costs.
- Decreases Supplies & Materials by \$15,500 based on projected increased savings from the purchase card rebate received for Departmental purchase card usage.
- Increases Other Services & Charges by \$40,000 for utilities, \$63,600 for OBI, and \$47,750 for major known contractual commitments and divisional needs.
- Increases Risk Management charges by \$3,700.
- Increases internal service funds by \$842,911 for the repayment of financed capital equipment and for Commission-wide IT services.
- Transfers \$57,000 to the Public Affairs & Community Partnerships Division and \$8,000 to Horticulture, Forestry & Environmental Education Division for credit card fees previously charged to Support Services but now charged to divisional accounts in conjunction with the revenue.
- Increases chargebacks from CAS by \$98,305 and the chargeback from the Enterprise Fund by \$90,754.





# Montgomery County

## Department of Parks – Property Management

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### OVERVIEW

The Property Management Fund is a self-sustaining program financed by the revenue derived from the rentals of park houses, commercial agreements, and other land leases.

The Property Management Unit provides the oversight of leased property, which often involves keeping pace with market activity such as an increased demand for rental housing, and land for parking. The Property Management Unit continues to rent six of the original eleven closed park activity buildings to private tenants.

The Property Management program establishes rental rates, advertises vacancies, negotiates, drafts and administers legal agreements for use of Park property, and serves as the landlord representative to the public and tenants.

The Property Management portfolio continues to reflect a steady revenue stream, which is attributed to the rental of park activity buildings, land for parking use, and annual rental increases at a fixed rate.

### MISSION

To provide lease administration and property management services for a diverse portfolio of rental property including buildings, residences, equestrian facilities, agriculture, telecommunications, and recreation; and to promote the use of properties as sources of revenue for public benefit and as a means of land stewardship.

### PROGRAMS AND SERVICES PROVIDED

- Oversight of Leased Park Property
- Demolition of Candidate Structures
- Property Management Services

### ACCOMPLISHMENTS

- Completed roof replacement for the large riding arena at Potomac Horse Center after the prior winter snow caused significant damages.
- After obtaining approval from the Historic Preservation Commission, completed removal of two large historic barns in Little Bennett, which presented public safety concerns. The timbers and lumber from the bank barn were salvaged and transported to Prince George’s County Parks and Recreation for rebuilding a historic barn to comply with requirements from the Maryland Historical Trust.
- Completed design-build request for proposals for the rehabilitation of the historic Kensington Cabin.



**Montgomery County  
Department of Parks – Property Management**

**GOALS AND PERFORMANCE MEASURES**

<b>Goal To provide management and maintenance oversight of Park rental houses.</b>				
<b>Objective</b>				
Achieve a high occupancy rate for Commission Park rental houses offered for lease.				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% occupancy rate	100%	91%	91%	99%

**BUDGET AT A GLANCE**

**Summary of Division Budget**

	<b>FY17 Adopted</b>	<b>FY18 Proposed</b>	<b>% Change</b>
<b>Budget</b>			
Expenditures	\$1,319,000	\$1,311,100	-0.6%
<b>Staffing</b>			
Funded Career Positions	4.00	4.00	0.0%
Funded Workyears	7.00	7.00	0.0%

**HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET**

- Decreases revenue by \$7,900. The reduction is attributable to the end of a parking lease and a slight increase in the number of vacancies and a longer turnover time due to complexities arising from their historic status.
- Increases Personnel cost by \$9,778 for compensation increases.
- Decreases Supplies & Materials and Other Services & Charges by \$15,878 due to reduced contractual maintenance and property services costs associated with vacant properties.



# Montgomery County

## Department of Parks – Non-Departmental, Other & Transfers

### OVERVIEW

The Non-Departmental, Other/Transfers section accounts for other expenses including:

- Other Post-Employment Benefits (OPEB)
- Transfers to other funds
- Compensation increases
- Reserve accounts

### BUDGET AT A GLANCE

#### Summary of Non Departmental, Transfers, and Other Budget

Budget	FY17 Adopted	FY18 Proposed	% Change
Park Fund			
<u>Major Personnel Cost Changes</u>			
OPEB Paygo & Prefunding	\$ 4,974,090	\$ 4,937,302	-0.7%
Marker for Changes to Employee Comp.	<i>(Included in Divisional Budgets)</i>		-
Marker for Possible Reclassifications	-	542,073	-
Transfer to CIP (PayGo)	350,000	350,000	0.0%
Transfer to Debt Service	4,846,969	5,511,210	13.7%
Special Revenue Transfer	500,000	500,000	0.0%
Operating Expenditure Reserve 3%	2,735,100	2,944,900	7.7%
<b>Park Fund Total</b>	<b>\$ 13,406,159</b>	<b>\$ 16,220,820</b>	<b>21.0%</b>

### HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

- Adds compensation funding for wage adjustments and reclassifications for Park Fund of \$1,977,408 (subject to negotiations). This amount includes \$8,302 budgeted for benefits for seasonal employees.
- Decreases the OPEB PayGo and prefunding by 0.7% or \$36,788.
- Increases the debt service transfer by 13.7%.
- Continues transfer to the Special Revenue Fund from the Administration Fund.



# Montgomery County

## Department of Parks – Summary of Division Budgets

### MONTGOMERY COUNTY PARK FUND Expenditures by Division by Type PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 18 Proposed	% Change
Office of the Director				
Personnel Services	1,273,293	1,492,679	1,631,282	9.3%
Supplies and Materials	33,622	3,468	3,503	1.0%
Other Services and Charges	22,594	44,850	56,250	25.4%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	-	-	-	-
Total	<u>1,329,509</u>	<u>1,540,997</u>	<u>1,691,035</u>	<u>9.7%</u>
Public Affairs & Community Partnerships				
Personnel Services	1,985,721	2,205,384	2,349,282	6.5%
Supplies and Materials	40,839	54,836	59,384	8.3%
Other Services and Charges	289,573	438,790	497,612	13.4%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	-	-	-	-
Total	<u>2,316,133</u>	<u>2,699,010</u>	<u>2,906,278</u>	<u>7.7%</u>
Management Services				
Personnel Services	1,439,449	1,558,196	1,687,076	8.3%
Supplies and Materials	5,152	8,772	8,860	1.0%
Other Services and Charges	167,322	185,997	188,600	1.4%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	-	-	-	-
Total	<u>1,611,923</u>	<u>1,752,965</u>	<u>1,884,536</u>	<u>7.5%</u>
Information Technology & Innovation				
Personnel Services	874,335	1,081,609	1,112,031	2.8%
Supplies and Materials	221,900	224,400	226,794	1.1%
Other Services and Charges	996,114	1,097,280	1,040,711	-5.2%
Capital Outlay	104,870	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(56,200)	(58,200)	(60,100)	3.3%
Total	<u>2,141,019</u>	<u>2,345,089</u>	<u>2,319,436</u>	<u>-1.1%</u>
Park Planning & Stewardship				
Personnel Services	3,948,015	4,453,433	4,817,389	8.2%
Supplies and Materials	152,218	93,308	119,241	27.8%
Other Services and Charges	304,109	513,277	540,917	5.4%
Capital Outlay	22,532	55,000	55,550	1.0%
Other Classifications	-	-	-	-
Chargebacks	(611,202)	(385,708)	(346,640)	-10.1%
Total	<u>3,815,672</u>	<u>4,729,310</u>	<u>5,186,457</u>	<u>9.7%</u>



# Montgomery County

## Department of Parks – Summary of Division Budgets

### MONTGOMERY COUNTY PARK FUND Expenditures by Division by Type PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 18 Proposed	% Change
<b>Park Development</b>				
Personnel Services	5,263,419	5,280,092	5,534,300	4.8%
Supplies and Materials	49,858	42,942	48,371	12.6%
Other Services and Charges	70,155	99,825	111,314	11.5%
Capital Outlay	5,690	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(2,196,884)	(2,180,600)	(2,298,851)	5.4%
<b>Total</b>	<b>3,192,238</b>	<b>3,242,259</b>	<b>3,395,134</b>	<b>4.7%</b>
<b>Park Police</b>				
Personnel Services	13,606,302	13,156,006	13,806,009	4.9%
Supplies and Materials	530,854	648,613	523,099	-19.4%
Other Services and Charges	315,926	356,024	369,924	3.9%
Capital Outlay	14,584	-	-	-
Other Classifications	-	-	-	-
Chargebacks	-	-	-	-
<b>Total</b>	<b>14,467,666</b>	<b>14,160,643</b>	<b>14,699,032</b>	<b>3.8%</b>
<b>Horticulture, Forestry &amp; Environmental Education</b>				
Personnel Services	7,797,870	7,978,391	8,355,132	4.7%
Supplies and Materials	510,934	525,698	670,260	27.5%
Other Services and Charges	1,317,620	853,082	949,728	11.3%
Capital Outlay	12,139	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(153,131)	(223,400)	(124,100)	-44.4%
<b>Total</b>	<b>9,485,432</b>	<b>9,133,771</b>	<b>9,851,020</b>	<b>7.9%</b>
<b>Facilities Management</b>				
Personnel Services	9,646,499	10,198,050	10,454,312	2.5%
Supplies and Materials	1,896,468	1,747,142	1,816,452	4.0%
Other Services and Charges	840,813	888,720	999,306	12.4%
Capital Outlay	211,089	-	-	-
Other Classifications	-	-	-	-
Chargebacks	(1,077,519)	(989,545)	(999,200)	1.0%
<b>Total</b>	<b>11,517,350</b>	<b>11,844,367</b>	<b>12,270,870</b>	<b>3.6%</b>
<b>Northern Parks</b>				
Personnel Services	7,912,422	8,584,293	8,777,963	2.3%
Supplies and Materials	733,153	802,113	885,884	10.4%
Other Services and Charges	353,375	464,331	487,658	5.0%
Capital Outlay	278,537	419,650	421,600	0.5%
Other Classifications	-	-	-	-
Chargebacks	(30,600)	(31,700)	(32,700)	3.2%
<b>Total</b>	<b>9,246,887</b>	<b>10,238,687</b>	<b>10,540,405</b>	<b>2.9%</b>
<b>Southern Parks</b>				
Personnel Services	11,381,487	11,548,755	11,909,817	3.1%
Supplies and Materials	957,892	1,065,253	1,476,506	38.6%
Other Services and Charges	343,371	356,331	363,331	2.0%
Capital Outlay	280,538	240,000	292,400	21.8%
Other Classifications	-	-	-	-
Chargebacks	(71,100)	(72,900)	(75,100)	3.0%
<b>Total</b>	<b>12,892,188</b>	<b>13,137,439</b>	<b>13,966,954</b>	<b>6.3%</b>



# Montgomery County Department of Parks – Summary of Division Budgets

## MONTGOMERY COUNTY PARK FUND Expenditures by Division by Type PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 18 Proposed	% Change
<b>Support Services</b>				
Personnel Services	264,251	239,618	309,980	29.4%
Supplies and Materials	1,451,455	1,609,205	1,593,705	-1.0%
Other Services and Charges	8,465,133	8,225,488	9,157,939	11.3%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	778,466	877,587	1,066,646	21.5%
<b>Total</b>	<b>10,959,305</b>	<b>10,951,898</b>	<b>12,128,270</b>	<b>10.7%</b>
<b>Non-Departmental</b>				
Personnel Services	4,271,236	4,994,090	6,923,012	38.6%
Salary Adjustment Marker	-	-	-	-
Other Personnel Costs	-	20,000	1,985,710	
OPEB PreFunding	1,366,441	1,406,319	1,586,150	12.8%
OPEB Paygo	2,904,795	3,567,771	3,351,152	-6.1%
Supplies and Materials	(136,187)	-	-	-
Other Services and Charges	(465,871)	-	-	-
Capital Outlay	(66,599)	-	-	-
Other Classifications	-	-	-	-
Chargebacks	-	-	-	-
<b>Total</b>	<b>3,602,579</b>	<b>4,994,090</b>	<b>6,923,012</b>	<b>38.6%</b>
<b>Grants</b>				
Personnel Services	187,755	-	-	-
Supplies and Materials	44,194	-	-	-
Other Services and Charges	50,812	400,000	400,000	0.0%
Capital Outlay	-	-	-	-
Other Classifications	-	-	-	-
Chargebacks	-	-	-	-
<b>Total</b>	<b>282,761</b>	<b>400,000</b>	<b>400,000</b>	<b>0.0%</b>
<b>Other Financing Uses/Transfers Out</b>				
Capital Projects Funds	366,891	350,000	350,000	0.0%
Debt Service Fund	4,256,316	4,846,969	5,511,210	13.7%
<b>Total</b>	<b>4,623,207</b>	<b>5,196,969</b>	<b>5,861,210</b>	<b>12.8%</b>
Budgetary Reserve @ 3%	-	2,735,100	2,944,900	7.7%
<b>Fund Total</b>	<b>91,483,869</b>	<b>99,102,594</b>	<b>106,968,549</b>	<b>7.9%</b>
<b>Total Park Fund</b>				
Personnel Services	69,852,054	72,770,596	77,667,585	6.7%
Supplies and Materials	6,492,352	6,825,750	7,432,059	8.9%
Other Services and Charges	13,071,046	13,923,995	15,163,290	8.9%
Capital Outlay	863,380	714,650	769,550	7.7%
Other Classifications	-	-	-	-
Chargebacks	(3,418,170)	(3,064,466)	(2,870,045)	-6.3%
<b>Subtotal Park Fund</b>	<b>86,860,662</b>	<b>91,170,525</b>	<b>98,162,439</b>	<b>7.7%</b>
Transfers Out	4,623,207	5,196,969	5,861,210	12.8%
Budgetary Reserve	-	2,735,100	2,944,900	7.7%
<b>Total Park Fund</b>	<b>91,483,869</b>	<b>99,102,594</b>	<b>106,968,549</b>	<b>7.9%</b>



# Montgomery County Department of Parks – Summary of Positions and Workyears

## MONTGOMERY COUNTY POSITIONS/WORKYEARS POSITION DETAIL BY DIVISION BY FUND

	FY 16 Actual		FY 17 Adopted		FY 18 Proposed	
	POS	WYS	POS	WYS	POS	WYS
<b>PARK FUND</b>						
<u>DIRECTOR OF PARKS</u>						
Full-Time Career	6.00	6.00	8.00	8.00	8.00	8.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>6.00</b>	<b>6.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
Term Contract	4.00	3.80	4.00	3.80	4.00	3.80
Seasonal/Intermittent		1.00		1.00		1.00
Chargebacks		-		-		-
Less Lapse		(0.60)		(0.10)		-
<b>Subtotal Director of Parks</b>	<b>10.00</b>	<b>10.20</b>	<b>12.00</b>	<b>12.70</b>	<b>12.00</b>	<b>12.80</b>
<u>PUBLIC AFFAIRS &amp; COMMUNITY PARTNERSHIPS</u>						
Full-Time Career	21.00	21.00	22.00	22.00	22.00	22.00
Part-Time Career	1.00	0.50	1.00	0.50	1.00	0.50
<b>Career Total</b>	<b>22.00</b>	<b>21.50</b>	<b>23.00</b>	<b>22.50</b>	<b>23.00</b>	<b>22.50</b>
Term Contract	-	-	-	-	1.00	1.00
Seasonal/Intermittent		0.70		1.50		1.50
Chargebacks		(0.10)		-		-
Less Lapse		(1.70)		(1.10)		(1.30)
<b>Subtotal Public Affairs &amp; Comm. Partner.</b>	<b>22.00</b>	<b>20.40</b>	<b>23.00</b>	<b>22.90</b>	<b>24.00</b>	<b>23.70</b>
<u>MANAGEMENT SERVICES</u>						
Full-Time Career	12.00	12.00	13.00	13.00	14.00	14.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>12.00</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>	<b>14.00</b>	<b>14.00</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent		-		-		-
Chargebacks		-		-		-
Less Lapse		(0.90)		(0.10)		(0.10)
<b>Subtotal Management Services</b>	<b>12.00</b>	<b>11.10</b>	<b>13.00</b>	<b>12.90</b>	<b>14.00</b>	<b>13.90</b>
<u>INFORMATION TECHNOLOGY &amp; INNOVATION</u>						
Full-Time Career	9.00	9.00	9.00	9.00	9.00	9.00
Part-Time Career	1.00	0.90	1.00	0.90	1.00	0.90
<b>Career Total</b>	<b>10.00</b>	<b>9.90</b>	<b>10.00</b>	<b>9.90</b>	<b>10.00</b>	<b>9.90</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent		-		-		-
Chargebacks		(1.00)		(1.00)		(1.00)
Less Lapse		(0.80)		(0.20)		(0.30)
<b>Subtotal Management Services</b>	<b>10.00</b>	<b>8.10</b>	<b>10.00</b>	<b>8.70</b>	<b>10.00</b>	<b>8.60</b>
<u>PARK PLANNING AND STEWARDSHIP</u>						
Full-Time Career	36.00	36.00	39.00	39.00	45.00	45.00
Part-Time Career	2.00	1.60	2.00	1.60	1.00	0.80
<b>Career Total</b>	<b>38.00</b>	<b>37.60</b>	<b>41.00</b>	<b>40.60</b>	<b>46.00</b>	<b>45.80</b>
Term Contract	2.00	2.00	2.00	2.00	-	-
Seasonal/Intermittent		4.90		7.00		8.50
Chargebacks		(3.60)		(3.70)		(3.40)
Less Lapse		(2.60)		(3.20)		(3.60)
<b>Subtotal Planning and Stewardship</b>	<b>40.00</b>	<b>38.30</b>	<b>43.00</b>	<b>42.70</b>	<b>46.00</b>	<b>47.30</b>



# Montgomery County

## Department of Parks – Summary of Positions and Workyears

### MONTGOMERY COUNTY POSITIONS/WORKYEARS POSITION DETAIL BY DIVISION BY FUND

	FY 16 Actual		FY 17 Adopted		FY 18 Proposed	
	POS	WYS	POS	WYS	POS	WYS
<u>PARK DEVELOPMENT</u>						
Full-Time Career	45.00	45.00	45.00	45.00	48.00	48.00
Part-Time Career	1.00	0.90	1.00	0.90	1.00	0.90
<b>Career Total</b>	<b>46.00</b>	<b>45.90</b>	<b>46.00</b>	<b>45.90</b>	<b>49.00</b>	<b>48.90</b>
Term Contract	1.00	1.00	1.00	1.00	-	-
Seasonal/Intermittent		-		-		-
Chargebacks		(18.00)		(18.00)		(19.30)
Less Lapse		(3.50)		(3.80)		(3.80)
<b>Subtotal Park Development</b>	<b>47.00</b>	<b>25.40</b>	<b>47.00</b>	<b>25.10</b>	<b>49.00</b>	<b>25.80</b>
<u>PARK POLICE</u>						
Full-Time Career	116.00	116.00	117.00	117.00	117.00	117.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>116.00</b>	<b>116.00</b>	<b>117.00</b>	<b>117.00</b>	<b>117.00</b>	<b>117.00</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent		4.00		4.00		4.00
Chargebacks		-		-		-
Less Lapse		(8.10)		(9.40)		(8.80)
<b>Subtotal Park Police</b>	<b>116.00</b>	<b>111.90</b>	<b>117.00</b>	<b>111.60</b>	<b>117.00</b>	<b>112.20</b>
<u>HORTICULTURE, FORESTRY &amp; ENVIRONMENTAL ED</u>						
Full-Time Career	80.00	80.00	84.00	84.00	85.00	85.00
Part-Time Career	4.00	2.30	3.00	1.80	2.00	1.30
<b>Career Total</b>	<b>84.00</b>	<b>82.30</b>	<b>87.00</b>	<b>85.80</b>	<b>87.00</b>	<b>86.30</b>
Term Contract	1.00	1.00	1.00	1.00	1.00	1.00
Seasonal/Intermittent		15.60		15.00		18.60
Chargebacks		(3.70)		(2.70)		(2.70)
Less Lapse		(6.50)		(6.70)		(6.00)
<b>Subtotal Hort., Forestry &amp; Enviro. Ed.</b>	<b>85.00</b>	<b>88.70</b>	<b>88.00</b>	<b>92.40</b>	<b>88.00</b>	<b>97.20</b>
<u>FACILITIES MANAGEMENT</u>						
Full-Time Career	112.00	112.00	115.00	115.00	115.00	115.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>112.00</b>	<b>112.00</b>	<b>115.00</b>	<b>115.00</b>	<b>115.00</b>	<b>115.00</b>
Term Contract	2.00	2.00	2.00	2.00	2.00	2.00
Seasonal/Intermittent		2.00		2.50		2.50
Chargebacks		(11.60)		(11.60)		(11.70)
Less Lapse		(8.50)		(9.60)		(9.20)
<b>Subtotal Facilities Management</b>	<b>114.00</b>	<b>95.90</b>	<b>117.00</b>	<b>98.30</b>	<b>117.00</b>	<b>98.60</b>
<u>NORTHERN PARKS</u>						
Full-Time Career	108.00	108.00	112.00	112.00	114.00	114.00
Part-Time Career	2.00	1.00	2.00	1.00	2.00	1.00
<b>Career Total</b>	<b>110.00</b>	<b>109.00</b>	<b>114.00</b>	<b>113.00</b>	<b>116.00</b>	<b>115.00</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent		14.40		16.20		17.20
Chargebacks		(0.40)		(0.40)		(0.40)
Less Lapse		(8.00)		(9.80)		(10.00)
<b>Subtotal Northern Parks</b>	<b>110.00</b>	<b>115.00</b>	<b>114.00</b>	<b>119.00</b>	<b>116.00</b>	<b>121.80</b>





# Montgomery County

## Department of Parks – Summary of Positions and Workyears

### MONTGOMERY COUNTY POSITIONS/WORKYEARS POSITION DETAIL BY DIVISION BY FUND

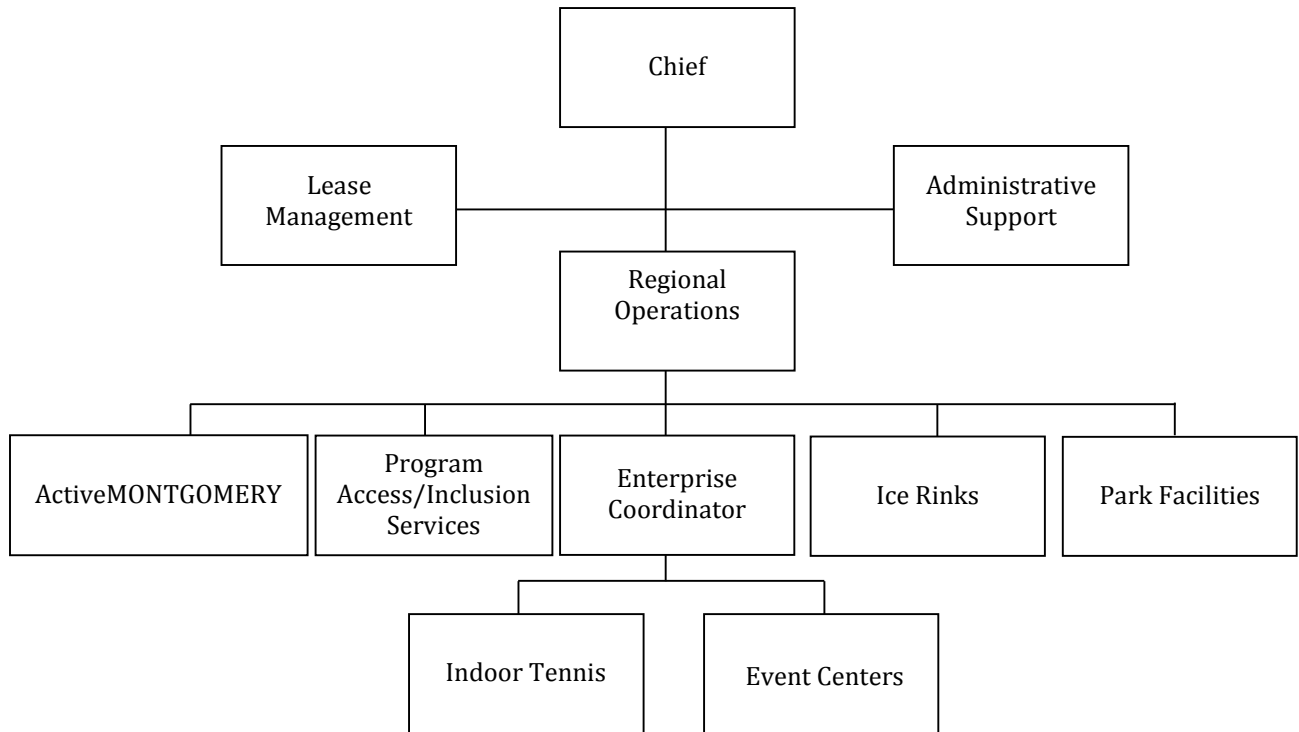
	FY 16 Actual		FY 17 Adopted		FY 18 Proposed	
	POS	WYS	POS	WYS	POS	WYS
<b><u>SOUTHERN PARKS</u></b>						
Full-Time Career	150.00	150.00	151.00	151.00	156.00	156.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>150.00</b>	<b>150.00</b>	<b>151.00</b>	<b>151.00</b>	<b>156.00</b>	<b>156.00</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent		18.40		20.40		20.70
Chargebacks		(0.70)		(0.70)		(0.70)
Less Lapse		(11.30)		(12.00)		(12.70)
<b>Subtotal Southern Parks</b>	<b>150.00</b>	<b>156.40</b>	<b>151.00</b>	<b>158.70</b>	<b>156.00</b>	<b>163.30</b>
<b><u>SUPPORT SERVICES</u></b>						
Full-Time Career	-	-	-	-	-	-
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent		-		-		3.00
Chargebacks		2.60		2.60		3.10
Less Lapse		-		-		-
<b>Subtotal Support Services</b>	<b>-</b>	<b>2.60</b>	<b>-</b>	<b>2.60</b>	<b>-</b>	<b>6.10</b>
<b><u>TOTAL PARK FUND POSITIONS/WORKYEARS</u></b>						
Full-Time Career	695.00	695.00	715.00	715.00	733.00	733.00
Part-Time Career	11.00	7.20	10.00	6.70	8.00	5.40
<b>Career Total</b>	<b>706.00</b>	<b>702.20</b>	<b>725.00</b>	<b>721.70</b>	<b>741.00</b>	<b>738.40</b>
Term Contract	10.00	9.80	10.00	9.80	8.00	7.80
Seasonal/Intermittent		61.00		67.60		77.00
Chargebacks		(36.50)		(35.50)		(36.10)
Less Lapse		(52.50)		(56.00)		(55.80)
<b>Grand Total Park Fund</b>	<b>716.00</b>	<b>684.00</b>	<b>735.00</b>	<b>707.60</b>	<b>749.00</b>	<b>731.30</b>



# Montgomery County Department of Parks – Enterprise Operations Summary

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## ORGANIZATIONAL STRUCTURE



# Montgomery County

## Department of Parks – Enterprise Operations Summary

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### OVERVIEW

The Enterprise Division manages or oversees the operation of 18 distinct facilities that are entirely funded through user fees, rentals and other non-tax revenue sources.

The facilities include the ice rinks, indoor tennis facilities, event centers, a synthetic turf pavilion and other park facilities such as the miniature trains, boat facilities, campground, splash playground, mini golf course, driving range, and a carousel, as well as oversight of several recreation facility leases.

In recognition that some of these recreational experiences are more exclusive than others, such as ice skating, indoor tennis, or a campground, a fee is charged to provide these experiences. These exclusive use facilities are included in the Department’s Enterprise Fund, which, by policy, is required to be self-sustaining. This includes operating costs, maintenance and renovation costs, capital improvements, administrative costs and debt service payments. The Division continues to balance financial obligations while meeting the recreation needs of the public. It continues to keep fees at a reasonable rate while making improvements and upgrades to the facilities.

### MISSION

To provide a positive park experience, achieve an appropriate balance among fees and public service, develop new programs, expand existing programs, maintain, repurpose and/or enhance current facilities, and continue to operate Enterprise facilities in a fiscally responsible manner.

### ACCOMPLISHMENTS

- Greeted approximately one million visitors or participants in hundreds of classes, programs and events at the Enterprise facilities in FY16. Gross revenues reached \$10,470,211.
- Hosted 90 summer camp programs with approximately 1,950 participants.
- Continued to focus on facility improvements and upgrades, as well as expanding program offerings while improving energy efficiencies.
- Continued to coordinate, scope, prioritize, and initiate ADA improvements to Enterprise facilities.
- Incorporated gift card processing into ActiveMONTGOMERY and converted to EMV chip readers for our credit card purchases for PCI compliance.
- Continued coordination with other agencies for access to ActiveMONTGOMERY reporting.



# Montgomery County Department of Parks – Enterprise Operations Summary

## GOALS AND PERFORMANCE MEASURES

<b>Goal</b>	<b>Generate sufficient revenues in the Enterprise Fund to cover all operating costs including debt service and/or CIP.</b>			
<b>Objective</b>	To manage programming, revenue and expenditures to meet cost recovery goals.			
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of operating revenues that cover expenditures	110%	120%	118%	115%

## SUMMARY OF ENTERPRISE OPERATIONS BUDGETS

### MONTGOMERY COUNTY ENTERPRISE FUNDS- SUMMARY BY PROGRAMS Summary of Revenues, Expenses, and Changes in Fund Net Position PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Revenues and Transfers In:</b>					
Golf Courses	\$ 12,568	\$ 24,000	\$ 53,932	\$ 15,000	-37.5%
Ice Rinks	4,600,112	4,734,200	4,773,000	4,504,800	-4.8%
Indoor Tennis	1,716,742	1,910,224	1,895,024	1,970,420	3.2%
Event Centers	634,132	785,000	655,000	635,000	-19.1%
Park Facilities	3,506,657	3,227,758	3,346,033	3,590,761	11.2%
Administration	-	-	-	-	-
<b>Total Revenues</b>	<b>10,470,211</b>	<b>10,681,182</b>	<b>10,722,989</b>	<b>10,715,981</b>	<b>0.3%</b>
<b>Expenses and Transfers Out:</b>					
Golf Courses	199,277	-	-	-	-
Ice Rinks	4,711,778	3,807,826	3,969,675	4,917,847	29.2%
Indoor Tennis	1,371,834	1,503,519	1,485,352	1,546,055	2.8%
Event Centers	739,237	847,762	709,393	649,548	-23.4%
Park Facilities	2,732,020	3,853,040	2,865,389	3,234,347	-16.1%
Administration	-	-	-	-	-
<b>Total Expenses</b>	<b>\$ 9,754,146</b>	<b>\$ 10,012,147</b>	<b>\$ 9,029,809</b>	<b>\$ 10,347,797</b>	<b>3.4%</b>
<b>Change in Net Position</b>	<b>\$ 716,065</b>	<b>\$ 669,035</b>	<b>\$ 1,693,180</b>	<b>\$ 368,184</b>	<b>-45.0%</b>

## HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

### OVERVIEW

- The Enterprise Fund Balance Policy directs the Enterprise Fund balance to be 10% of the operating expenses plus one year's debt service. Through positive management changes, facility improvements, continued marketing efforts, and no debt service, the FY18 proposed fund balance will be above the reserve requirement.
- FY18 proposed Capital Improvement Projects include \$900,000 for Cabin John Ice Rink for installation of a new refrigeration system for the NHL rink and the Studio rink and replacement of the rink floors and \$150,000 for the Little Bennett Campground for ADA improvements, continuing to add amenities, and for replacing grinder pump stations.



# Montgomery County

## Department of Parks – Golf Courses

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The Department of Parks has a long-term lease with the MCRA for the operation of three of our golf courses, Little Bennett, Needwood, and Northwest. MCRA manages Sligo Creek Golf Course through an Operational Agreement. In October of 2012, MCRA agreed to extend the Operating Agreement for an additional five years. This agreement will expire on October 2017.

According to the contract, the MCRA pays a percentage of revenue received in excess of \$5,100,000 for Little Bennett, Northwest and Needwood golf courses. These courses reached that minimum threshold for the fourth time in eight years and paid \$53,932 to the Enterprise Fund in FY17. There is no revenue payment stipulation in the lease agreement for Sligo Golf Course.

### **MISSION**

To provide consistently high quality golf experiences for the golfing public with no tax payer money to subsidize the operation or the capital investment in the courses pursuant to the lease agreement between the MCRA and the M-NCPPC.

### **PROGRAMS AND SERVICES PROVIDED**

- Golf
- Lessons
- Tournaments
- Special Events

### **ACCOMPLISHMENTS**

- Received \$53,932 from MCRA in FY17, which was the percentage of net proceeds from Little Bennett, Northwest and Needwood Golf Courses that exceeded the \$5,100,000 revenue threshold for FY16.



# Montgomery County

## Department of Parks – Golf Courses

### SUMMARY OF FY18 PROPOSED BUDGET

**MONTGOMERY COUNTY ENTERPRISE FUND - GOLF COURSES**  
**Summary of Revenues and Expenses**  
**PROPOSED BUDGET FISCAL YEAR 2018**

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	%
					Change
<b>Operating Revenues and Other Sources:</b>					
Intergovernmental	\$ -	\$ -	\$ -	-	-
Sales	-	-	-	-	-
Charges for Services	-	-	-	-	-
Rentals and Concessions	12,568	24,000	53,932	15,000	-37.5%
Miscellaneous	-	-	-	-	-
Interest	-	-	-	-	-
Transfers In	-	-	-	-	-
Total Oper. Rev and Other Sources	<u>12,568</u>	<u>24,000</u>	<u>53,932</u>	<u>15,000</u>	<u>-37.5%</u>
<b>Operating Expenses and Other Uses</b>					
Personnel Services	-	-	-	-	-
Goods for Resale	-	-	-	-	-
Supplies and Materials	-	-	-	-	-
Other Services and Charges	-	-	-	-	-
Depreciation & Amortization Expense	198,829	-	-	-	-
Debt Service	-	-	-	-	-
Debt Service Principal	-	-	-	-	-
Debt Service Interest	-	-	-	-	-
Debt Service Fees	-	-	-	-	-
Other Financing Uses	-	-	-	-	-
Capital Assets	-	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	448	-	-	-	-
Transfers Out	-	-	-	-	-
Total Oper. Exp and Other Uses	<u>199,277</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Gain (Loss)	<u>\$ (186,709)</u>	<u>\$ 24,000</u>	<u>\$ 53,932</u>	<u>\$ 15,000</u>	<u>-37.5%</u>

*Note: Enterprise Funds' actuals reflect the appropriate accounting treatment of debt principal, capital outlay and depreciation as reported in the CAFR; however, the budget for these funds is prepared on a cash requirements basis.*



**Montgomery County  
Department of Parks – Golf Courses**

	FY 16 Actual		FY 17 Adopted		FY 18 Proposed	
	POS	WYS	POS	WYS	POS	WYS
<u>GOLF COURSES</u>						
Full-Time Career	-	-	-	-	-	-
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	-	-	-	-	-	-
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent		-		-		-
Chargebacks		-		-		-
Less Lapse		-		-		-
<b>Subtotal Golf Courses</b>	-	-	-	-	-	-

**HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET**

- Reduces revenue based on historical trend.



# Montgomery County

## Department of Parks - Enterprise Operations – Ice Rinks

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### OVERVIEW

The Department operates two indoor ice rink facilities seven days a week, year-round. At Cabin John, there is one NHL ice surface, one Olympic size ice surface, and one studio sheet. Wheaton Ice Arena has one NHL ice surface. Both facilities feature hockey and figure skating sessions and camps, programs, group and private lessons, general and special public sessions, therapeutic skating, and special events. The Ice Rinks also offer figure and hockey skate rentals, leased ice rentals, birthday parties, meetings, snack bars, pro shops and off-ice conditioning space for training.

### MISSION

To provide a balance of public and specialty skating sessions, instructional classes and rental opportunities for the ice skating community and general public.

### PROGRAMS AND SERVICES PROVIDED

- Recreational Skating (Public Sessions)
- Camps (Winter, Spring, Summer)
- Special Events
- Snack Bar
- Dance/Off-ice Conditioning Room
- Instructional Figure Skating and Hockey Classes
- Birthday Parties/Meetings
- Leased Ice
- Skating Shows/Exhibitions
- Tournaments
- Pro shop
- Leagues
- Competitions

### ACCOMPLISHMENTS

- Partnered with the Washington Capitals at both rinks for Free Learn to Play Equipment for participants in beginning hockey classes.
- Completed design of a new refrigeration system for the Cabin John Ice NHL/Studio Rinks.
- Completed construction on the driveway and parking lot reconfiguration to implement ADA improvements at the Cabin John Ice Rink.
- Continued upgrading both rinks with new rubber flooring throughout the buildings.





**Montgomery County  
Department of Parks - Enterprise Operations – Ice Rinks**

**GOALS AND PERFORMANCE MEASURES**

<b>Goal</b> To provide opportunities for individuals, groups, and families of all ages and abilities to participate and to learn ice skating, hockey, and other ice-based activities.				
<b>Objective</b>				
Generate sufficient revenues to cover facility operating costs including debt service and/or CIP				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of operating revenues that cover operating expenditures	105%	118%	120%	112%
<b>Objective</b>				
Develop new and expand existing programs to increase participation				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% increase of patrons participating in classes and camps	2%	0%	1%	0%



# Montgomery County

## Department of Parks - Enterprise Operations – Ice Rinks

### SUMMARY OF FY18 PROPOSED BUDGET

#### MONTGOMERY COUNTY ENTERPRISE FUND - ICE RINKS Summary of Revenues and Expenses PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Operating Revenues and Other Sources:</b>					
Intergovernmental	\$ -	\$ -	\$ -	-	-
Sales	347,519	407,500	400,500	387,500	-4.9%
Charges for Services	2,609,650	2,537,000	2,585,500	2,411,800	-4.9%
Rentals and Concessions	1,642,803	1,789,700	1,787,000	1,705,500	-4.7%
Miscellaneous	140	-	-	-	-
Interest	-	-	-	-	-
Transfers In	-	-	-	-	-
Total Oper. Rev and Other Sources	<u>4,600,112</u>	<u>4,734,200</u>	<u>4,773,000</u>	<u>4,504,800</u>	<u>-4.8%</u>
<b>Operating Expenses and Other Uses</b>					
Personnel Services	1,488,134	1,439,907	1,466,901	1,696,537	17.8%
Goods for Resale	220,211	195,100	185,500	185,500	-4.9%
Supplies and Materials	199,672	126,000	143,500	114,200	-9.4%
Other Services and Charges	1,393,861	1,256,500	1,409,755	1,330,450	5.9%
Depreciation & Amortization Expense	753,875	-	-	-	-
Debt Service	-	-	-	-	-
Debt Service Principal	-	-	-	-	-
Debt Service Interest	-	-	-	-	-
Debt Service Fees	-	-	-	-	-
Other Financing Uses	-	-	-	-	-
Capital Assets	(2,100)	103,000	106,700	-	-100.0%
Other Classifications	-	-	-	-	-
Chargebacks	658,125	687,319	657,319	691,160	0.6%
Transfers Out	-	-	-	900,000	-
Total Oper. Exp and Other Uses	<u>4,711,778</u>	<u>3,807,826</u>	<u>3,969,675</u>	<u>4,917,847</u>	<u>29.2%</u>
Gain (Loss)	\$ <u>(111,666)</u>	\$ <u>926,374</u>	\$ <u>803,325</u>	\$ <u>(413,047)</u>	<u>-144.6%</u>

*Note: Enterprise Funds' actuals reflect the appropriate accounting treatment of debt principal, capital outlay and depreciation as reported in the CAFR; however, the budget for these funds is prepared on a cash requirements basis.*



**Montgomery County  
Department of Parks - Enterprise Operations – Ice Rinks**

	FY 16 Actual		FY 17 Adopted		FY 18 Proposed	
	POS	WYS	POS	WYS	POS	WYS
<b>ICE RINKS</b>						
Full-Time Career	10.00	10.00	9.00	9.00	10.00	10.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>10.00</b>	<b>10.00</b>	<b>9.00</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent		26.30		25.20		29.00
Chargebacks		-		-		-
Less Lapse		-		-		-
<b>Subtotal Ice Rinks</b>	<b>10.00</b>	<b>36.30</b>	<b>9.00</b>	<b>34.20</b>	<b>10.00</b>	<b>39.00</b>

**HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET**

- Decreases FY18 proposed revenue slightly due to the closure of the NHL and Studio Rinks for about 2.5 months of FY18 to remove and upgrade the refrigeration systems and concrete floors.
- Includes one (1) full time position and one (1) WY to assist the Skating Director with the large volume of programs and special events.
- Increases Other Services & Charges for utilities cost by \$20,000 based on actual trend.
- The proposed capital project includes \$900,000 for Cabin John Ice Rink for installation of a new refrigeration system for the NHL and the Studio Rink and the replacement of the rink floors.



# Montgomery County

## Department of Parks - Enterprise Operations – Indoor Tennis

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### OVERVIEW

The Department operates two indoor tennis facilities, one in Wheaton Regional Park and the other in Cabin John Regional Park. Wheaton Tennis is a six-court, air conditioned facility covered by a fabric skin over a rigid frame structure. An attached service building contains restrooms, showers, lockers, party/meeting room, kitchenette, and a waiting area. The Pauline Betz Addie Tennis Center (PBA) at Cabin John Regional Park is also air conditioned and includes six tennis courts, restrooms, showers, lockers, and a large customer lounge. The average annual attendance at the tennis facilities is over 116,000 patrons.

Each tennis facility operates 7 days per week from as early as 6:00 am to midnight. Each facility offers seasonal court time, spot time play, year-round leagues in partnership with the Montgomery County Tennis Association (MCTA), and clinics and camps.

The tennis facilities offer a wide variety of classes and camps for many levels and abilities. The 6-week class sessions are offered year-round. A sampling of classes offered include; USTA 10 and Under, Parent & Child, Beginner, Intermediate, Advanced, Cardio and Introduction to Competition. Additional offerings are Round Robin, Match play, tennis tournaments for various levels. Private instruction and birthday party packages are also available.

In addition, the Indoor Tennis fund includes the concession operation of the Montgomery TennisPlex in South Germantown Recreational Park.

### MISSION

To offer diverse programming opportunities to all levels and abilities of players. This includes instructional classes, singles, doubles, match play, tournament play, private lessons, and camps.

### PROGRAMS AND SERVICES PROVIDED

- Seasonal play
- Match play
- Classes
- Camps
- Meeting Space
- Spot time play
- Clinics
- Private Lessons
- Tournaments
- Birthday Parties

### ACCOMPLISHMENTS

- Continued facility improvements at the Pauline Betz Addie Tennis facility with new flooring installed in the lobby, bathrooms, and customer lounge along with new bench seating in the locker rooms.
- Continued facility improvements at the Wheaton Tennis facility with new divider nets, renovated front office, refurbished manager's office, expanded the lobby area, and created new accessible parking spaces.
- Hired new tennis managers at both facilities.
- Created new party and facility rental packages at the Wheaton Tennis facility utilizing the new multipurpose/party room.



**Montgomery County  
Department of Parks - Enterprise Operations – Indoor Tennis**

- Solidified a complete season contract with Montgomery County Tennis Association (MCTA) for 2016-2017 at both tennis facilities.
- Updated court lighting at both tennis facilities.
- Revamped programming to increase customer participation.

**GOALS AND PERFORMANCE MEASURES**

<b>Goal</b> To provide opportunities for individuals, groups, and families of all ages and abilities to participate and to learn tennis.				
<b>Objective</b>				
Generate sufficient revenues to cover facility operating costs including CIP				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of operating revenues that cover operating expenditures	125%	130%	126%	125%
<b>Objective</b>				
Develop new and expand existing programs to increase participation				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% increase of patrons participating in classes and camps	5%	6%	2%	2%



# Montgomery County

## Department of Parks - Enterprise Operations - Indoor Tennis

### SUMMARY OF FY18 PROPOSED BUDGET

#### MONTGOMERY COUNTY ENTERPRISE FUND - INDOOR TENNIS Summary of Revenues and Expenses PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Operating Revenues and Other Sources:</b>					
Intergovernmental	\$ -	\$ -	\$ -	-	-
Sales	3,875	4,800	3,700	4,700	-2.1%
Charges for Services	1,595,875	1,791,400	1,776,700	1,830,500	2.2%
Rentals and Concessions	88,811	89,024	89,624	105,220	18.2%
Miscellaneous	(4)	-	-	-	-
Interest	28,185	25,000	25,000	30,000	20.0%
Other	-	-	-	-	-
Transfers In	-	-	-	-	-
<b>Total Oper. Rev and Other Sources</b>	<b>1,716,742</b>	<b>1,910,224</b>	<b>1,895,024</b>	<b>1,970,420</b>	<b>3.2%</b>
<b>Operating Expenses and Other Uses</b>					
Personnel Services	534,611	794,319	683,581	751,736	-5.4%
Goods for Resale	7,480	1,900	2,500	3,000	57.9%
Supplies and Materials	95,899	39,800	53,800	41,600	4.5%
Other Services and Charges	378,148	305,300	371,400	366,000	19.9%
Depreciation & Amortization Expense	45,202	-	-	-	-
Debt Service	-	-	-	-	-
Debt Service Principal	-	-	-	-	-
Debt Service Interest	-	-	-	-	-
Debt Service Fees	-	-	-	-	-
Other Financing Uses	-	-	-	-	-
Loss on Sale/Disposal Assets	-	-	-	-	-
Capital Assets	-	-	11,871	-	-
Other Classifications	-	-	-	-	-
Chargebacks	310,494	362,200	362,200	383,719	5.9%
Transfers Out	-	-	-	-	-
<b>Total Oper. Exp and Other Uses</b>	<b>1,371,834</b>	<b>1,503,519</b>	<b>1,485,352</b>	<b>1,546,055</b>	<b>2.8%</b>
<b>Gain (Loss)</b>	<b>\$ 344,908</b>	<b>\$ 406,705</b>	<b>\$ 409,672</b>	<b>\$ 424,365</b>	<b>31.9%</b>

Note: Enterprise Funds' actuals reflect the appropriate accounting treatment of debt principal, capital outlay and depreciation as reported in the CAFR; however, the budget for these funds is prepared on a cash requirements basis.

	FY 16 Actual		FY 17 Adopted		FY 18 Proposed	
	POS	WYS	POS	WYS	POS	WYS
<b>INDOOR TENNIS</b>						
Full-Time Career	4.00	4.00	4.00	4.00	4.00	4.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent	-	8.40	-	16.20	-	16.30
Chargebacks	-	-	-	-	-	-
Less Lapse	-	-	-	-	-	-
<b>Subtotal Indoor Tennis</b>	<b>4.00</b>	<b>12.40</b>	<b>4.00</b>	<b>20.20</b>	<b>4.00</b>	<b>20.30</b>



# Montgomery County

## Department of Parks - Enterprise Operations – Indoor Tennis

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### HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

- Increases FY18 proposed revenues by \$60,196 due to an increase in contracts and multipurpose room rentals, as well as projected additional bookings attributed to the new HVAC at Pauline Betz Addie Tennis facility.
- Decreases personnel costs based on actual projected compensation levels.
- Increases Other Services & Charges for utilities cost by \$20,000 based on actual trend.
- Increases Other Services & Charges for credit card fees by \$25,000. These fees were previously charged to Support Services but are now charged to divisional accounts in conjunction with the revenue.



# Montgomery County

## Department of Parks - Enterprise Operations – Event Centers

### OVERVIEW

This program includes the operation of Rockwood Manor, the Lodge at Little Seneca Creek, and Woodlawn Manor.

### MISSION

To provide versatile indoor and outdoor venues in a park setting for meetings, social events, educational offerings and other group, family or community activities.

### PROGRAMS AND SERVICES PROVIDED

These facilities are used for social and business functions. Rockwood Manor offers overnight accommodations which are utilized for family, business and wedding retreats. Woodlawn Manor, in Sandy Spring, is a 17<sup>th</sup> century Manor House near the trailhead of the Underground Railroad. The Manor House and reception tent are utilized to host events. Seneca Lodge, a log cabin with cathedral ceilings and a towering wood-burning fireplace as well as a reception tent, continues to be a popular facility for social events.

- Meeting space
- Educational offerings
- Overnight accommodations
- Social events
- Community activities

### ACCOMPLISHMENTS

- Continued improvements at Seneca Lodge by updating the upstairs restrooms, refinishing the hardwood floor, purchasing additional furniture, refinishing the outer decks and adding additional landscaping around the tent pad and ceremony site.
- Continued improvements to Rockwood Manor by installing new floors in the Manor house kitchens and bathrooms, replacing HVAC units throughout the house, upgrading furniture in the overnight rooms, replacing the siding on the French House, replacing windows in the Manor House and French House, improving landscaping and expanding internet service.
- Increased marketing efforts by compiling information and photos for the Hawthorn Brochure.

### GOALS AND PERFORMANCE MEASURES

<b>Goal</b>	<b>To provide rentals of well-maintained gathering places in the parks where our clients can meet, learn, socialize or just relax</b>			
<b>Objective</b>				
Generate sufficient revenues to cover facility operating costs including CIP				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of operating revenues that cover operating expenditures	85%	91%	92%	98%





# Montgomery County

## Department of Parks - Enterprise Operations – Event Centers

### SUMMARY OF FY18 PROPOSED BUDGET

#### MONTGOMERY COUNTY ENTERPRISE FUND - EVENT CENTERS Summary of Revenues and Expenses PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Operating Revenues and Other Sources:</b>					
Intergovernmental	\$ -	\$ -	\$ -	-	-
Sales	-	-	-	-	-
Charges for Services	-	-	-	-	-
Rentals and Concessions	633,230	785,000	655,000	635,000	-19.1%
Miscellaneous	-	-	-	-	-
Interest	902	-	-	-	-
Transfers In	-	-	-	-	-
<b>Total Oper. Rev and Other Sources</b>	<b>634,132</b>	<b>785,000</b>	<b>655,000</b>	<b>635,000</b>	<b>-19.1%</b>
<b>Operating Expenses and Other Uses</b>					
Personnel Services	388,595	354,952	355,883	367,606	3.6%
Goods for Resale	18,713	20,300	14,300	12,000	-40.9%
Supplies and Materials	56,162	65,000	74,450	54,950	-15.5%
Other Services and Charges	129,732	125,150	132,400	110,400	-11.8%
Depreciation & Amortization Expense	30,929	-	-	-	-
Debt Service	-	-	-	-	-
Debt Service Principal	-	-	-	-	-
Debt Service Interest	-	-	-	-	-
Debt Service Fees	-	-	-	-	-
Other Financing Uses	-	-	-	-	-
Capital Assets	-	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	115,106	132,360	132,360	104,592	-21.0%
Transfers Out	-	150,000	-	-	-100.0%
<b>Total Oper. Exp and Other Uses</b>	<b>739,237</b>	<b>847,762</b>	<b>709,393</b>	<b>649,548</b>	<b>-23.4%</b>
<b>Gain (Loss)</b>	<b>\$ (105,105)</b>	<b>\$ (62,762)</b>	<b>\$ (54,393)</b>	<b>\$ (14,548)</b>	<b>-76.8%</b>

Note: Enterprise Funds' actuals reflect the appropriate accounting treatment of debt principal, capital outlay and depreciation as reported in the CAFR; however, the budget for these funds is prepared on a cash requirements basis.

	FY 16 Actual		FY 17 Adopted		FY 18 Proposed	
	POS	WYS	POS	WYS	POS	WYS
<b>EVENT CENTERS</b>						
Full-Time Career	3.00	3.00	2.00	2.00	2.00	2.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent	-	7.40	-	6.90	-	6.30
Chargebacks	-	-	-	-	-	-
Less Lapse	-	-	-	-	-	-
<b>Subtotal Event Centers</b>	<b>3.00</b>	<b>10.40</b>	<b>2.00</b>	<b>8.90</b>	<b>2.00</b>	<b>8.30</b>



# Montgomery County

## Department of Parks - Enterprise Operations – Event Centers

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### HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

- Decreases revenue by \$98,000 at Woodlawn Manor due to the projected decrease in rental revenue. Rentals are only projected for part of the fiscal year due to limited availability of dates to offer customers for rentals based on increased programming for Cultural Resources and tours associated with the Woodlawn Visitor’s Center, Museum and Underground Railroad.
- Decreases revenue at Rockwood Manor by \$40,000 due to revised rental restrictions implemented at the facility to comply with guidelines in the updated community agreement.
- Decreases Supplies & Materials and Other Services & Charges by \$24,800 due to cost savings from hosting fewer rentals at Woodlawn.



# Montgomery County

## Department of Parks - Enterprise Operations - Park Facilities

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### OVERVIEW

Enterprise park facilities located in the Northern Parks include Lake Needwood and Black Hill boating facilities, the Campground at Little Bennett, the South Germantown Miniature Golf & Splash Playground and the South Germantown Driving Range.

In the Southern Parks, Enterprise park facilities include the Cabin John and Wheaton Miniature Trains, Ovid Hazen Wells Carousel at Wheaton Regional Park, and fee-based activities (tours, facility rentals, educational programs) at Brookside Gardens.

### MISSION

To provide seasonal operations that enhance the park patrons' experience.

### PROGRAMS AND SERVICES PROVIDED

Each of the park amenities provides a service such as camping, riding the train, riding the carousel or enjoying an afternoon at the splash park. In addition, the Driving Range offers instruction in a skill. Also, there are party rental opportunities at the facilities for special occasions.

- Canoe, Kayak, Paddleboard, Pedal Boat Rentals
- Kids Fishing Day
- Golf Lessons/Camps
- Train Rides
- Eye Spy Train Rides in April and October
- Party Room Rentals
- Jumping Pillow at Splash Park and Campground
- Boat Tours
- Special Events
- Carousel Rides
- Tent Rental Areas at Splash Playground
- Camper Ready Tent Rentals
- Yurt Rentals
- Pedal Karts at Campground
- Camp Store at Campground

### ACCOMPLISHMENTS

- Installed new flooring at the South Germantown Driving Range.
- Installed a new water pump and shade structure for the eating area tables at South Germantown Splash Park.
- Added features and made ADA improvements at the South Germantown Mini Golf Course.
- Purchased new kayaks, canoes, and pedal boats at both boating facilities and additional paddleboards for Black Hill Boats.
- Added a new shade structure over the jumping pillow at the Little Bennett Campground. Also, increased the number of electric sites, standup grills, and picnic tables at the Little Bennett Campground for customer use.



# Montgomery County

## Department of Parks - Enterprise Operations - Park Facilities

- Continued with implementation of ADA improvements at the Little Bennett Campground by adding pathways to the jumping pillow and an accessible parking space at the pedal kart track.
- Continued to increase amenities at the Campground such as Gaga ball pits and Laser Tag. Also, created pull through sites for large recreational vehicles at the Campground.
- Repurposed Hawk's Reach facility at the Little Bennett Campground by establishing a full-service Camp Store.
- Purchased two new Kubotas for use at the Wheaton Train and Little Bennett Campground facilities.

### GOALS AND PERFORMANCE MEASURES

<b>Goal</b> To offer unique and family oriented recreational activities at an affordable price and to provide a safe, clean, and quality recreational experience.				
<b>Objective</b>				
Generate sufficient revenues to cover most or all facility operating costs including CIP				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% of operating revenues that cover operating expenditures				
Boats	110%	159%	123%	127%
Camping	100%	108%	100%	101%
Driving Range	115%	108%	101%	104%
Splash Playground	100%	154%	125%	117%
Trains/Carousel	145%	164%	138%	144%
Wheaton Sports Pavilion	100%	103%	109%	122%
<b>Objective</b>				
Develop new and expand existing programs to increase participation and increased rentals				
<b>Program Indicator</b>	<b>Target</b>	<b>FY16 Actuals</b>	<b>FY17 Estimated</b>	<b>FY18 Proposed</b>
% increase in patron participation				
Boat Rentals	10%	23%	7%	7%
Camping Rentals	5%	10%	5%	5%
Driving Range Admissions	5%	1%	5%	5%
Splash Playground Admissions	5%	14%	5%	5%
Train/Carousel Admissions	5%	-2%	5%	5%
Wheaton Sports Pavilion	10%	22%	10%	10%



# Montgomery County

## Department of Parks - Enterprise Operations - Park Facilities

### SUMMARY OF FY18 PROPOSED BUDGET

#### MONTGOMERY COUNTY ENTERPRISE FUND - PARK FACILITIES Summary of Revenues and Expenses PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Operating Revenues and Other Sources:</b>					
Intergovernmental	\$ -	\$ -	\$ -	-	-
Sales	201,466	209,000	216,000	297,200	42.2%
Charges for Services	1,741,263	1,623,300	1,634,875	1,711,575	5.4%
Rentals and Concessions	843,167	682,900	783,400	853,300	25.0%
Miscellaneous	691,230	687,558	685,558	698,686	1.6%
Interest	29,531	25,000	26,200	30,000	20.0%
Transfers In	-	-	-	-	-
<b>Total Oper. Rev and Other Sources</b>	<b>3,506,657</b>	<b>3,227,758</b>	<b>3,346,033</b>	<b>3,590,761</b>	<b>11.2%</b>
<b>Operating Expenses and Other Uses</b>					
Personnel Services	1,005,543	1,112,290	1,281,236	1,454,675	30.8%
Goods for Resale	102,084	98,700	101,100	102,100	3.4%
Supplies and Materials	379,708	218,600	257,200	261,500	19.6%
Other Services and Charges	418,000	464,550	438,248	371,723	-20.0%
Depreciation & Amortization Expense	115,578	-	-	-	-
Debt Service	-	-	-	-	-
Debt Service Principal	-	-	-	-	-
Debt Service Interest	-	-	-	-	-
Debt Service Fees	-	-	-	-	-
Other Financing Uses	-	-	-	-	-
Capital Assets	(2,925)	15,000	21,805	-	-100.0%
Other Classifications	-	-	-	-	-
Chargebacks	714,032	793,900	765,800	894,349	12.7%
Transfers Out	-	1,150,000	-	150,000	-87.0%
<b>Total Oper. Exp and Other Uses</b>	<b>2,732,020</b>	<b>3,853,040</b>	<b>2,865,389</b>	<b>3,234,347</b>	<b>-16.1%</b>
<b>Gain (Loss)</b>	<b>\$ 774,637</b>	<b>\$ (625,282)</b>	<b>\$ 480,644</b>	<b>\$ 356,414</b>	<b>-157.0%</b>

Note: Enterprise Funds' actuals reflect the appropriate accounting treatment of debt principal, capital outlay and depreciation as reported in the CAFR; however, the budget for these funds is prepared on a cash requirements basis.

	FY 16 Actual		FY 17 Adopted		FY 18 Proposed	
	POS	WYS	POS	WYS	POS	WYS
<b>PARK FACILITIES</b>						
Full-Time Career	4.00	4.00	4.00	4.00	5.00	5.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>
Term Contract	1.00	1.00	1.00	1.00	-	-
Seasonal/Intermittent	-	25.60	-	29.70	-	37.80
Chargebacks	-	0.50	-	0.50	-	0.50
Less Lapse	-	-	-	-	-	-
<b>Subtotal Park Facilities</b>	<b>5.00</b>	<b>31.10</b>	<b>5.00</b>	<b>35.20</b>	<b>5.00</b>	<b>43.30</b>



# Montgomery County

## Department of Parks - Enterprise Operations - Park Facilities

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### HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

- Increases revenue by \$363,003 due mainly to increases attributable to the programs and facility rentals being fully operational at Brookside Gardens after the completion of extensive renovation projects and to fully restructuring the gift shops. Also, revenue is increasing at the Little Bennett Campground based on fee increases and usage from the additional amenities and new camp store operations. In addition, fees were increased at the South Germantown Splash Park, and increased revenue is projected at the Wheaton Sports Pavilion based on the addition of new camps and programs along with increased rentals.
- Increases personnel cost by \$342,385 due to restoring full seasonal staffing at Brookside Gardens to cover programs and special events as well as minimum wage increases at all facilities. In addition, a career manager position is funded for the Little Bennett Campground to oversee the operations and the career manager at the South Germantown facilities will be funded after being reassigned to assist with other Park Fund operations last year.
- Proposed capital improvement project includes \$150,000 for Little Bennett Campground for ADA improvements, continuing to add amenities, and for replacing the Contact Station grinder pump.



# Montgomery County

## Department of Parks – Enterprise Operations - Administration

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### OVERVIEW

The Enterprise Division’s Administrative Office oversees and coordinates all the activities of the Enterprise Fund. The Enterprise Division budget includes: an administrative office budget; the system administration for the ActiveMONTGOMERY system; recreation facility leases; insurance fund costs; and chargebacks for support from the Northern and Southern Parks, Facilities Management trades personnel, Central Administrative Services, Information Technology costs, Pope Farm nursery services for landscaping materials around Enterprise facilities, and Management Services. These costs are allocated on a percentage basis to the various Enterprise facilities.

The ActiveMONTGOMERY system has been in operation for over a year. It includes a centralized package for automated registration, point of sale, and facility booking. This system is utilized at the ice rinks, indoor tennis facilities, event centers, Brookside Gardens, the seasonal park facilities, the nature centers, as well as for Cultural Resources programs and tours.

The Enterprise Administrative Office also includes the Program Access Office. This unit assists in ADA interpretation, policy and procedure development for the Department and provides training and awareness programs for staff. This office also facilitates the promotion of inclusion services by assisting in providing support staff for participants registered in various programs. This unit fosters outreach and community engagement by participating in meetings, community fairs, and special events.

### MISSION

To provide administrative support including personnel, budget, procurement, and ActiveMONTGOMERY registration and reservation system for the Enterprise facilities.

### PROGRAMS AND SERVICES PROVIDED

- Budget Preparation and Oversight
- ActiveMONTGOMERY Administration
- Concession Lease Management
- Marketing and Promotion
- Program Access

### ACCOMPLISHMENTS

- Achieved an appropriate balance among fees and public service.
- Operated all Enterprise facilities in a fiscally responsible manner resulting in a net profit.
- Completed one year of offering registrations and reservations through the ActiveMONTGOMERY system.
- The Program Access Office has provided diverse trainings in the field of disability and educated over 785 career and seasonal employees.
- Continued to offer support staff to participants registered for camps and programs.
- Developed and implemented monthly disability awareness programs.



# Montgomery County

## Department of Parks - Enterprise Operations - Administration

### SUMMARY OF FY18 PROPOSED BUDGET

#### MONTGOMERY COUNTY ENTERPRISE FUND - ADMINISTRATION Summary of Revenues and Expenses PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Operating Revenues and Other Sources:</b>					
Intergovernmental	\$ -	\$ -	\$ -	-	-
Sales	-	-	-	-	-
Charges for Services	-	-	-	-	-
Rentals and Concessions	-	-	-	-	-
Miscellaneous	-	-	-	-	-
Interest	-	-	-	-	-
Transfers In	-	-	-	-	-
<b>Total Oper. Rev and Other Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Expenses and Other Uses</b>					
Personnel Services	1,405,112	1,645,570	1,615,570	1,798,421	9.3%
Goods for Resale	-	-	-	-	-
Supplies and Materials	32,751	46,100	43,000	44,000	-4.6%
Other Services and Charges	102,294	78,666	79,810	86,922	10.5%
Depreciation & Amortization Expense	9,536	-	-	-	-
Debt Service	-	-	-	-	-
Debt Service Principal	-	-	-	-	-
Debt Service Interest	-	-	-	-	-
Debt Service Fees	-	-	-	-	-
Other Financing Uses	-	-	-	-	-
Capital Assets	-	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	192,312	177,343	177,343	86,477	-51.2%
Indirect Charges (Admin Chargeback)	(1,742,005)	(1,947,679)	(1,915,723)	(2,015,820)	3.5%
Transfers Out	-	-	-	-	-
<b>Total Oper. Exp and Other Uses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Gain (Loss)	\$ -	\$ -	\$ -	\$ -	-

*Note: Enterprise Funds' actuals reflect the appropriate accounting treatment of debt principal, capital outlay and depreciation as reported in the CAFR; however, the budget for these funds is prepared on a cash requirements basis.*

	FY 16 Actual		FY 17 Adopted		FY 18 Proposed	
	POS	WYS	POS	WYS	POS	WYS
<b>ADMINISTRATION</b>						
Full-Time Career	13.00	13.00	14.00	14.00	15.00	15.00
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>13.00</b>	<b>13.00</b>	<b>14.00</b>	<b>14.00</b>	<b>15.00</b>	<b>15.00</b>
Term Contract	-	-	-	-	-	-
Seasonal/Intermittent	-	6.40	-	6.40	-	1.90
Chargebacks	-	0.40	-	0.40	-	(1.10)
Less Lapse	-	-	-	-	-	-
<b>Subtotal Administration</b>	<b>13.00</b>	<b>19.80</b>	<b>14.00</b>	<b>20.80</b>	<b>15.00</b>	<b>15.80</b>





**HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET**

- Includes one (1) full time position and one (1) WY and personnel funding for a Program Access Outreach Specialist to provide Departmental support by leading efforts in training, awareness programs, and public outreach. Although this position will be funded and managed in the Enterprise Division, a portion of the cost will be transferred as a chargeback to the Park Fund.



# Montgomery County

## Department of Parks – Capital Improvement Program

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### OVERVIEW

The Capital Improvement Program (CIP) implements the County’s master plans, functional plans, park plans, Land Preservation, Parks and Recreation Plan, Vision 2030 Strategic Plan and other studies. The six-year CIP recommends planning, acquisition, design, construction and funding schedules for projects in Montgomery County parks. It is based on a careful analysis of public recreation, open space, conservation and management needs and a realistic assessment of resources available to meet those needs. The Commission balances needs and resources in the context of a participatory process involving the Montgomery County Recreation Department, Recreation Advisory Boards, Department of Parks divisions, Planning Department staff, other County agencies and the general public.

The Land Use Article of the Annotated Code of Maryland provides the authority for the Commission’s CIP. The CIP, Operating Budget, and Capital Budget are also prepared in coordination with the fiscal and capital program requirements of the Montgomery County Charter. Montgomery County enjoys 37,000 acres of parkland and 418 parks maintained by the Commission. The Adopted FY17-22 CIP includes \$39,520,000 for land acquisition and \$145,318,000 for development projects.

The priorities in the capital improvement program are:

**Infrastructure Maintenance/Renovation** – Repair, renovation, and lifecycle replacement of existing park facilities and supporting infrastructure.

**Land Acquisition** – Continued commitment to preservation of parkland through Legacy Open Space and park acquisition programs.

**Environmental Stewardship** – Protection and enhancement of natural resources on parkland.

**Historical and Cultural Stewardship** – Protection and enhancement of historical and cultural resources on parkland.

**New Parks and Park Facilities** – Responding to unmet park and recreation needs.

### HIGHLIGHTS AND MAJOR CHANGES IN FY18 CAPITAL BUDGET

The major highlights of the FY18 Capital Budget include:

- Completion of design of South Germantown Cricket Field.
- Start construction of renovations at Wheaton-Claridge Local Park, Woodside Urban Park, Pinecrest Local Park, and Seneca-Poole Store.
- Start design of Hillandale Local Park.
- Continue design of Josiah Henson Historical Park.
- Complete design of the North Branch Trail.
- Dedication of Ellsworth Urban Park Dog Park.
- Completion of construction of Pine Lake Trail.
- Completion of construction of Kemp Mill Urban Park, Western Grove Urban Park, Rock Creek Maintenance Facility and Laytonia Recreational Park.
- Design for improvements at Battery Lane Urban Park, Longbranch-Wayne Local Park and Elm Street Urban Park.
- Completion of construction for Brookside Gardens Plant Propagation facilities.



# Montgomery County

## Department of Parks – Capital Improvement Program

- Roof replacement at the Wheaton Sports Pavilion.
- New boathouse at Black Hill Regional Park.
- Improvements at Little Bennett Regional Park Campground.
- Continue stabilization of Jesup Blair House.
- ADA Improvements countywide.

### OPERATING BUDGET IMPACTS (OBI's)

OBI's are the costs associated with the operating, maintaining and policing of new and expanded parks. M-NCPPC continually adds new facilities, open space, land and trails to its existing inventory. Much of the land is acquired and developed through the CIP, while some is obtained through partnerships and developers. New and expanded park facilities require additional operating, maintenance, and safety resources. The chart below details the added resources necessary to implement completed CIP and non-CIP work programs associated with new or expanded park infrastructure.

Project Name	FY18 OBI Expenditures	FY18 Seasonal Workyears
<b>CIP PROJECTS</b>		
Brookside Gardens Greenhouse	\$75,705	0.4
Western Grove Urban Park *	\$26,261	0.3
Laytonia Recreational Park **	\$2,974	1.1
<b>NON-CIP PROJECTS</b>		
Poplar Run Trail	\$4,601	0.1
<b>TOTAL</b>	<b>\$109,541</b>	<b>1.9</b>

\* Received partial year funding in FY17. Additional funding in FY18 is for annualization of that initial funding.

\*\*Received partial year funding in FY17 for this project. Additional funding in FY18 is for annualization of that initial funding. The FY18 total cost is net of the reversal of one-time funding from FY17 in the amount of \$259,650.

The following schedule shows the expected CIP expenditures by project by year. Since appropriations must be sufficient to award any contract planned for execution in the first year, even if the work will take more than one year to complete, the capital budget, although by definition the first year of the CIP, will often provide for an appropriation total greater than the first year of the expenditure schedule.



# Montgomery County Department of Parks – Capital Improvement Program

M-NCPPC, Montgomery Department of Parks FY17-22 Capital Improvements Program - Expenditure Schedule												
	Total	Thru FY16	Rem FY16	6 Year Total	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	Beyond 6 Yrs	FY18 Approp.
<b>Acquisition</b>												
Legacy Open Space (P018710)	100,000	68,901	3,568	20,500	3,250	3,250	3,500	3,500	3,500	3,500	7,031	3,250
ALARP: M-NCPPC (P727007)	23,798	-	17,798	6,000	1,000	1,000	1,000	1,000	1,000	1,000	-	-
Acquisition: Local Parks (P767828)	8,382	2,038	134	6,210	1,035	1,035	1,035	1,035	1,035	1,035	-	1,035
Acquisition: Non-Local Parks (P998798)	9,362	171	2,381	6,810	1,135	1,135	1,135	1,135	1,135	1,135	-	1,135
<b>AcquisitionTotal</b>	<b>141,542</b>	<b>71,110</b>	<b>23,881</b>	<b>39,520</b>	<b>6,420</b>	<b>6,420</b>	<b>6,670</b>	<b>6,670</b>	<b>6,670</b>	<b>6,670</b>	<b>7,031</b>	<b>5,420</b>
<b>Development</b>												
Balfield Improvements (P008720)	7,973	521	552	6,900	1,400	1,150	900	950	1,250	1,250	-	1,150
Laytonia Recreational Park (P038703)	12,579	6,841	3,238	2,500	1,700	800	-	-	-	-	-	-
Small Grant/Donor-Assisted Capital Improvements (P058755)	4,035	117	1,718	2,200	300	700	300	300	300	300	-	700
Pollution Prevention and Repairs to Ponds & Lakes (P078701)	7,584	603	3,081	3,900	650	650	650	650	650	650	-	650
Brookside Gardens Master Plan Implementation (P078702)	10,211	7,130	1,327	1,754	1,454	300	-	-	-	-	-	-
Battery Lane Urban Park (P118701)	460	-	-	460	130	130	270	-	-	-	-	400
Warner Circle Special Park (P118703)	6,177	707	518	-	-	-	-	-	-	-	4,952	-
Northwest Branch Recreational Park-Athletic Area (P118704)	4,600	113	237	250	-	-	-	-	100	150	4,000	-
ADA Compliance: Local Parks (P128701)	5,067	327	240	4,500	850	850	700	700	700	700	-	850
ADA Compliance: Non-Local Parks (P128702)	6,207	686	371	5,150	800	950	850	850	850	850	-	950
Elm Street Urban Park (P138701)	671	8	157	506	188	318	-	-	-	-	-	-
Kemp Mill Urban Park (P138702)	5,810	1,669	3,631	510	510	-	-	-	-	-	-	-
Little Bennett Regional Park Day Use Area (P138703)	14,567	-	-	5,514	-	-	256	317	2,583	2,358	9,053	-
Woodside Urban Park (P138705)	6,992	451	99	6,442	1,595	1,756	2,416	675	-	-	-	-
Cost Sharing: Non-Local Parks (P761682)	356	48	8	300	50	50	50	50	50	50	-	50
Trails: Hard Surface Design & Construction (P768673)	4,008	638	1,270	2,100	450	450	300	300	300	300	-	450
Restoration Of Historic Structures (P808494)	3,340	465	680	2,195	695	300	300	300	300	300	-	300
Stream Protection: SVP (P818571)	4,449	405	444	3,600	600	600	600	600	600	600	-	600
Roof Replacement: Non-Local PK (P838882)	2,096	309	209	1,578	263	263	263	263	263	263	-	263
Trails: Natural Surface & Resource-based Recreation (P858710)	2,918	487	226	2,205	350	455	350	350	350	350	-	455
Trails: Hard Surface Renovation (P888754)	5,091	572	1,319	3,200	1,000	1,000	300	300	300	300	-	1,000
Facility Planning: Local Parks (P957775)	2,629	322	507	1,800	300	300	300	300	300	300	-	300
Facility Planning: Non-Local Parks (P958776)	2,578	381	397	1,800	300	300	300	300	300	300	-	300
Cost Sharing: Local Parks (P977748)	551	74	27	450	75	75	75	75	75	75	-	75
Energy Conservation - Local Parks (P998710)	421	99	100	222	37	37	37	37	37	37	-	37
Energy Conservation - Non-Local Parks (P998711)	310	18	52	240	40	40	40	40	40	40	-	40
Minor New Construction - Non-Local Parks (P998763)	3,035	18	292	2,725	1,000	825	225	225	225	225	-	825
Enterprise Facilities' Improvements (P998773)	17,787	1,273	564	15,950	1,300	1,050	800	6,000	6,000	800	-	1,050
Minor New Construction - Local Parks (P998799)	3,229	557	172	2,500	700	700	275	275	275	275	-	700
Planned Lifecycle Asset Replacement: Local Parks (P967754)	22,232	3,034	2,143	17,055	3,425	3,350	2,570	2,570	2,570	2,570	-	3,350
Planned Lifecycle Asset Replacement: NL Parks (P968755)	19,231	1,902	1,369	15,960	2,340	2,340	2,340	2,340	3,300	3,300	-	2,340
Urban Park Elements (P871540)	1,750	250	-	1,500	250	250	250	250	250	250	-	250
North Branch Trail (P871541)	4,672	-	-	4,672	482	1,800	1,177	1,213	-	-	-	-
Western Grove Urban Park (P871548)	1,155	135	620	400	400	-	-	-	-	-	-	-
Josiah Henson Historic Park (P871552)	6,082	-	260	5,822	400	740	2,200	1,600	882	-	-	4,412
Caroline Freeland Local Park (P871743)	3,808	-	-	3,808	-	-	160	400	2,000	1,248	-	-
Hilandale Local Park (P871742)	7,550	-	-	7,550	130	355	2,000	2,240	2,825	-	-	-
Little Bennett Regional Park Trail Connector (P871744)	2,780	-	-	150	-	-	-	-	-	-	-	150
Ovid Hazen Wells Recreational Park (P871745)	19,000	-	-	4,650	-	-	325	325	1,300	2,700	14,350	-
S. Germantown Recreational Park: Cricket Field (P871746)	2,300	-	-	2,300	75	800	925	500	-	-	-	-
<b>Development Total</b>	<b>236,291</b>	<b>30,160</b>	<b>25,828</b>	<b>145,318</b>	<b>24,169</b>	<b>23,684</b>	<b>22,504</b>	<b>25,295</b>	<b>28,975</b>	<b>20,691</b>	<b>34,985</b>	<b>21,497</b>
<b>M-NCPPC</b>	<b>377,833</b>	<b>101,270</b>	<b>49,709</b>	<b>184,838</b>	<b>30,589</b>	<b>30,104</b>	<b>29,174</b>	<b>31,965</b>	<b>35,645</b>	<b>27,361</b>	<b>42,016</b>	<b>26,917</b>

# Montgomery County

## Department of Parks – Capital Projects Fund

### OVERVIEW

The Capital Projects Fund is used to account for the acquisition and construction of major capital facilities. This fund’s budget consists of the first year of the six-year Capital Improvement Program (CIP).

### SUMMARY OF FY18 PROPOSED BUDGET

**MONTGOMERY COUNTY CAPITAL PROJECTS FUND**  
**Summary of Revenues, Expenditures, and Changes in Fund Balance**  
**PROPOSED BUDGET FISCAL YEAR 2018**

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	%
					Change
<b>Revenues:</b>					
Intergovernmental:	\$	\$	\$	\$	
Federal	-	2,000,000	2,000,000	-	-100.0%
State (POS)	7,263,966	3,745,000	3,745,000	3,050,000	-18.6%
State (Other)	565,224	175,000	175,000	280,000	60.0%
County	18,587,734	18,357,000	18,357,000	15,990,000	-12.9%
Interest	12,187	25,000	25,000	15,000	-40.0%
Contributions	1,516,289	532,000	532,000	600,000	12.8%
Miscellaneous	2,251	-	-	-	-
Total Revenues	<u>27,947,651</u>	<u>24,834,000</u>	<u>24,834,000</u>	<u>19,935,000</u>	<u>-19.7%</u>
<b>Expenditures by Major Object:</b>					
Personnel Services	-	-	-	-	-
Supplies and Materials	-	-	-	-	-
Other Services and Charges	-	-	-	-	-
Capital Outlay	35,840,098	37,478,000	37,478,000	26,917,000	-28.2%
Park Acquisition	3,430,100	5,420,000	5,420,000	5,420,000	0.0%
Park Development	32,409,998	32,058,000	32,058,000	21,497,000	-32.9%
Other Classifications	-	-	-	-	-
Chargebacks	-	-	-	-	-
Total Expenditures	<u>35,840,098</u>	<u>37,478,000</u>	<u>37,478,000</u>	<u>26,917,000</u>	<u>-28.2%</u>
Excess of Revenues over Expenditures	<u>(7,892,447)</u>	<u>(12,644,000)</u>	<u>(12,644,000)</u>	<u>(6,982,000)</u>	<u>-44.8%</u>
<b>Other Financing Sources (Uses):</b>					
Bond Proceeds	12,701,657	11,019,000	11,019,000	5,597,000	-49.2%
Transfers In					
Transfer from Park Fund (Pay-Go)	366,891	350,000	350,000	350,000	0.0%
Transfer from Enterprise Fund	-	1,300,000	1,300,000	1,050,000	-19.2%
Transfer from Debt Service Fund	-	-	-	-	-
Total Transfers In	<u>366,891</u>	<u>1,650,000</u>	<u>1,650,000</u>	<u>1,400,000</u>	<u>-15.2%</u>
Transfers Out					
Transfer to Park Fund	-	(25,000)	(25,000)	(15,000)	-40.0%
Total Transfers Out	<u>-</u>	<u>(25,000)</u>	<u>(25,000)</u>	<u>(15,000)</u>	<u>-40.0%</u>
Total Other Financing Sources (Uses)	<u>13,068,548</u>	<u>12,644,000</u>	<u>12,644,000</u>	<u>6,982,000</u>	<u>-</u>
Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses	<u>5,176,101</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Fund Balance, Beginning	4,279,743	4,279,743	9,455,844	9,455,844	120.9%
Fund Balance, Ending	<u>\$ 9,455,844</u>	<u>\$ 4,279,743</u>	<u>\$ 9,455,844</u>	<u>\$ 9,455,844</u>	<u>120.9%</u>



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## **Other Funds**

**OTHER FUNDS**

Special Revenue Funds .....	284
Advance Land Acquisition Funds.....	300
Park Debt Service Fund .....	303
Internal Service Funds	
Risk Management Fund.....	307
Capital Equipment Fund .....	311
Commission-wide CIO & IT Initiatives Fund.....	313
Commission-wide Executive Office Building Fund.....	316
Commission-wide Group Insurance Fund .....	320





# Montgomery County Special Revenue Funds

## SUMMARY OF SPECIAL REVENUE FUNDS

Special Revenue Funds account for the proceeds from specific revenue sources restricted for a designated purpose. The Special Revenue Fund summary is comprised of several different funds within the Parks and Planning Departments. The largest or most notable special revenue funds are Development Review (Planning Department). The FY18 proposed revenue budget is \$4,296,770 and is 4.8% higher compared to the FY17 adopted budget. FY18 expenditures are proposed at \$5,634,625 representing a 2% decrease from the FY17 adopted budget.

**MONTGOMERY COUNTY SPECIAL REVENUE FUNDS  
SUMMARY BY SPECIAL REVENUE PROGRAMS  
Summary of Revenues, Expenditures, and Changes in Fund Balance  
PROPOSED BUDGET FISCAL YEAR 2018**

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Revenues and Other Sources:</b>					
Planning Department:					
Traffic Mitigation Program	\$ 11,255	\$ 20,200	\$ 15,100	\$ 20,200	0.0%
Historic Preservation-County Non-Dept	7,728	6,000	6,000	2,000	-66.7%
GIS Data Sales	724	1,800	600	1,800	0.0%
Environmental/Forest Conserv. Penalties	10,779	25,300	45,400	25,300	0.0%
Development Review	2,841,746	2,336,000	2,333,000	2,516,300	7.7%
Forest Conservation	165,831	53,000	53,000	53,700	1.3%
Subtotal Planning:	3,038,063	2,442,300	2,453,100	2,619,300	7.2%
Parks Department:					
Historic Renovations- Property Mngmt.	62,717	12,000	390	390	-96.8%
Park Police- Drug Enforcement	173	-	175	175	-
Park Police- Federally Forfeited Prop.	172	-	175	175	-
Interagency Agreements	962,619	1,028,200	1,007,714	1,065,700	3.6%
Park Cultural Resources	40,135	66,000	67,580	84,580	28.2%
Special Events	126,877	85,000	135,200	141,200	66.1%
Nature Programs and Facilities	239,019	186,500	249,646	254,075	36.2%
Special Donations and Programs	61,441	281,145	78,175	131,175	-53.3%
Subtotal Parks:	1,493,153	1,658,845	1,539,055	1,677,470	1.1%
Total Revenues and Other Sources	4,531,216	4,101,145	3,992,155	4,296,770	4.8%
<b>Expenditures and Other Uses:</b>					
Planning Department:					
Traffic Mitigation Program	-	20,000	15,000	20,000	0.0%
Historic Preservation-County Non-Dept	71,115	6,000	6,000	6,000	0.0%
GIS Data Sales	220	130,000	20,000	100,000	-23.1%
Environmental/Forest Conserv. Penalties	1,855	24,000	24,000	24,000	0.0%
Development Review	3,096,673	3,245,122	3,245,122	3,335,200	2.8%
Forest Conservation	48,217	483,000	483,000	303,000	-37.3%
Subtotal Planning:	3,218,080	3,908,122	3,793,122	3,788,200	-3.1%
Parks Department:					
Historic Renovations- Property Mngmt.	69,786	100,000	172,000	1,010	-99.0%
Park Police- Drug Enforcement	282	20,000	-	20,000	0.0%
Park Police- Federally Forfeited Prop.	4,548	25,000	-	20,000	-20.0%
Interagency Agreements	727,311	1,028,200	1,232,714	1,114,700	8.4%
Park Cultural Resources	47,086	82,500	72,800	92,700	12.4%
Special Events	94,993	122,000	209,500	157,500	29.1%
Nature Programs and Facilities	210,778	164,000	204,070	305,695	86.4%
Special Donations and Programs	87,225	301,800	130,250	134,820	-55.3%
Subtotal Parks:	1,242,009	1,843,500	2,021,334	1,846,425	0.2%
Total Expenditures and Other Uses	4,460,089	5,751,622	5,814,456	5,634,625	-2.0%
Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses	71,127	(1,650,477)	(1,822,301)	(1,337,855)	-18.9%
Fund Balance - Beginning	5,380,411	3,440,330	5,451,538	3,629,237	5.5%
Fund Balance - Ending	\$ 5,451,538	\$ 1,789,853	\$ 3,629,237	\$ 2,291,382	28.0%



# Montgomery County

## Special Revenue Funds: Traffic Mitigation Program

### OVERVIEW

The Traffic Mitigation Special Revenue Fund account supports the regulatory process to ensure compliance with traffic mitigation agreements from approved development. Revenues are received from developers on an annual basis. This account is designated to pay for the independent monitoring of development agreements and to ensure that each meets and maintains its trip reduction goal.

### SUMMARY OF FY18 PROPOSED BUDGET

**MONTGOMERY COUNTY SPECIAL REVENUE FUNDS**  
**TRAFFIC MITIGATION PROGRAM**  
**Summary of Revenues, Expenditures, and Changes in Fund Balance**  
**PROPOSED BUDGET FISCAL YEAR 2018**

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Revenues:</b>					
Intergovernmental	\$ -	\$ -	\$ -	\$ -	-
Sales	-	-	-	-	-
Charges for Services	-	-	-	-	-
Rentals and Concessions	-	-	-	-	-
Interest	263	200	100	200	0.0%
Miscellaneous	10,992	20,000	15,000	20,000	0.0%
<b>Total Revenues</b>	<u>11,255</u>	<u>20,200</u>	<u>15,100</u>	<u>20,200</u>	<u>0.0%</u>
<b>Expenditures by Major Object:</b>					
Personnel Services	-	-	-	-	-
Supplies and Materials	-	-	-	-	-
Other Services and Charges	-	20,000	15,000	20,000	0.0%
Capital Outlay	-	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	-	-	-	-	-
<b>Total Expenditures</b>	<u>-</u>	<u>20,000</u>	<u>15,000</u>	<u>20,000</u>	<u>0.0%</u>
<b>Excess of Revenues over Expenditures</b>	<u>11,255</u>	<u>200</u>	<u>100</u>	<u>200</u>	<u>0.0%</u>
<b>Other Financing Sources (Uses):</b>					
<b>Transfers In</b>					
Administration Fund	-	-	-	-	-
<b>Total Transfers In</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Transfers In/(Out)- Administration Account</b>					
<b>Total Transfers (Out)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Other Financing Sources (Uses)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses</b>	<u>11,255</u>	<u>200</u>	<u>100</u>	<u>200</u>	<u>0.0%</u>
Fund Balance - Beginning	59,690	59,690	70,945	71,045	19.0%
<b>Fund Balance - Ending</b>	<u>\$ 70,945</u>	<u>\$ 59,890</u>	<u>\$ 71,045</u>	<u>\$ 71,245</u>	<u>19.0%</u>



# Montgomery County Special Revenue Funds: Historic Preservation – County Non- Departmental Account

## OVERVIEW

The Historic Preservation Special Revenue Fund account was established to manage funds derived from the annual contract between Montgomery County and the Planning Department to partially fund staff support to the Montgomery County Historic Preservation Commission (HPC) and other activities. The Historic Preservation Special Revenue Fund remains in place as a source of funding for grant projects and sale of publications. Staff also administers additional grants from the State of Maryland, in support of historic preservation functions.

## SUMMARY OF FY18 PROPOSED BUDGET

**MONTGOMERY COUNTY SPECIAL REVENUE FUNDS  
HISTORIC PRESERVATION - COUNTY NON-DEPARTMENTAL ACCOUNT  
Summary of Revenues, Expenditures, and Changes in Fund Balance  
PROPOSED BUDGET FISCAL YEAR 2018**

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Revenues:</b>					
Intergovernmental	\$ -	\$ -	\$ -	-	-
Sales	7,728	6,000	6,000	2,000	-66.7%
Charges for Services	-	-	-	-	-
Rentals and Concessions	-	-	-	-	-
Interest	-	-	-	-	-
Miscellaneous	-	-	-	-	-
<b>Total Revenues</b>	<u>7,728</u>	<u>6,000</u>	<u>6,000</u>	<u>2,000</u>	<u>-66.7%</u>
<b>Expenditures by Major Object:</b>					
Personnel Services	-	-	-	-	-
Supplies and Materials	6,764	6,000	6,000	6,000	0.0%
Other Services and Charges	64,351	-	-	-	-
Capital Outlay	-	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	-	-	-	-	-
<b>Total Expenditures</b>	<u>71,115</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>	<u>0.0%</u>
Excess of Revenues over Expenditures	<u>(63,387)</u>	-	-	<u>(4,000)</u>	-
<b>Other Financing Sources (Uses):</b>					
Transfers In					
Administration Fund	-	-	-	-	-
Total Transfers In	-	-	-	-	-
Transfers In/(Out)-					
Administration Account	-	-	-	-	-
Total Transfers (Out)	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-
Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses	<u>(63,387)</u>	-	-	<u>(4,000)</u>	-
Fund Balance - Beginning	68,720	8,720	5,333	5,333	-38.8%
Fund Balance - Ending	<u>\$ 5,333</u>	<u>\$ 8,720</u>	<u>\$ 5,333</u>	<u>\$ 1,333</u>	<u>-84.7%</u>



# Montgomery County

## Special Revenue Funds: Map Sales

### OVERVIEW

The Map Sales SRA was formerly known as the GIS Data Sales SRA. The GIS Data SRA was up in order to accumulate the revenue needed to contract for countywide GIS data updates. These updates occur on a three-year basis for Planimetric data, and a six-year basis for topographic data(LiDAR) as dictated by the County GIS strategic plan. Revenue for this fund used to come from the sale of GIS data to the development community. In FY15, the sale of digital GIS data was ended at the request of the Montgomery County Council and by State law enacted for the purpose of providing open data to the public. Now map sales are the remaining revenue source for this fund.

### SUMMARY OF FY18 PROPOSED BUDGET

**MONTGOMERY COUNTY SPECIAL REVENUE FUNDS**  
**MAP SALES**  
**Summary of Revenues, Expenditures, and Changes in Fund Balance**  
**PROPOSED BUDGET FISCAL YEAR 2018**

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Revenues:</b>					
Intergovernmental	\$ -	\$ -	\$ -	\$ -	-
Sales	278	1,300	500	1,300	0.0%
Charges for Services	-	-	-	-	-
Rentals and Concessions	-	-	-	-	-
Interest	446	500	100	500	0.0%
Miscellaneous	-	-	-	-	-
<b>Total Revenues</b>	<b>724</b>	<b>1,800</b>	<b>600</b>	<b>1,800</b>	<b>0.0%</b>
<b>Expenditures by Major Object:</b>					
Personnel Services	-	-	-	-	-
Supplies and Materials	-	-	-	-	-
Other Services and Charges	220	130,000	20,000	100,000	-23.1%
Capital Outlay	-	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	-	-	-	-	-
<b>Total Expenditures</b>	<b>220</b>	<b>130,000</b>	<b>20,000</b>	<b>100,000</b>	<b>-23.1%</b>
Excess of Revenues over Expenditures	504	(128,200)	(19,400)	(98,200)	-23.4%
<b>Other Financing Sources (Uses):</b>					
Transfers In					
Administration Fund	-	-	-	-	-
Total Transfers In	-	-	-	-	-
Transfers In/(Out)-					
Administration Account	-	-	-	-	-
Total Transfers (Out)	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-
Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses	504	(128,200)	(19,400)	(98,200)	-23.4%
Fund Balance - Beginning	140,723	142,123	141,227	121,827	-14.3%
Fund Balance - Ending	\$ 141,227	\$ 13,923	\$ 121,827	\$ 23,627	69.7%



# Montgomery County

## Special Revenue Funds: Environmental/Forest Conservation Penalties

### OVERVIEW

The Forest Conservation Penalty Fund receives funds from property owners that have received administration citations and administrative civil penalties. By law, the money collected in this fund must be used to administer the program. Funds have been used to reimburse hearing examiners used in violation cases, obtain transcripts for appeals, planting of new trees and forests contractual help to digitize easements for posting on the web site, and obtaining equipment and training necessary for the forest conservation inspectors to perform their duties.

### SUMMARY OF FY18 PROPOSED BUDGET

**MONTGOMERY COUNTY SPECIAL REVENUE FUNDS  
ENVIRONMENTAL/FOREST CONSERVATION PENALTIES  
Summary of Revenues, Expenditures, and Changes in Fund Balance  
PROPOSED BUDGET FISCAL YEAR 2018**

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Revenues:</b>					
Intergovernmental	\$ -	\$ -	\$ -	\$ -	-
Sales	-	-	-	-	-
Charges for Services	-	-	-	-	-
Rentals and Concessions	-	-	-	-	-
Interest	279	300	400	300	0.0%
Miscellaneous	10,500	25,000	45,000	25,000	0.0%
<b>Total Revenues</b>	<u>10,779</u>	<u>25,300</u>	<u>45,400</u>	<u>25,300</u>	<u>0.0%</u>
<b>Expenditures by Major Object:</b>					
Personnel Services	-	-	-	-	-
Supplies and Materials	-	4,000	4,000	4,000	0.0%
Other Services and Charges	1,855	20,000	20,000	20,000	0.0%
Capital Outlay	-	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	-	-	-	-	-
<b>Total Expenditures</b>	<u>1,855</u>	<u>24,000</u>	<u>24,000</u>	<u>24,000</u>	<u>0.0%</u>
<b>Excess of Revenues over Expenditures</b>	<u>8,924</u>	<u>1,300</u>	<u>21,400</u>	<u>1,300</u>	<u>0.0%</u>
<b>Other Financing Sources (Uses):</b>					
Transfers In					
Administration Fund	-	-	-	-	-
<b>Total Transfers In</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Transfers In/(Out)-					
Administration Account	-	-	-	-	-
<b>Total Transfers (Out)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Other Financing Sources (Uses)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses</b>	<u>8,924</u>	<u>1,300</u>	<u>21,400</u>	<u>1,300</u>	<u>0.0%</u>
<b>Fund Balance - Beginning</b>	85,311	86,311	94,235	115,635	34.0%
<b>Fund Balance - Ending</b>	<u>\$ 94,235</u>	<u>\$ 87,611</u>	<u>\$ 115,635</u>	<u>\$ 116,935</u>	<u>33.5%</u>



# Montgomery County

## Special Revenue Funds: Development Review

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### OVERVIEW

The Development Review Special Revenue Account (DR-SRA) was created to collect fees generated from the submission of development applications. A certain portion of the costs associated with the review of plans may be recovered through fees. Treating this portion separately from the remainder of the Planning Department's budget served to reduce pressure on both the Administration Fund and the Spending Affordability Guidelines. Costs have been defined broadly to reflect not only the time spent by reviewers in the analysis of development applications, but also additional support costs associated with administrative and tech team staff, public information staff, legal staff, and a certain portion of other support services, such as technology support and GIS. Revenues are defined as the fees received for record plats, preliminary plans, sketch plans, project plans, and site plans.

It was originally anticipated that fees could be adjusted as necessary to recover the necessary costs. However, previous slowdowns in the economy led to a gap between costs incurred and fees received. Moreover, fees could not be raised to inordinately high levels to cover the gap. Therefore, transfers were made from the Administration Fund to cover the gap in years of low economic development. The fund performed well in FY12, FY13, and in FY15 primarily due to the fees collected for various large projects in CR zones. Property owners moved quickly to either take advantage of changes to the zoning ordinance or to submit new applications to grandfather existing zoning requirements. This performance built a significant fund balance. Due to this large balance and to sufficient fees being collected in each of these fiscal years, the Council did not approve a transfer in FY14, FY15 or FY16. However, in the interest of being prudent and not overestimating revenue that may or may not come in during the remaining  $\frac{3}{4}$  of FY17, the Planning Department is requesting \$500,000 in FY18 to cover potential shortfalls.

The FY18 DR-SRA includes an increase in the chargebacks from the Administration Fund by \$90,046 from \$3,210,122 to \$3,300,200, a 2.8% increase, to cover the FY17 compensation increases. We also increased the revenue projection for the fund by 10%, from \$1,825,000 to \$2,006,000, for FY18.



# Montgomery County Special Revenue Funds: Development Review

## SUMMARY OF FY18 PROPOSED BUDGET

### MONTGOMERY COUNTY SPECIAL REVENUE FUNDS DEVELOPMENT REVIEW Summary of Revenues, Expenditures, and Changes in Fund Balance PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Revenues:</b>					
Intergovernmental	\$ -	\$ -	\$ -	\$ -	-
Sales	-	-	-	-	-
Charges for Services	2,831,094	1,825,000	1,825,000	2,006,000	9.9%
Rentals and Concessions	-	-	-	-	-
Interest	10,652	11,000	8,000	10,300	-6.4%
Miscellaneous	-	-	-	-	-
<b>Total Revenues</b>	<b>2,841,746</b>	<b>1,836,000</b>	<b>1,833,000</b>	<b>2,016,300</b>	<b>9.8%</b>
<b>Expenditures by Major Object:</b>					
Personnel Services	-	-	-	-	-
Supplies and Materials	-	-	-	-	-
Other Services and Charges	(360)	35,000	35,000	35,000	0.0%
Capital Outlay	-	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	3,097,033	3,210,122	3,210,122	3,300,200	2.8%
<b>Total Expenditures</b>	<b>3,096,673</b>	<b>3,245,122</b>	<b>3,245,122</b>	<b>3,335,200</b>	<b>2.8%</b>
<b>Excess of Revenues over Expenditures</b>	<b>(254,927)</b>	<b>(1,409,122)</b>	<b>(1,412,122)</b>	<b>(1,318,900)</b>	<b>-6.4%</b>
<b>Other Financing Sources (Uses):</b>					
Transfers In					
Administration Fund	-	500,000	500,000	500,000	0.0%
<b>Total Transfers In</b>	<b>-</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>0.0%</b>
Transfers In/(Out)-					
Administration Account	-	-	-	-	-
<b>Total Transfers (Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Other Financing Sources (Uses)</b>	<b>-</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>0.0%</b>
<b>Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses</b>	<b>(254,927)</b>	<b>(909,122)</b>	<b>(912,122)</b>	<b>(818,900)</b>	<b>-9.9%</b>
Fund Balance - Beginning	3,404,738	2,101,705	3,149,811	2,237,689	6.5%
<b>Fund Balance - Ending</b>	<b>\$ 3,149,811</b>	<b>\$ 1,192,583</b>	<b>\$ 2,237,689</b>	<b>\$ 1,418,789</b>	<b>19.0%</b>



# Montgomery County

## Special Revenue Funds: Forest Conservation

### OVERVIEW

The Forest Conservation Special Revenue Fund account collects fees paid by developers in lieu of planting forest. By law, this fund can only be used for forest planting, protection, and maintenance and for planting trees to create a canopy in urban areas. Examples of past expenditures include: the planting and maintenance of riparian forests in the Reddy Branch Stream Valley Park; along Beach Drive in Meadowbrook Park; along Watts Branch near Lake Potomac Drive; at Rachel Carson Park; and at the Oak Ridge Conservation Park in the Little Bennett watershed. In FY17, we expanded the planting areas in these environmental sensitive areas and expand into new areas along Beach Drive. In FY18, we expect to expand the planting of forest in environmentally sensitive areas in Oakridge Conservation Park, Sligo Creek Park, along Watts Branch, and additional areas along Beach Drive. The Fund supports the Planning Department's "Leaves for Neighborhoods" project, which provides a coupon to Montgomery County residents for the purchase of native canopy trees, and for the "Shades of Green" program, which funds planting of new canopy trees on private lands in central business districts. The Fund finances work by University of Vermont researchers to detail the amount of forest and tree cover in Montgomery County. Funds in the account are also used as leverage to help secure grants from the Maryland Department of Natural Resources and other organizations to enable additional forest planting and habitat restoration.

### SUMMARY OF FY18 PROPOSED BUDGET

**MONTGOMERY COUNTY SPECIAL REVENUE FUNDS**  
**FOREST CONSERVATION**  
**Summary of Revenues, Expenditures, and Changes in Fund Balance**  
**PROPOSED BUDGET FISCAL YEAR 2018**

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Revenues:</b>					
Intergovernmental	\$ -	\$ -	\$ -	\$ -	-
Sales	-	-	-	-	-
Charges for Services	-	-	-	-	-
Rentals and Concessions	-	-	-	-	-
Interest	3,532	3,000	3,000	3,700	23.3%
Miscellaneous	162,299	50,000	50,000	50,000	0.0%
<b>Total Revenues</b>	<u>165,831</u>	<u>53,000</u>	<u>53,000</u>	<u>53,700</u>	<u>1.3%</u>
<b>Expenditures by Major Object:</b>					
Personnel Services	-	-	-	-	-
Supplies and Materials	2,241	3,000	3,000	3,000	0.0%
Other Services and Charges	45,976	480,000	480,000	300,000	-37.5%
Capital Outlay	-	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	-	-	-	-	-
<b>Total Expenditures</b>	<u>48,217</u>	<u>483,000</u>	<u>483,000</u>	<u>303,000</u>	<u>-37.3%</u>
<b>Excess of Revenues over Expenditures</b>	<u>117,614</u>	<u>(430,000)</u>	<u>(430,000)</u>	<u>(249,300)</u>	<u>-42.0%</u>
<b>Other Financing Sources (Uses):</b>					
Transfers In					
Administration Fund	-	-	-	-	-
<b>Total Transfers In</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Transfers In/(Out)-					
Administration Account	-	-	-	-	-
<b>Total Transfers (Out)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Other Financing Sources (Uses)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses</b>	<u>117,614</u>	<u>(430,000)</u>	<u>(430,000)</u>	<u>(249,300)</u>	<u>-42.0%</u>
Fund Balance - Beginning	1,029,370	600,370	1,146,984	716,984	19.4%
<b>Fund Balance - Ending</b>	<u>\$ 1,146,984</u>	<u>\$ 170,370</u>	<u>\$ 716,984</u>	<u>\$ 467,684</u>	<u>174.5%</u>





# Montgomery County

## Special Revenue Funds: Historic Renovations - Property Management

### OVERVIEW

The Historic Renovations – Property Management account contains property management revenues and other fees for preservation of historic properties owned or managed by Montgomery County Parks. The funds are earmarked for historic park properties.

### SUMMARY OF FY18 PROPOSED BUDGET

**MONTGOMERY COUNTY SPECIAL REVENUE FUNDS  
HISTORIC RENOVATIONS - PROPERTY MANAGEMENT  
Summary of Revenues, Expenditures, and Changes in Fund Balance  
PROPOSED BUDGET FISCAL YEAR 2018**

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Revenues:</b>					
Intergovernmental	\$ -	\$ -	\$ -	\$ -	-
Sales	-	-	-	-	-
Charges for Services	-	-	-	-	-
Rentals and Concessions	-	-	-	-	-
Interest	397	-	390	390	-
Miscellaneous	-	12,000	-	-	-100.0%
<b>Total Revenues</b>	<b>397</b>	<b>12,000</b>	<b>390</b>	<b>390</b>	<b>-96.8%</b>
<b>Expenditures by Major Object:</b>					
Personnel Services	74,666	-	-	-	-
Supplies and Materials	-	-	-	-	-
Other Services and Charges	(4,880)	100,000	172,000	1,010	-99.0%
Capital Outlay	-	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	-	-	-	-	-
<b>Total Expenditures</b>	<b>69,786</b>	<b>100,000</b>	<b>172,000</b>	<b>1,010</b>	<b>-99.0%</b>
<b>Excess of Revenues over Expenditures</b>	<b>(69,389)</b>	<b>(88,000)</b>	<b>(171,610)</b>	<b>(620)</b>	<b>-99.3%</b>
<b>Other Financing Sources (Uses):</b>					
Transfers In					
Property Management Fund	62,320	-	-	-	-
Administration Account	-	-	-	-	-
<b>Total Transfers In</b>	<b>62,320</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers In/(Out)-					
Administration Account	-	-	-	-	-
<b>Total Transfers (Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Other Financing Sources (Uses)</b>	<b>62,320</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses</b>	<b>(7,069)</b>	<b>(88,000)</b>	<b>(171,610.00)</b>	<b>(620)</b>	<b>-99.3%</b>
Fund Balance - Beginning	179,299	134,643	172,230	620	-99.5%
Fund Balance - Ending	\$ 172,230	\$ 46,643	\$ 620	\$ -	-100.0%



# Montgomery County

## Special Revenue Funds: Park Police – Drug Enforcement Fund

### OVERVIEW

The Park Police Drug Enforcement Fund account was established pursuant to Maryland law and provides the authority to seize property as a result of drug-related crime conviction. The funds may only be used specifically for the purchase of equipment and other resources to combat drug-related crimes in the parks.

### SUMMARY OF FY18 PROPOSED BUDGET

**MONTGOMERY COUNTY SPECIAL REVENUE FUNDS**  
**PARK POLICE - DRUG ENFORCEMENT**  
**Summary of Revenues, Expenditures, and Changes in Fund Balance**  
**PROPOSED BUDGET FISCAL YEAR 2018**

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	%
					Change
<b>Revenues:</b>					
Intergovernmental	\$ -	\$ -	\$ -	\$ -	-
Sales	-	-	-	-	-
Charges for Services	-	-	-	-	-
Rentals and Concessions	-	-	-	-	-
Interest	173	-	175	175	-
Miscellaneous	-	-	-	-	-
<b>Total Revenues</b>	<u>173</u>	<u>-</u>	<u>175</u>	<u>175</u>	<u>-</u>
<b>Expenditures by Major Object:</b>					
Personnel Services	-	-	-	-	-
Supplies and Materials	-	20,000	-	20,000	0.0%
Other Services and Charges	282	-	-	-	-
Capital Outlay	-	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	-	-	-	-	-
<b>Total Expenditures</b>	<u>282</u>	<u>20,000</u>	<u>-</u>	<u>20,000</u>	<u>0.0%</u>
<b>Excess of Revenues over Expenditures</b>	<u>(109)</u>	<u>(20,000)</u>	<u>175</u>	<u>(19,825)</u>	<u>-0.9%</u>
<b>Other Financing Sources (Uses):</b>					
<b>Transfers In</b>					
Administration Account	-	-	-	-	-
<b>Total Transfers In</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Transfers In/(Out)-</b>					
Administration Account	-	-	-	-	-
<b>Total Transfers (Out)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Other Financing Sources (Uses)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses</b>	<u>(109)</u>	<u>(20,000)</u>	<u>175</u>	<u>(19,825)</u>	<u>-0.9%</u>
<b>Fund Balance - Beginning</b>	<u>46,705</u>	<u>26,905</u>	<u>46,596</u>	<u>46,771</u>	<u>73.8%</u>
<b>Fund Balance - Ending</b>	<u>\$ 46,596</u>	<u>\$ 6,905</u>	<u>\$ 46,771</u>	<u>\$ 26,946</u>	<u>290.2%</u>



# Montgomery County

## Special Revenue Funds: Park Police – Federally Forfeited Property

### OVERVIEW

The Federal Forfeited Property account was established pursuant to Federal law. This fund allows for certain drug-crime related assets to be seized and forfeited to the agency. When forfeiture is approved by the court, the seized assets may then be used to purchase equipment and other resources to combat drug-related crimes in the park system.

### SUMMARY OF FY18 PROPOSED BUDGET

**MONTGOMERY COUNTY SPECIAL REVENUE FUNDS  
PARK POLICE - FEDERALLY FORFEITED PROPERTY  
Summary of Revenues, Expenditures, and Changes in Fund Balance  
PROPOSED BUDGET FISCAL YEAR 2018**

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Revenues:</b>					
Intergovernmental	\$ -	\$ -	\$ -	\$ -	-
Sales	-	-	-	-	-
Charges for Services	-	-	-	-	-
Rentals and Concessions	-	-	-	-	-
Interest	172	-	175	175	-
Miscellaneous	-	-	-	-	-
<b>Total Revenues</b>	<u>172</u>	<u>-</u>	<u>175</u>	<u>175</u>	<u>-</u>
<b>Expenditures by Major Object:</b>					
Personnel Services					-
Supplies and Materials	4,403	10,000	-	10,000	0.0%
Other Services and Charges	145	15,000	-	10,000	-33.3%
Capital Outlay	-	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	-	-	-	-	-
<b>Total Expenditures</b>	<u>4,548</u>	<u>25,000</u>	<u>-</u>	<u>20,000</u>	<u>-20.0%</u>
<b>Excess of Revenues over Expenditures</b>	<u>(4,376)</u>	<u>(25,000)</u>	<u>175</u>	<u>(19,825)</u>	<u>-20.7%</u>
<b>Other Financing Sources (Uses):</b>					
<b>Transfers In</b>					
Administration Account	-	-	-	-	-
<b>Total Transfers In</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Transfers In/(Out)- Administration Account</b>					
	-	-	-	-	-
<b>Total Transfers (Out)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Other Financing Sources (Uses)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses</b>	<u>(4,376)</u>	<u>(25,000)</u>	<u>175</u>	<u>(19,825)</u>	<u>-20.7%</u>
<b>Fund Balance - Beginning</b>	<u>58,678</u>	<u>33,878</u>	<u>54,302</u>	<u>54,477</u>	<u>60.8%</u>
<b>Fund Balance - Ending</b>	<u>\$ 54,302</u>	<u>\$ 8,878</u>	<u>\$ 54,477</u>	<u>\$ 34,652</u>	<u>290.3%</u>



# Montgomery County

## Special Revenue Funds: Interagency Agreements

### OVERVIEW

The Special Revenue Fund account for Interagency Agreements includes revenues from other agencies and governments for work the Commission performs on a “reimbursement for service” basis. The Commission maintains agreements with Montgomery County to assist with snow removal, and with other agencies for seasonal policing and ballfield maintenance.

### SUMMARY OF FY18 PROPOSED BUDGET

**MONTGOMERY COUNTY SPECIAL REVENUE FUNDS**  
**INTERAGENCY AGREEMENTS**  
**Summary of Revenues, Expenditures, and Changes in Fund Balance**  
**PROPOSED BUDGET FISCAL YEAR 2018**

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	%
					Change
<b>Revenues:</b>					
Intergovernmental	\$ 919,862	\$ 988,200	\$ 988,200	\$ 1,035,700	4.8%
Sales	-	-	-	-	-
Charges for Services	-	-	-	-	-
Rentals and Concessions	-	-	-	-	-
Interest	-	-	-	-	-
Miscellaneous	42,757	40,000	19,514	30,000	-25.0%
<b>Total Revenues</b>	<u>962,619</u>	<u>1,028,200</u>	<u>1,007,714</u>	<u>1,065,700</u>	<u>3.6%</u>
<b>Expenditures by Major Object:</b>					
Personnel Services	114,369	145,000	144,000	145,000	0.0%
Supplies and Materials	10,849	30,000	55,514	15,000	-50.0%
Other Services and Charges	762,426	812,000	992,000	912,300	12.4%
Capital Outlay	-	-	-	-	-
Other Classifications	(200,833)	-	-	-	-
Chargebacks	40,500	41,200	41,200	42,400	2.9%
<b>Total Expenditures</b>	<u>727,311</u>	<u>1,028,200</u>	<u>1,232,714</u>	<u>1,114,700</u>	<u>8.4%</u>
Excess of Revenues over Expenditures	<u>235,308</u>	<u>-</u>	<u>(225,000)</u>	<u>(49,000)</u>	<u>-</u>
<b>Other Financing Sources (Uses):</b>					
Transfers In					
Administration Account	-	-	-	-	-
<b>Total Transfers In</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Transfers In/(Out)-					
Administration Account	-	-	-	-	-
<b>Total Transfers (Out)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Other Financing Sources (Uses)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses	<u>235,308</u>	<u>-</u>	<u>(225,000)</u>	<u>(49,000)</u>	<u>-</u>
Fund Balance - Beginning	57,226	3,026	292,534	67,534	2131.8%
<b>Fund Balance - Ending</b>	<u>\$ 292,534</u>	<u>\$ 3,026</u>	<u>\$ 67,534</u>	<u>\$ 18,534</u>	<u>512.5%</u>



# Montgomery County

## Special Revenue Funds: Park Cultural Resources

### OVERVIEW

This program provides supplemental funding for expanding and enhancing historic interpretation and archaeology-educational camps and programs. Revenues are generated through seasonal employee-led archaeological programs, archaeological camps, special events at public historic sites, guided historical tours, and school programs. Expenditures are used for seasonal salaries as well as other expenses such as supplies and materials, performers, scholars, interpretive displays, and volunteer docent materials related to historic and archaeological programs.

### SUMMARY OF FY18 PROPOSED BUDGET

**MONTGOMERY COUNTY SPECIAL REVENUE FUNDS**  
**PARK CULTURAL RESOURCES**  
**Summary of Revenues, Expenditures, and Changes in Fund Balance**  
**PROPOSED BUDGET FISCAL YEAR 2018**

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Revenues:</b>					
Intergovernmental	\$ -	\$ -	\$ -	\$ -	-
Sales	147	5,000	2,500	5,500	10.0%
Charges for Services	37,745	60,000	63,500	75,500	25.8%
Rentals and Concessions	-	1,000	1,500	3,500	250.0%
Interest	100	-	80	80	-
Miscellaneous	2,143	-	-	-	-
<b>Total Revenues</b>	<u>40,135</u>	<u>66,000</u>	<u>67,580</u>	<u>84,580</u>	<u>28.2%</u>
<b>Expenditures by Major Object</b>					
Personnel Services	44,466	64,000	61,700	72,000	12.5%
Supplies and Materials	1,253	8,500	6,200	9,500	11.8%
Other Services and Charges	1,367	10,000	4,900	11,200	12.0%
Capital Outlay	-	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	-	-	-	-	-
<b>Total Expenditures</b>	<u>47,086</u>	<u>82,500</u>	<u>72,800</u>	<u>92,700</u>	<u>12.4%</u>
<b>Excess of Revenues over Expenditures</b>	<u>(6,951)</u>	<u>(16,500)</u>	<u>(5,220)</u>	<u>(8,120)</u>	<u>-50.8%</u>
<b>Other Financing Sources (Uses):</b>					
Transfers In					
Administration Account	-	-	-	-	-
<b>Total Transfers In</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Transfers In/(Out)-					
Administration Account	-	-	-	-	-
<b>Total Transfers (Out)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Other Financing Sources (Uses)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses</b>	<u>(6,951)</u>	<u>(16,500)</u>	<u>(5,220)</u>	<u>(8,120)</u>	<u>-50.8%</u>
Fund Balance - Beginning	24,522	26,172	17,571	12,351	-52.8%
<b>Fund Balance - Ending</b>	<u>\$ 17,571</u>	<u>\$ 9,672</u>	<u>\$ 12,351</u>	<u>\$ 4,231</u>	<u>-56.3%</u>



# Montgomery County

## Special Revenue Funds: Special Events

### OVERVIEW

This Special Revenue Fund account provides for work the Commission performs on a “reimbursement for service” basis for special events and tournaments in the parks. Examples include the Avon Breast Cancer Walk and the Half Marathon in the Parks.

### SUMMARY OF FY18 PROPOSED BUDGET

**MONTGOMERY COUNTY SPECIAL REVENUE FUNDS**  
**SPECIAL EVENTS**  
**Summary of Revenues, Expenditures, and Changes in Fund Balance**  
**PROPOSED BUDGET FISCAL YEAR 2018**

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	%
					Change
<b>Revenues:</b>					
Intergovernmental	\$ -	\$ -	\$ -	\$ -	-
Sales	-	-	-	-	-
Charges for Services	127,288	85,000	135,000	141,000	65.9%
Rentals and Concessions	-	-	-	-	-
Interest	189	-	200	200	-
Miscellaneous	(600)	-	-	-	-
<b>Total Revenues</b>	<u>126,877</u>	<u>85,000</u>	<u>135,200</u>	<u>141,200</u>	<u>66.1%</u>
<b>Expenditures by Major Object:</b>					
Personnel Services	83,733	100,000	131,000	131,000	31.0%
Supplies and Materials	4,638	10,000	40,000	18,000	80.0%
Other Services and Charges	6,630	12,000	38,500	8,500	-29.2%
Capital Outlay	-	-	-	-	-
Other Classifications	(8)	-	-	-	-
Chargebacks	-	-	-	-	-
<b>Total Expenditures</b>	<u>94,993</u>	<u>122,000</u>	<u>209,500</u>	<u>157,500</u>	<u>29.1%</u>
<b>Excess of Revenues over Expenditures</b>	<u>31,884</u>	<u>(37,000)</u>	<u>(74,300)</u>	<u>(16,300)</u>	<u>-55.9%</u>
<b>Other Financing Sources (Uses):</b>					
<b>Transfers In</b>					
Administration Account	-	-	-	-	-
<b>Total Transfers In</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Transfers In/(Out)-Administration Account</b>					
Administration Account	-	-	-	-	-
<b>Total Transfers (Out)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Other Financing Sources (Uses)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses</b>	<u>31,884</u>	<u>(37,000)</u>	<u>(74,300)</u>	<u>(16,300)</u>	<u>-55.9%</u>
Fund Balance - Beginning	59,154	44,754	91,038	16,738	-62.6%
<b>Fund Balance - Ending</b>	<u>\$ 91,038</u>	<u>\$ 7,754</u>	<u>\$ 16,738</u>	<u>\$ 438</u>	<u>-94.4%</u>



# Montgomery County

## Special Revenue Funds: Nature Programs and Facilities

### OVERVIEW

This Special Revenue Fund account provides supplemental funding through budgeted proceeds for expanding and enhancing nature and environmental educational programs and projects at the nature facilities. Revenues are generated through seasonal employee led nature center camps, programs, birthday party programs, and special events. Expenditures are used for seasonal salaries as well as other expenses such as supplies and materials, performers, scholars, interpretive displays, and animal supplies/services related to the camps, programs, and special events. Revenues and expenses for camps or programs offered by career staff are accounted for in the Park Fund.

### SUMMARY OF FY18 PROPOSED BUDGET

**MONTGOMERY COUNTY SPECIAL REVENUE FUNDS**  
**NATURE PROGRAMS AND FACILITIES**  
**Summary of Revenues, Expenditures, and Changes in Fund Balance**  
**PROPOSED BUDGET FISCAL YEAR 2018**

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	%
					Change
<b>Revenues:</b>					
Intergovernmental	\$ -	\$ -	\$ -	\$ -	-
Sales	-	-	-	-	-
Charges for Services	206,405	164,000	190,970	197,970	20.7%
Rentals and Concessions	31,807	22,500	42,000	47,000	108.9%
Interest	417	-	305	305	-
Miscellaneous	390	-	16,371	8,800	-
<b>Total Revenues</b>	<u>239,019</u>	<u>186,500</u>	<u>249,646</u>	<u>254,075</u>	<u>36.2%</u>
<b>Expenditures by Major Object</b>					
Personnel Services	185,755	121,000	141,351	180,000	48.8%
Supplies and Materials	16,418	28,000	27,589	87,104	211.1%
Other Services and Charges	8,605	15,000	35,130	38,591	157.3%
Capital Outlay	-	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	-	-	-	-	-
<b>Total Expenditures</b>	<u>210,778</u>	<u>164,000</u>	<u>204,070</u>	<u>305,695</u>	<u>86.4%</u>
<b>Excess of Revenues over Expenditures</b>	<u>28,241</u>	<u>22,500</u>	<u>45,576</u>	<u>(51,620)</u>	<u>-329.4%</u>
<b>Other Financing Sources (Uses):</b>					
<b>Transfers In</b>					
Administration Account	-	-	-	-	-
<b>Total Transfers In</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Transfers In/(Out)-</b>					
Administration Account	-	-	-	-	-
<b>Total Transfers (Out)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Other Financing Sources (Uses)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses</b>	<u>28,241</u>	<u>22,500</u>	<u>45,576</u>	<u>(51,620)</u>	<u>-329.4%</u>
<b>Fund Balance - Beginning</b>	<u>44,226</u>	<u>96,926</u>	<u>72,467</u>	<u>118,043</u>	<u>21.8%</u>
<b>Fund Balance - Ending</b>	<u>\$ 72,467</u>	<u>\$ 119,426</u>	<u>\$ 118,043</u>	<u>\$ 66,423</u>	<u>-44.4%</u>



# Montgomery County

## Special Revenue Funds: Special Donations and Programs

### OVERVIEW

The Special Donations and Programs account includes donations and contributions designated for specific purposes or projects that are not part of the normal tax-supported programs in the Park Fund

### SUMMARY OF FY18 PROPOSED BUDGET

**MONTGOMERY COUNTY SPECIAL REVENUE FUNDS**  
**SPECIAL DONATIONS AND PROGRAMS**  
**Summary of Revenues, Expenditures, and Changes in Fund Balance**  
**PROPOSED BUDGET FISCAL YEAR 2018**

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	%
					Change
<b>Revenues:</b>					
Intergovernmental	\$ -	\$ -	\$ -	\$ -	-
Sales	-	-	-	-	-
Charges for Services	-	-	-	-	-
Rentals and Concessions	59,149	66,145	63,000	64,000	-3.2%
Interest	176	-	175	175	-
Miscellaneous	2,116	215,000	15,000	67,000	-68.8%
<b>Total Revenues</b>	<u>61,441</u>	<u>281,145</u>	<u>78,175</u>	<u>131,175</u>	<u>-53.3%</u>
<b>Expenditures by Major Object:</b>					
Personnel Services	26,551	107,800	31,500	32,300	-70.0%
Supplies and Materials	17,080	83,000	36,000	43,396	-47.7%
Other Services and Charges	12,481	77,000	30,750	29,524	-61.7%
Capital Outlay	31,113	34,000	32,000	29,600	-12.9%
Other Classifications	-	-	-	-	-
Chargebacks	-	-	-	-	-
<b>Total Expenditures</b>	<u>87,225</u>	<u>301,800</u>	<u>130,250</u>	<u>134,820</u>	<u>-55.3%</u>
<b>Excess of Revenues over Expenditures</b>	<u>(25,784)</u>	<u>(20,655)</u>	<u>(52,075)</u>	<u>(3,645)</u>	<u>-82.4%</u>
<b>Other Financing Sources (Uses):</b>					
Transfers In					
Administration Account	-	-	-	-	-
<b>Total Transfers In</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Transfers In/(Out)-					
Administration Account	-	-	-	-	-
<b>Total Transfers (Out)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Other Financing Sources (Uses)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses</b>	<u>(25,784)</u>	<u>(20,655)</u>	<u>(52,075)</u>	<u>(3,645)</u>	<u>-82.4%</u>
Fund Balance - Beginning	122,049	75,107	96,265	44,190	-41.2%
<b>Fund Balance - Ending</b>	<u>\$ 96,265</u>	<u>\$ 54,452</u>	<u>\$ 44,190</u>	<u>\$ 40,545</u>	<u>-25.5%</u>





# Montgomery County

## Advance Land Acquisition Funds

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### EXECUTIVE OVERVIEW

The Land Use Article of the Annotated Code of Maryland empowers the Maryland National Capital Park and Planning Commission to include funding in its annual budget for the acquisition of lands needed for State highways, streets or roads as well as for school sites and other public uses in Montgomery County. The Commission established a continuing land acquisition revolving fund from which disbursements for such purchases may be made. The purchase must be shown in the Commission's general plan for the physical development of the regional district or in an adopted plan. The acquisition requires the approval of the District Council of Montgomery County. The acquisition of school sites also requires the prior approval of the Montgomery County Board of Education.

The Commission may transfer the land to the County or agency for which it was acquired upon repayment of funds disbursed for the land, plus interest. Any repayment is placed in the land acquisition revolving fund for future purchases. If an agency later determines that the land is not needed for public use, the Commission may use the land as part of its park system. Alternatively, it may sell, exchange, or otherwise dispose of it under its general authority covering the disposition of park and recreation properties.

### HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

The Advance Land Acquisition Revolving Fund (ALARF) is financed from the proceeds of bonds issued and sold by the Commission from time to time in amounts deemed necessary for the purpose stated above. The payment of principal and interest on these bonds is provided by a special tax levied by the Montgomery County Council against all property assessed for the purposes of County taxation. The Commission first issued bonds on September 1, 1971, in the amount of \$7,000,000 to establish the size of the revolving fund. Since 1970, bonds have been issued in 1990 and 1994, with some of the total refunded in FY96 and FY03 to lower the interest rate charged to the Commission. The Commission established a debt service fund to pay the principal and interest payments on outstanding bond issues using proceeds from the property tax levy. The proposed personal property tax rate of 0.25 cents and 0.1 cent real property rate will be sufficient to pay the debt service of \$155,550 in FY18. The contribution to the Advance Land Acquisition Revolving Fund is \$1,794,450.

The Land Use Article limits the annual rate of the Advance Land Acquisition tax to a maximum of 3.0 cents personal property tax and 1.2 cents real property tax on each \$100 of assessed valuation. There is no minimum noted under State law. Coupled with continuing annual increases in the assessable base, the tax rate has been sufficient to pay the debt service.

Since the Commission cannot fully anticipate the future needs and requests of other governmental agencies for specific acquisitions, the Commission proposes, in accordance with its authority as prescribed by Land Use Article, Sections 18-401 and 18-402 to expend the entire balance in the ALARF for Advance Land purchases. Since, by law, the District Council has final approval for all land acquisitions by the ALARF, the proposed expenditures from this fund should serve as an estimate only. If no request for land acquisition comes from other agencies and the Commission does not make subsequent purchases, the proposed expenditures will not be made, and therefore will not affect fund balance. Total appropriated funds in the ALA Revolving Fund for FY18 are \$2,854,136.



# Montgomery County

## Advance Land Acquisition Funds

### MONTGOMERY COUNTY ADVANCE LAND ACQUISITION DEBT SERVICE FUND

#### Summary of Revenues, Expenditures, and Changes in Fund Balance

#### PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Revenues:</b>					
Property Taxes	\$ 1,794,531	\$ 1,865,573	\$ 1,865,573	\$ 1,950,000	4.5%
Intergovernmental -					
Federal	-	-	-	-	-
State	-	-	-	-	-
County	-	-	-	-	-
Sales	-	-	-	-	-
Charges for Services	-	-	-	-	-
Rentals and Concessions	-	-	-	-	-
Interest	-	-	-	-	-
Miscellaneous	-	-	-	-	-
<b>Total Revenues</b>	<u>1,794,531</u>	<u>1,865,573</u>	<u>1,865,573</u>	<u>1,950,000</u>	<u>4.5%</u>
<b>Expenditures by Major Object:</b>					
Personnel Services	-	-	-	-	-
Supplies and Materials	-	-	-	-	-
Other Services and Charges-Contribution	1,663,867	1,788,044	1,796,218	1,794,450	0.4%
Debt Service:	147,625	77,529	77,529	155,550	100.6%
Debt Service Principal	120,000	55,000	55,000	135,000	145.5%
Debt Service Interest	23,430	21,129	21,129	19,050	-9.8%
Debt Service Fees	4,195	1,400	1,400	1,500	7.1%
Capital Outlay	-	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	-	-	-	-	-
<b>Total Expenditures</b>	<u>1,811,492</u>	<u>1,865,573</u>	<u>1,873,747</u>	<u>1,950,000</u>	<u>4.5%</u>
Designated Expenditure Reserve	-	-	-	-	-
<b>Excess of Revenues over Expenditures</b>	<u>(16,961)</u>	<u>-</u>	<u>(8,174)</u>	<u>-</u>	<u>-</u>
<b>Other Financing Sources (Uses):</b>					
Bond Proceeds					
Premiums, Bond Issued	42,094	-	-	-	-
Proceeds, Refunding Bond	1,075,000	-	-	-	-
Payment, Refunded Bond Esc Agent	(1,101,125)	-	-	-	-
Transfers In/(Out)-					
Total Transfers In	-	-	-	-	-
Total Transfers (Out)	-	-	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<u>15,969</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses</b>	<u>\$ (992)</u>	<u>\$ -</u>	<u>\$ (8,174)</u>	<u>\$ -</u>	<u>-</u>
Fund Balance, Beginning	9,166	-	8,174	-	-
Fund Balance, Ending	<u>\$ 8,174</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>



# Montgomery County

## Advance Land Acquisition Funds

**MONTGOMERY COUNTY ADVANCE LAND ACQUISITION REVOLVING FUND**  
**Summary of Revenues, Expenditures, and Changes in Net Position**  
**PROPOSED BUDGET FISCAL YEAR 2018**

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	%
					Change
Revenues:					
Property Taxes	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental:					
Federal	-	-	-	-	-
State	-	-	-	-	-
County - Grant	-	-	-	-	-
County	-	-	-	-	-
Sales	-	-	-	-	-
Charges for Services	-	-	-	-	-
Rentals and Concessions	-	-	-	-	-
Interest	28,842	20,000	20,000	30,000	50.0%
Miscellaneous (Contributions)	1,663,867	1,788,044	1,796,218	1,794,450	0.4%
Total Revenues	<u>1,692,709</u>	<u>1,808,044</u>	<u>1,816,218</u>	<u>1,824,450</u>	<u>0.9%</u>
Expenditures by Major Object:					
Personnel Services	-	-	-	-	-
Supplies and Materials	-	-	-	-	-
Other Services and Charges	20,735	-	-	-	-
Capital Outlay	-	10,641,644	10,641,644	2,854,136	-73.2%
Other Classifications	-	-	-	-	-
Chargebacks	756	-	-	-	-
Total Expenditures	<u>21,491</u>	<u>10,641,644</u>	<u>10,641,644</u>	<u>2,854,136</u>	<u>-73.2%</u>
Designated Expenditure Reserve	-	-	-	-	-
Excess of Revenues over Expenditures	<u>1,671,218</u>	<u>(8,833,600)</u>	<u>(8,825,426)</u>	<u>(1,029,686)</u>	<u>-88.3%</u>
Other Financing Sources (Uses):					
Transfers In/(Out):					
Total Transfers In	-	-	-	-	-
Total Transfers (Out)	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-
Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses	<u>\$ 1,671,218</u>	<u>\$ (8,833,600)</u>	<u>\$ (8,825,426)</u>	<u>\$ (1,029,686)</u>	<u>-88.3%</u>
Total Net Position - Beginning	8,183,894	8,833,600	9,855,112	1,029,686	-88.3%
Total Net Position - Ending	<u>\$ 9,855,112</u>	<u>\$ -</u>	<u>\$ 1,029,686</u>	<u>\$ -</u>	<u>-</u>



# Montgomery County Park Debt Service Fund

## EXECUTIVE OVERVIEW

The Park Debt Service Fund is used to account for the accumulation of resources and the payment of general obligation bond principal, interest, and related costs. Resources consist of the annual transfer from the Park Fund.

## HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

The FY18 proposed budget includes debt service on an expected \$8 million issue in the spring of 2017.

## SUMMARY OF FY18 PROPOSED BUDGET

### MONTGOMERY COUNTY DEBT SERVICE FUND Summary of Revenues, Expenditures, and Changes in Fund Balance PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
Revenues:					
Property Taxes	\$ -	\$ -	\$ -	\$ -	-
Intergovernmental:					
Federal	-	-	-	-	-
State	-	-	-	-	-
County	-	-	-	-	-
Sales	-	-	-	-	-
Charges for Services	-	-	-	-	-
Rentals and Concessions	-	-	-	-	-
Interest	-	-	-	-	-
Miscellaneous	-	-	-	-	-
Total Revenues	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures by Major Object:					
Personnel Services	-	-	-	-	-
Supplies and Materials	-	-	-	-	-
Other Services and Charges	-	-	-	-	-
Debt Service -	4,335,968	4,846,969	4,846,969	5,511,210	14%
Debt Service Principal	2,745,000	3,050,000	3,050,000	3,660,000	20%
Debt Service Interest	1,326,450	1,646,969	1,646,969	1,701,210	3%
Debt Service Fees	264,518	150,000	150,000	150,000	0%
Capital Outlay	-	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	-	-	-	-	-
Total Expenditures	<u>4,335,968</u>	<u>4,846,969</u>	<u>4,846,969</u>	<u>5,511,210</u>	<u>14%</u>
Designated Expenditure Reserve	-	-	-	-	-
Excess of Revenues over Expenditures	<u>(4,335,968)</u>	<u>(4,846,969)</u>	<u>(4,846,969)</u>	<u>(5,511,210)</u>	<u>14%</u>
Other Financing Sources (Uses):					
Refunding Bonds Issued	6,120,000	-	-	-	-
Premiums on Bonds Issued	742,188	-	-	-	-
Payment to Refunding Bond Escrow Agent	(6,782,535)	-	-	-	-
Transfers In/(Out):					
Transfer from Park Fund	4,256,315	4,846,969	4,846,969	5,511,210	14%
Total Transfers In	<u>4,256,315</u>	<u>4,846,969</u>	<u>4,846,969</u>	<u>5,511,210</u>	<u>14%</u>
Transfer to CIP	-	-	-	-	-
Total Transfers (Out)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Other Financing Sources (Uses)	<u>4,335,968</u>	<u>4,846,969</u>	<u>4,846,969</u>	<u>5,511,210</u>	<u>14%</u>
Excess of Revenues and Other Financing Sources over (under) Expenditures and Other Financing Uses	\$ <u>-</u>	\$ <u>-</u>	\$ <u>-</u>	\$ <u>-</u>	<u>-</u>
Fund Balance, Beginning	-	-	-	-	-
Fund Balance, Ending	\$ <u>-</u>	\$ <u>-</u>	\$ <u>-</u>	\$ <u>-</u>	<u>-</u>



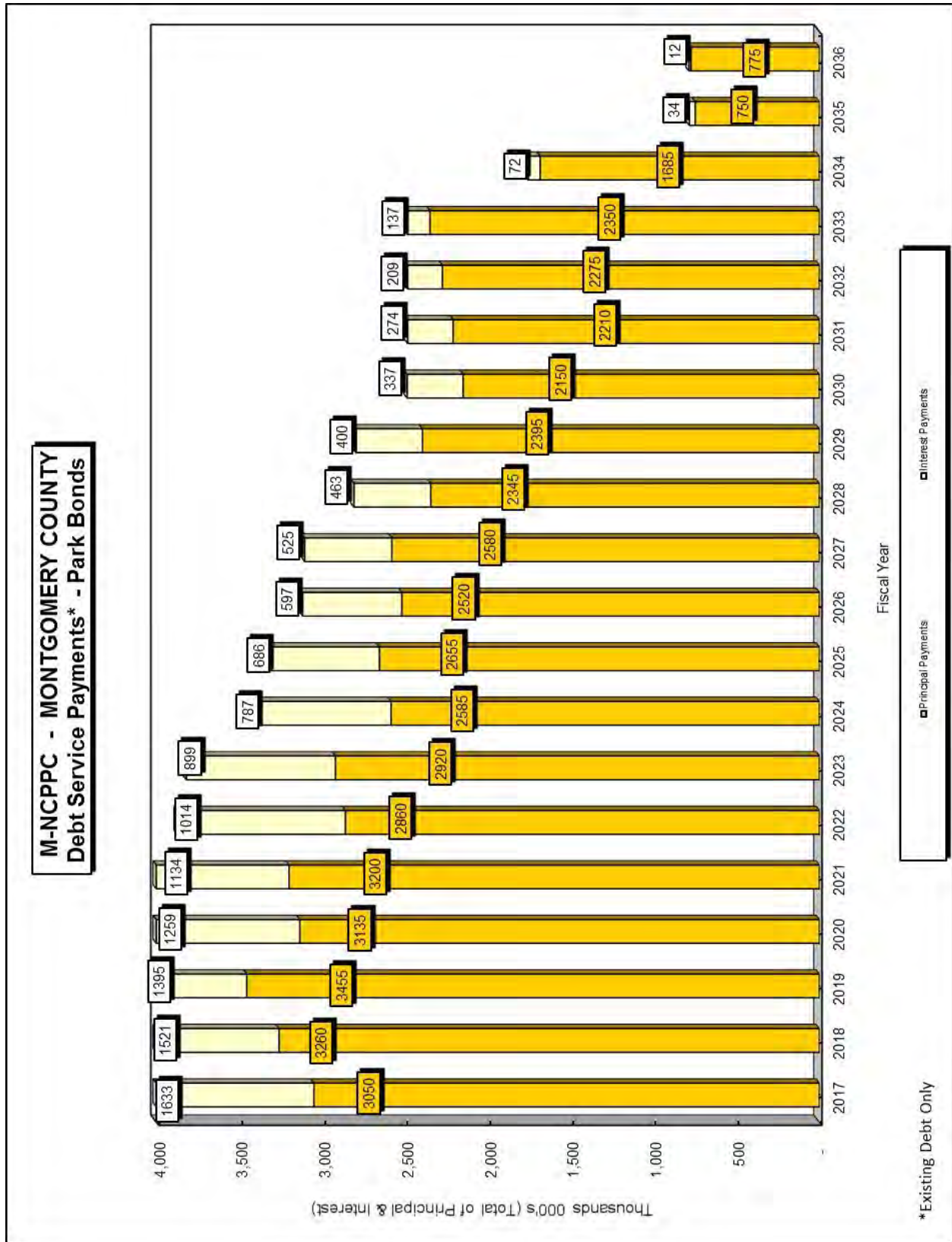
# Montgomery County Debt Service Requirements for FY18

MONTGOMERY COUNTY  
DEBT SERVICE REQUIREMENTS FOR FISCAL YEAR ENDING JUNE 30, 2018

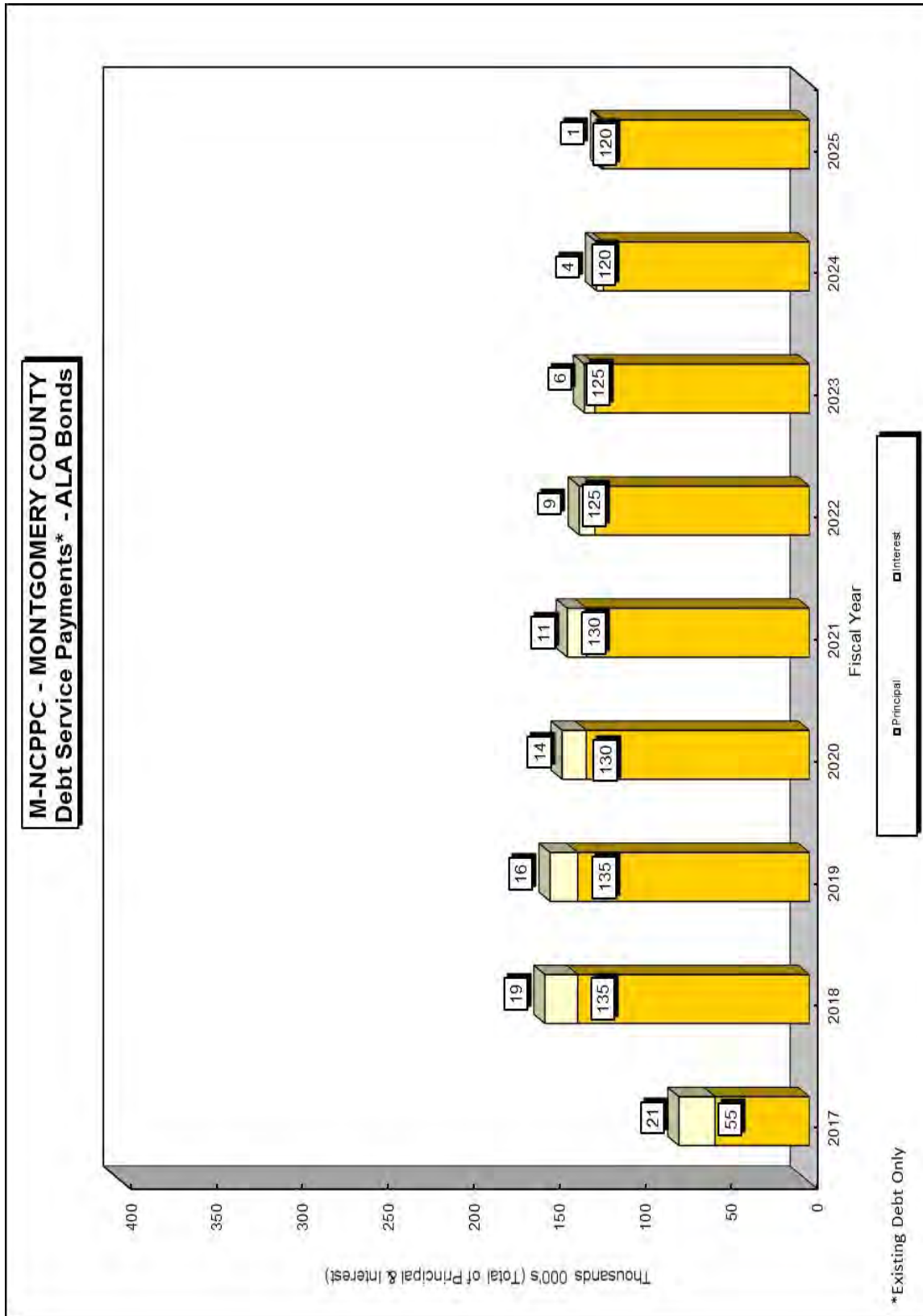
Park Acquisition and Development - Park Fund	Interest Rate	Issue Date	Maturity Date	Original Issue	Outstanding Balance 06/30/17	FY 2018 Payments			
						Principal	Interest	Total	
LL-2 Park and Acquisition and Development	2.3300%	05/21/09	11/01/20	8,405,000	2,625,000	915,000	78,625	993,625	1,710,000
MM-2 Park Acquisition and Development	3.4300%	05/21/09	11/01/28	5,250,000	735,000	210,000	18,900	228,900	525,000
MC 2012- A Park Acquisition and Development Reunding Bond	2.8695%	03/21/12	12/30/32	12,505,000	10,045,000	860,000	363,006	1,223,006	9,185,000
MC 2012- A Park Acquisition and Development	3.5622%	03/21/12	06/30/33	3,000,000	2,505,000	130,000	93,598	223,598	2,375,000
MC 2014- B Park Acquisition and Development	2.8633%	06/17/14	12/01/23	14,000,000	12,495,000	525,000	412,325	937,325	11,970,000
MC 2016- A Park Acquisition and Development	2.2959%	04/14/16	11/01/35	12,000,000	11,580,000	440,000	344,456	784,456	11,140,000
MC 2016- B Park Acquisition and Development	1.5876%	04/14/16	11/01/28	6,120,000	6,120,000	180,000	210,300	390,300	5,940,000
Proposed Park Bond				8,000,000	8,000,000	400,000	180,000	580,000	7,600,000
Issuance Costs				69,280,000	54,105,000	3,660,000	1,701,210	5,361,210	50,445,000
Totals								150,000	-
Total Park Fund Debt Service								5,511,210	50,445,000
<b>Advance Land Acquisition</b>									
MC 2016-C- ALA	1.2177%	04/14/16	11/01/24	1,075,000	1,020,000	135,000	19,050	154,050	885,000
Issuance Costs				1,075,000	1,020,000	135,000	19,050	154,050	885,000
Total Advance Land Debt Service								1,500	-
								155,550	885,000



# Montgomery County Debt Service Payments - Park Bonds



# Montgomery County Debt Service Payments - ALA Bonds



# Montgomery County

## Risk Management Internal Service Fund

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### EXECUTIVE OVERVIEW

The Commission's Risk Management Self Insurance Fund was established on July 1, 1978. Through centralized management, the Risk Management program uses safety and loss control practices and self-insurance administration to reduce liability and mitigate losses to the Commission. The program's overall goals include: reducing the risk of personal injury to employees; protecting and securing Commission assets; avoiding or minimizing injury to users of Commission services and facilities; and managing costs and risk efficiently. The Department of Human Resources and Management (DHRM) is responsible for the program. The Fund is administered jointly with the Finance Department.

The program goals are met through risk assessments; implementation of loss control programs; management of commercial insurance and self-insured coverage's; subrogation of liability; establishment of vendor insurance requirements to protect the agency against losses; supervisory/employee training and compliance reviews for adherence with workplace safety regulations issued by Maryland Occupational Safety and Health (MOSH), federal Occupational Safety and Health Administration (OSHA), Environmental Protection Agency (EPA) and the Department of Transportation (DOT); accident and damage investigations; facility inspections; administration of safety programs such as the drug and alcohol education and testing program, drivers' license monitoring program and defensive driving program; risk assessments of new and existing agency programs; emergency response program; and case management of workplace injuries and liability claims.

For specialized services related to third party reviews of workers' compensation/liability claims and participation in group insurance, the Commission participates in a self-insurance program administered by the Montgomery County Government (MCSIP). This program is open to the Commission as a bi-county organization. Participation in MCSIP offers cost effective, independent claims adjudication services, and group discounts on commercial insurance policies for areas of general liability, real and personal property, police professional liability, automobile liability, and public official liability. Participation in MCSIP is reflected in the budget through external administration fees. Separate from MCSIP, the Commission also purchases insurance for various surety bonds, police horses, catastrophic losses, and blanket coverage for other specialized programs. The Commission handles its own litigation and representation on liability and workers' compensation claims to enable better control of the outcome from these efforts. The Legal Department charges the Fund for these legal services.

#### Staffing

For FY18, the Risk Management and Workplace Safety Office is staffed by three safety specialists, a workers' compensation specialist, a liability specialist, risk manager, and a shared administrative support position. A small amount of the Division Chief's time is directly charged to the Fund and some fiscal oversight by the Executive Director and Corporate Budget team is charged back to the Risk Management program. This fund presently includes 6 positions and 6.8 workyears.





# Montgomery County

## Risk Management Internal Service Fund

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### **FY17 PROGRAM ACCOMPLISHMENTS**

- Comprehensive assessments of site-specific emergency action protocols for all agency facilities.
- Developed and conducted monthly position-specific safety trainings for maintenance and trades personnel.
- Designed and implemented accident reduction strategies for work units with high percentage of claims including maintenance/trades/construction activities.
- Continued comprehensive examination of workers' compensation and liability claims for accident reduction and enhanced return-to-work strategies.

### **HIGHLIGHTS AND MAJOR CHANGES IN THE FY18 PROPOSED BUDGET**

Each year, the Risk Management budget is developed to establish necessary funding levels for projected future claims, insurance costs, personnel costs, and external administration fees. Claims expenses include paid claims, incurred but not reported claims estimates, and claim reserves. While the Commission subrogates its claims to offset losses and applies for reimbursements from the Federal Emergency Management Administration (FEMA), these recoveries are not budgeted as a revenue source to this Fund, but are returned directly to the affected departments after being received.

Total proposed FY18 agency-wide expenses are \$8,358,484. After the application of unrestricted fund balance and interest income (explained further below in greater detail), the total funding needs are adjusted to \$6,493,700.

The FY18 proposed expenses of \$8,358,484 reflect a 6.4% increase from the FY17 adopted budget levels of \$7,852,500. These expenses are comprised of three components. The largest component (65%) is related to costs for workers' compensation and liability claims. By nature, this expense can vary significantly year-to-year, based on the number, severity, and complexity of claims filed. As the Commission participates in the Montgomery County Government Self Insurance Program (MCSIP) for claim management services, we employ an actuarial consultant (AON) to review historical losses and determine our projected costs. The FY18 increases are primarily attributed claims experience and an adjusted actuarial approach that utilizes a historical average of claims data to project future costs. This approach, which is commonly referred to as "smoothing", is used to minimize volatility in projected claims costs.

**Proposed Expenses for Montgomery County:** The FY18 proposed expense for Montgomery County funded operations is \$3,359,940. After the application of \$573,440 in available fund balance and \$45,000 of interest income, the proposed funding level is adjusted down to \$2,741,500. The FY18 funding level represents 1.7% increase from the FY17 adopted budget, due to projected claims expenses, use of fund balance, and adjustments to the internal administrative cost which includes additional funding for training, adjustments related to position reclassification study, adjusted chargeback model, and recognition of EOB rent.

Proposed funding is allocated as follows: 97% (or \$2,650,500) to the Park Fund; 3% (or \$83,900) is attributed to the Planning Department; nominal amounts for CAS Operations (\$5,900) and Enterprise Fund (\$1,200).



# Montgomery County Risk Management Internal Service Fund

## FY18 PROGRAM PRIORITIES

- Design and implement loss mitigation through risk assessments/protocols, safety programs, insurance, and loss transfer.
- Conduct regular audits of claims managements to promote cost effectiveness, coordinated return to work strategies, and proper case reserves.
- Develop and implement specialized training to address frequent causes of accidents/injuries.
- Continue to perform comprehensive assessment of site-specific emergency action protocols for all agency facilities.
- Develop and conduct monthly position-specific safety trainings for maintenance and trades personnel.

## **BUDGET AT A GLANCE**

		<u>FY17 Adopted</u>	<u>FY18 Proposed</u>	<u>% Change</u>	<u>% Allocated*</u>
<i>Montgomery County</i>					
<b>Budget</b>					
	Expenditures	\$ 3,235,155	\$ 3,359,940	3.9%	40.2%
<b>Staffing</b>					
	Funded Career Positions	3.00	3.00	0.0%	50.0%
	Funded Workyears	3.40	3.40	0.0%	50.0%
<i>Prince George's County</i>					
<b>Budget</b>					
	Expenditures	\$ 4,617,255	\$ 4,998,544	8.3%	59.8%
<b>Staffing</b>					
	Funded Career Positions	3.00	3.00	0.0%	50.0%
	Funded Workyears	3.40	3.40	0.0%	50.0%
<b>Combined Department Total</b>					
<b>Budget</b>					
	Expenditures	\$ 7,852,410	\$ 8,358,484	6.4%	100%
<b>Staffing</b>					
	Funded Career Positions	6.00	6.00	0.0%	100%
	Funded Workyears	6.80	6.80	0.0%	100%

\*Percent allocated is the amount of the Department's budget funded by each county



# Montgomery County Risk Management Internal Service Fund

## SUMMARY OF FY18 PROPOSED BUDGET

### MONTGOMERY COUNTY RISK MANAGEMENT INTERNAL SERVICE FUND Summary of Revenues, Expenses, and Changes in Fund Net Position PROPOSED BUDGET FISCAL YEAR 2018

	FY16 Actual	FY17 Adopted	FY17 Estimate	FY18 Proposed	% Change
Operating Revenues:					
Charges for Services:	\$	\$	\$	\$	
Parks	2,681,100	2,637,500	2,637,500	2,650,500	0.5%
Planning	46,400	52,400	52,400	83,900	60.1%
CAS	4,700	4,800	4,800	5,900	22.9%
Enterprise	38,000	500	500	1,200	140.0%
Miscellaneous (Claim Recoveries, etc.)	544,877	-	-	-	-
Total Operating Revenues	<u>3,315,077</u>	<u>2,695,200</u>	<u>2,695,200</u>	<u>2,741,500</u>	<u>1.7%</u>
Operating Expenses:					
Personnel Services	399,798	460,855	460,855	484,459	5.1%
Supplies and Materials	31,052	27,500	27,500	30,000	9.1%
Other Services and Charges:					
Insurance Claims:					
Parks	1,864,537	1,918,100	1,918,100	1,942,800	1.3%
Planning	(20,426)	51,700	51,700	65,500	26.7%
CAS	15,639	8,000	8,000	7,100	-11.3%
Enterprise	(4,654)	24,400	24,400	24,700	1.2%
Misc., Professional services, etc.	561,924	518,500	518,500	558,345	7.7%
Depreciation & Amortization Expense	1,252	-	-	-	-
Capital Outlay	53,086	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	256,280	226,100	226,100	247,036	9.3%
Total Operating Expenses	<u>3,158,488</u>	<u>3,235,155</u>	<u>3,235,155</u>	<u>3,359,940</u>	<u>3.9%</u>
Operating Income (Loss)	<u>156,589</u>	<u>(539,955)</u>	<u>(539,955)</u>	<u>(618,440)</u>	<u>14.5%</u>
Nonoperating Revenue (Expenses):					
Interest Income	42,451	40,000	40,000	45,000	12.5%
Loss on Sale/Disposal Assets	-	-	-	-	-
Total Nonoperating Revenue (Expenses):	<u>42,451</u>	<u>40,000</u>	<u>40,000</u>	<u>45,000</u>	<u>12.5%</u>
Income (Loss) Before Operating Transfers	<u>199,040</u>	<u>(499,955)</u>	<u>(499,955)</u>	<u>(573,440)</u>	<u>14.7%</u>
Operating Transfers In (Out):					
Transfer In	786,138	-	-	-	-
Transfer (Out)	(786,138)	-	-	-	-
Net Operating Transfer	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Change in Net Position	199,040	(499,955)	(499,955)	(573,440)	14.7%
Total Net Position - Beginning	5,485,272	4,950,427	5,684,312	5,184,357	4.7%
Total Net Position - Ending	<u>\$ 5,684,312</u>	<u>\$ 4,450,472</u>	<u>\$ 5,184,357</u>	<u>\$ 4,610,917</u>	<u>3.6%</u>
Designated Position	2,892,000	3,346,497	3,346,497	3,310,416	-1.1%
Unrestricted Position	2,792,312	1,103,975	1,837,860	1,300,501	17.8%
Total Net Position, June 30	<u>\$ 5,684,312</u>	<u>\$ 4,450,472</u>	<u>\$ 5,184,357</u>	<u>\$ 4,610,917</u>	<u>3.6%</u>

Note: Allocation of administrative expense paid to Montgomery County for insurance pool management

Parks	\$ 446,127	\$ 416,500	\$ 416,500	\$ 438,900	5.4%
Planning	11,414	11,300	11,300	14,800	31.0%
CAS	1,284	1,700	1,700	1,600	-5.9%
Enterprise	16,740	5,300	5,300	5,600	5.7%
Total	<u>\$ 475,565</u>	<u>\$ 434,800</u>	<u>\$ 434,800</u>	<u>\$ 460,900</u>	<u>6.0%</u>

Note: Internal Service Funds' actuals reflect the appropriate accounting treatment of debt principal, capital outlay and depreciation as reported in the CAFR; however, the budget for these funds is prepared on a cash requirements basis.



# Montgomery County

## Capital Equipment Internal Service Fund

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### EXECUTIVE OVERVIEW

The Commission's Capital Equipment Internal Service Fund (CEISF) was set up to establish an economical method of handling large equipment purchases. The fund spreads the cost of an asset over its useful life instead of burdening any one fiscal year with the expense. Considerable savings are realized over the life of the equipment through the use of the CEISF.

Departments use the CEISF to finance the purchase of equipment having a useful life of at least six (6) years. All revenue and costs associated with the financing of such equipment are recorded in the Internal Service Fund. All equipment is financed on a tax exempt basis, resulting in considerable interest savings. The participating departments are charged an annual rental payment based on the life of the equipment.

### HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

The financing authority of the CEISF may be carried over from year to year. This means that if the total authorized amount of financing is not utilized during a particular fiscal year any remaining funding may be carried over to succeeding fiscal years. Approval of the budget gives the Commission's Secretary-Treasurer and other officers authority to carry out financing for this fund at such time and on such terms as is believed to be advantageous to the Commission without additional action by the Commission or a Planning Board.

For FY18, the Commission proposes the purchase and financing of \$6,150,000 in capital outlay expenses in the CEISF. This consists of:

- Planning Department - \$500,000 (split with Parks, \$450,000 to fund the replacement of the IT backbone infrastructure; and \$50,000 for a replacement GIS database server)
- Department of Parks - \$5,400,000 (\$500,000 - see above for portion split with Planning; and \$100,000 to fund Virtual Desktop Infrastructure; \$30,000 for expansion of wireless access for parks visitors; \$928,000 for equipment and vehicles associated with New Initiative requests; and \$3,842,000 for replacement of older vehicles and equipment that have exceeded their useful life)
- Finance Department - \$250,000 (SAN replacement)



# Montgomery County Capital Equipment Internal Service Fund

## SUMMARY OF FY18 PROPOSED BUDGET

### MONTGOMERY COUNTY CAPITAL EQUIPMENT INTERNAL SERVICE FUND Summary of Revenues, Expenses, and Changes in Fund Net Position PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Operating Revenues:</b>					
Charges to Departments	\$ -	\$ -	\$ -	\$ 95,000	-
Planning	-	-	-	95,000	-
Parks	2,755,000	1,881,000	1,881,000	2,498,500	32.8%
Finance	74,150	101,650	101,650	113,000	11.2%
Miscellaneous (Sale of Equipment, etc.)	23,329	-	-	-	-
Total Operating Revenues	<u>2,852,479</u>	<u>1,982,650</u>	<u>1,982,650</u>	<u>2,706,500</u>	<u>36.5%</u>
<b>Operating Expenses:</b>					
Personnel Services	-	-	-	-	-
Supplies and Materials	28,888	-	-	-	-
Other Services and Charges:	31,727	-	-	-	-
Debt Service:					
Debt Service Principal	-	903,200	903,200	1,517,350	68.0%
Debt Service Interest	-	233,250	233,250	391,850	68.0%
Depreciation & Amortization Expense	1,750,747	-	-	-	-
Capital Outlay	-	2,650,000	2,650,000	6,150,000	132.1%
Other Classifications	-	-	-	-	-
Chargebacks	31,500	40,675	40,675	40,951	0.7%
Total Operating Expenses	<u>1,842,862</u>	<u>3,827,125</u>	<u>3,827,125</u>	<u>8,100,151</u>	<u>111.7%</u>
Operating Income (Loss)	<u>1,009,617</u>	<u>(1,844,475)</u>	<u>(1,844,475)</u>	<u>(5,393,651)</u>	<u>192.4%</u>
<b>Nonoperating Revenue (Expenses):</b>					
Debt Proceeds	-	2,650,000	2,650,000	6,150,000	132.1%
Interest Income	4,400	3,000	3,000	3,000	0.0%
Interest Expense, Net of Amortization	-	-	-	-	-
Loss on Sale/Disposal Assets	95,983	-	-	-	-
Total Nonoperating Revenue (Expenses):	<u>100,383</u>	<u>2,653,000</u>	<u>2,653,000</u>	<u>6,153,000</u>	<u>131.9%</u>
Income (Loss) Before Operating Transfers	<u>1,110,000</u>	<u>808,525</u>	<u>808,525</u>	<u>759,349</u>	<u>-6.1%</u>
<b>Operating Transfers In (Out):</b>					
Transfer in	200,342	-	-	-	-
Transfer (Out)	(805,550)	-	-	-	-
Net Operating Transfer	<u>(605,208)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Change in Net Position	<u>504,792</u>	<u>808,525</u>	<u>808,525</u>	<u>759,349</u>	<u>-6.1%</u>
Total Net Position - Beginning	<u>8,668,359</u>	<u>8,441,776</u>	<u>9,173,151</u>	<u>9,981,676</u>	<u>18.2%</u>
Total Net Position - Ending	<u>\$ 9,173,151</u>	<u>\$ 9,250,301</u>	<u>\$ 9,981,676</u>	<u>\$ 10,741,025</u>	<u>16.1%</u>

Note: Future Financing Plans

Capital equipment financed for Planning	\$ -	\$ -	\$ 500,000
Capital equipment financed for Parks	2,400,000	2,400,000	5,400,000
Capital equipment financed for Finance	250,000	250,000	250,000

Note: Internal Service Funds' actuals reflect the appropriate accounting treatment of debt principal, capital outlay and depreciation as reported in the CAFR; however, the budget for these funds is prepared on a cash requirements basis.



# Montgomery County

## Commission-wide CIO & IT Initiatives Internal Service Fund

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### MISSION

The Chief Information Officer (CIO) reports to the Executive Committee to ensure Commission-wide focus on technology systems. The CIO is responsible for strategic planning for the enterprise-wide IT systems in collaboration with departments to meet business needs. The CIO also functions as the Commission's Chief Technology Security Officer. The Office of the CIO (OCIO) has its own office space in the Executive Office Building in the suite of the Office of the Executive Director.

### Executive Overview

Working in collaboration with the Chief Technology Officers of each department and the Information Technology Council the Office of the Chief Information Officer (OCIO) has submitted the FY 18 budget with the following highlights.

Fiscal year 2017 (FY17) has seen continued success in identifying required policy enhancements in the face of increased information technology security threats and breaches. The OCIO recruited two Project Managers in our endeavor to establish the Project Management Office (PMO.) The Project Managers hit the ground running on learning the Commission's technology landscape, getting started with IT Project priorities and preparing PMO related formalities. Several project monitoring and tracking tools are being reviewed and soon a final selection will be made. The OCIO worked closely with the Office of Internal Audit to review of our information technology environment and the policies that govern it, identified gaps and made recommendations. Our focus is to ensure that the integrity and confidentiality of Commission's data is protected under all circumstances. A comprehensive security assessment will be carried out and recommendations will be promptly implemented to ensure that the Commission's environment is able to face all types of threats in the increasingly changing technology environment. Additionally, working with the Information Technology Council we are setting project priorities to ensure that projects are aligned with Commissions goals and objectives.

### OCIO Budget Overview

The proposed FY18 expenditure budget is \$1,087,133 representing a \$314,611 (40.7%) increase from the FY17 adopted levels. Montgomery County's portion of this budget is \$456,516. This is mainly due to new positions to support the OCIO to move projects forward that are essential to achieve business excellence in line of Commissions objectives and goals.

### Commission-wide IT Initiatives

The budget request for the IT Initiatives was developed with the Chief Technology Officers and was vetted and approved by the Information Technology Council. The OCIO requests authority to spend \$ 1,590,400 in FY18. This consists of \$1,395,000 for new projects, and \$195,400 for debt service for the Alliance Security System replacement that budgeted in FY17 and debt funded. The planned projects are:

- Microsoft Licenses – Annual enterprise agreement
- Kronos – Annual Cloud hosting and related services
- Adobe - Annual enterprise agreement
- Website – Annual hosting and support
- Security Assessment – Annual assessment



# Montgomery County

## Commission-wide CIO & IT Initiatives Internal Service Fund

In addition, the IT Council approved three additions to the FY18 work plan – all funded with from previously appropriated funds:

- ERP – Enhancements
- EAM – Enhancements
- Active Directory, Phase 4

By comparison the adopted budget for FY17 initiatives was \$ 2,290,000.

### OCIO Operating Budget requests

Base Budget increases consist primarily of full costs of newly filled positions, increased pension costs, and the new charge for the Office’s use of EOB space. Proposed Changes consist of:

- IT Security Officer (6 months – mid-year hire) - The addition of the IT Officer position is essential to securing and safeguarding Commission’s data. The IT Security Officer Position (ITSO) serves as a resource regarding matters of information security and reports the status of ongoing information security activities to the CIO and IT Council.
- IT business Systems Analyst - The Analyst will be instrumental in proficiently vetting requirements and transforming them into technical requirements. This role will assist in defining and forming new ERP and EAM related improvement requirements and managing all the technical implementation lifecycle in the PMO office.
- Convert the part time Admin Support position to a Full time position. The OCIO has added professional training for the new staff – To ensure that the OCIO office is staffed with an administrative staff of the right caliber to carry out technology related duties well beyond the typical administrative tasks.

	FY 16 Actual		FY 17 Adopted		FY 18 Proposed	
	POS	WYS	POS	WYS	POS	WYS
<b><u>CIO/CWIT</u></b>						
Full-Time Career	1.50	1.50	1.50	1.50	3.00	3.00
Part-Time Career	0.50	0.25	0.50	0.25	-	-
<b>Career Total</b>	<b>2.00</b>	<b>1.75</b>	<b>2.00</b>	<b>1.75</b>	<b>3.00</b>	<b>3.00</b>



# Montgomery County Commission-wide CIO & IT Initiatives Internal Service Fund

## SUMMARY OF FY18 PROPOSED BUDGET

### MONTGOMERY COUNTY COMMISSION-WIDE CIO & IT INITIATIVES INTERNAL SERVICE FUND Summary of Revenues, Expenses, and Changes in Fund Net Position PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Operating Revenues:</b>					
Charges to Departments/Funds	\$	\$	\$	\$	
DHRM	9,897	12,300	12,300	32,162	161.5%
CIO	-	-	-	2,500	-
Finance	15,591	57,210	57,210	98,054	71.4%
Legal	6,303	7,890	7,890	23,142	193.3%
Internal Audit	200	250	250	6,950	2680.0%
Parks	175,190	312,290	312,290	537,701	72.2%
Planning	76,860	385,460	385,460	290,238	-24.7%
Enterprise	3,500	3,500	3,500	3,500	0.0%
Miscellaneous (Sale of Equipment, etc.)	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>287,541</b>	<b>778,900</b>	<b>778,900</b>	<b>994,247</b>	<b>27.6%</b>
<b>Operating Expenses:</b>					
Personnel Services	37,943	237,409	237,409	358,171	50.9%
Supplies and Materials	13,866	2,061	2,061	20,144	877.4%
Other Services and Charges:	329,938	949,464	949,464	572,501	-39.7%
<b>Debt Service:</b>					
Debt Service Principal	-	-	-	30,283	-
Debt Service Interest	-	-	-	7,820	-
Depreciation & Amortization Expense	75,207	-	-	-	-
Capital Outlay	-	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>456,954</b>	<b>1,188,934</b>	<b>1,188,934</b>	<b>988,919</b>	<b>-16.8%</b>
<b>Operating Income (Loss)</b>	<b>(169,413)</b>	<b>(410,034)</b>	<b>(410,034)</b>	<b>5,328</b>	<b>-101.3%</b>
<b>Nonoperating Revenue (Expenses):</b>					
Debt Proceeds	-	344,000	344,000	-	-100.0%
Interest Income	5,479	-	-	-	-
Interest Expense, Net of Amortization	-	-	-	-	-
Loss on Sale/Disposal Assets	(6,477)	-	-	-	-
<b>Total Nonoperating Revenue (Expenses):</b>	<b>(998)</b>	<b>344,000</b>	<b>344,000</b>	<b>-</b>	<b>-100.0%</b>
<b>Income (Loss) Before Operating Transfers</b>	<b>(170,411)</b>	<b>(66,034)</b>	<b>(66,034)</b>	<b>5,328</b>	<b>-108.1%</b>
<b>Operating Transfers In (Out):</b>					
Transfer in	-	-	-	-	-
Transfer (Out)	(80,137)	-	-	-	-
<b>Net Operating Transfer</b>	<b>(80,137)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Change in Net Position</b>	<b>(250,548)</b>	<b>(66,034)</b>	<b>(66,034)</b>	<b>5,328</b>	<b>-108.1%</b>
<b>Total Net Position - Beginning</b>	<b>1,947,093</b>	<b>1,722,350</b>	<b>1,722,350</b>	<b>1,656,316</b>	<b>-3.8%</b>
<b>Total Net Position - Ending</b>	<b>\$ 1,696,545</b>	<b>\$ 1,656,316</b>	<b>\$ 1,656,316</b>	<b>\$ 1,661,644</b>	<b>0.3%</b>

Note: Future Financing Plans

Capital equipment financed for IT Initiatives \$ 344,000 \$ 344,000 \$ -

Note: Internal Service Funds' actuals reflect the appropriate accounting treatment of debt principal, capital outlay and depreciation as reported in the CAFR; however, the budget for these funds is prepared on a cash requirements basis.





# Montgomery County

## Commission-wide Executive Office Building Internal Service Fund

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### MISSION AND OVERVIEW

The Commission-wide Executive Office Building Internal Service Fund accounts for expenses related to housing Central Administrative Services (CAS) operations which include departments of Finance, Legal, Human Resources and Management; the Internal Audit Division; the Office of the Chief Information Officer; and the Merit System Board.

All CAS operations, with the exception of the Office of Internal Audit, are located primarily within the Executive Office Building (EOB) at 6611 Kenilworth Avenue in Riverdale, Maryland. The EOB, which was built in 1968, serves as the headquarters for bi-County support to the agency.

The EOB also houses the Employees' Retirement System, and the Prince George's County Parks and Recreation Department's Information Technology and Communications Division and the Park Planning and Development Engineering Section, all of which help offset the operations costs for EOB. The Office of Internal Audit is located at an offsite leased space due to space shortages within the EOB.

The EOB proposed budget supports two employees who are responsible for the daily maintenance, repair, and operation of the building and surrounding property. Staff also provides support to offsite Internal Audit Offices. Major maintenance projects include repair/replacement of failing mechanical systems, reconstruction/renovations due to routine use, maintenance of security systems, and, compliance with regulatory and workplace safety standards (e.g. fire, elevator, electrical, OSHA, MOSH, EPA, and the Americans with Disability Act), emergency preparedness, planned lifecycle asset replacement, and fleet vehicle oversight.

#### Staffing

This fund includes 2.0 positions and 2.0 workyears. No changes in positions or workyears are proposed.

### HIGHLIGHTS AND MAJOR CHANGES IN FY18 PROPOSED BUDGET

For FY18, the EOB budget is \$1,577,000. After use of fund balance of \$220,000 to address critical, non-routine repairs, the budget reflects a 13.6% increase.

The EOB was built in 1968. Because it is nearly 50 years old, with many original systems and design elements, it poses a number of structural, operational, and space design challenges. A feasibility study was launched with a consultant, Environmental Management Group Corporation (EMG), to determine the long-term viability and cost/benefit comparison of remaining in EOB vs. relocation. EMG specializes in real estate life cycle planning and management.

The feasibility study includes four phases. The initial phases of the feasibility study evaluated immediate needs that must be addressed - regardless of the decision to remain in the present EOB building or relocate. The secondary phases, which are underway, identify viable long term recommendations based on the cost/benefit analysis of remaining at EOB over the next 20 years (with needed improvements) versus other lease/purchase options that are conveniently located to operating departments/vendors/ and other customers, as well as public transit.



## Montgomery County

### Commission-wide Executive Office Building Internal Service Fund

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While viable alternates are being identified, repairs and maintenance on the EOB largely have focused on the most critical items identified through a comprehensive property assessment study. The study identified immediate repairs to mechanical systems, roofing, elevators, HVAC, and fire protection systems which were needed to address failing systems, service interruptions, and compliance with building codes and safety regulations (e.g., fire, elevator, electrical, federal OSHA, MOSH, EPA, and the ADA). Many systems were found to be original to the building and had far exceeded their expected life cycle use. Others had not been adequately maintained during the prior 15 years of occupancy, thus necessitating immediate attention.

Unless relocation is found to be a viable option, the FY18 budget presents needed funding to implement more substantive structural and other repairs to EOB that were identified by EMG. In the short term, the budget must be increased for multiyear capital improvement projects, including replacement of the external curtain wall which has significantly deteriorated (additional details on next page).

- **Revenue to the Fund:**

Revenue to the fund is provided annually through operational occupancy charges to the tenant departments/operations based on allocated space. The occupancy rate is based on the per square footage cost from anticipated costs to operate the building, ensure a clean/safe and secure worksite for occupants and visitors, and address planned repairs and maintenance to the building. The cost per square foot covers facility maintenance and repairs, mechanical systems, janitorial services, security and electronic access systems, and grounds maintenance.

The proposed budget includes an occupancy rate adjustment of 13% (from \$22.97 to \$26.00/sq. ft.) and use of \$220,000 in fund balance.

- \$1,352,000 is projected from occupancy revenue,
- \$5,000 in interest income, and
- \$220,000 from the use of fund balance.

- **Expenditures in the Fund:**

- Personnel Services: The EOB/CAS Facility Operations are maintained by two facilities staff (facility superintendent and maintenance helper) who manage day to day operations of the building on mechanical systems, perform the majority of needed repairs, and address occupant concerns. Extensive and daily maintenance is required to operate a multi-story building and its grounds, thus requiring the facilities staff to focus primarily on technical repairs, testing and maintenance.
- Supplies and Materials: This category covers building supplies and parts, HVAC refrigerant and lubricants, and technology/security software/supplies (badges, key cards, etc.). Supplies increased \$14,000 to reflect ongoing and planned maintenance needs.
- Other Services and Charges (OSC): This component includes expenses for utilities, maintenance of major mechanical, janitorial, and operating services (elevator, HVAC, electrical, roofing), building repairs/improvements, and chargebacks. Expenses in this category increased 8% (\$47,170) primarily due to needed repairs and upgrades (e.g., upgrading electrical components and repairs to exterior structural cracks).



## Montgomery County

### Commission-wide Executive Office Building Internal Service Fund

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- Capital Projects: This category includes capital expenses for structural building improvements, machinery, and equipment (boilers, generators, etc.). Expenses in this category increased by \$330,880. Costs include funding for the first phase of curtain wall replacement, which is estimated at \$500,000 by consultant EMG. The total increase was offset by savings accomplished by heavier reliance on skilled internal facilities staff to conduct some machinery and equipment updates.

#### **FY18 Priorities and Major Known Commitments**

The FY18 Budget covers the ongoing maintenance, operation, and regular repairs of CAS facility operations. Due to the aging infrastructure of the EOB, the budget also includes phased in, critical structural improvements to the EOB facility, as identified by the previously mentioned comprehensive facility study. Significant planned projects in FY18 are highlighted below.

- Curtain Window Replacement (\$500,000 Capital Projects): The exterior walls of the EOB are constructed using a curtain wall design (single pane glass windows and metal mounts set in concrete masonry frames). The curtain wall is original to the building, which was constructed in 1968. Over the years, the life of the windows has been extended through periodic repairs to broken/damaged glass and window seals. However, repairs have become less effective with the continued aging and deteriorating of the curtain wall. The independent facility assessment, conducted by consultant EMG, identified that the curtain wall has well exceeded its useful life of 35 years, and requires immediate replacement due to structural concerns including bowing of window frames, damaged mortar, and cracked windows/seals. The replacement of the window curtain will address these issues and provide enhanced energy efficiency.
- Planned Building Improvements (\$120,000 Capital Outlay): Much of the electrical system is original to the building's construction. While critical repairs are being addressed, more significant reconfiguration is needed to support current operations and enhance safety. Other required modifications include ensuring continued compliance with the ADA and building/local codes, as well as mechanical upgrades of operating systems that have surpassed their life cycle and require an increasing number of repairs. Additionally, repairs and renovations will be needed to repurpose spaces currently being used by one of the building tenants that is planning to relocate to a different facility in FY18.
- HVAC (\$42,880 Capital Outlay): The EOB building was designed to allow work spaces to be located primarily along perimeter walls. However, space shortages have required us to repurpose other areas located in the core building space. This has resulted in notable heating/ventilation concerns, including stagnant airflow, inconsistent heating/cooling, variable moisture levels, and inefficient use of energy.

The FY18 program will include continued phased-in replacement of aging perimeter window HVAC units. These units have exceeded their life cycle and require an increasing number of repairs. Furthermore, the units rely on Freon 22 as the cooling agent. The EPA has established a mandate to phase out the use of this type of Freon. All manufacturers of air conditioning and heating equipment are now required by law to only produce HVAC equipment that uses the new, environmentally friendly, R-410A Freon. In 2020, Freon R-22 will become completely obsolete and extinct. The phased-in replacement uses energy efficient units that will result in lower energy consumption, reduce staff time for repairs, and comply with new EPA regulations. The units will also allow us to meet the mandates of the Commission's Sustainability Policy.



# Montgomery County Commission-wide Executive Office Building Internal Service Fund

## SUMMARY OF FY18 PROPOSED BUDGET

### COMMISSION-WIDE EXECUTIVE OFFICE BUILDING INTERNAL SERVICE FUND Summary of Revenues, Expenses, and Changes in Fund Net Position PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Operating Revenues:</b>					
Charges for Services:	\$	\$	\$	\$	
Office Space Rental- PGC Parks and Rec.	212,449	212,449	212,449	126,178	-40.6%
Retirement System	88,822	96,015	96,015	108,680	13.2%
Chief Information Office	-	-	-	59,644	-
Risk Management	-	-	-	54,808	-
Group Insurance	-	-	-	65,338	-
CAS Departments	885,976	885,976	885,976	937,352	5.8%
Miscellaneous (Claim Recoveries, etc.)	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>1,187,247</b>	<b>1,194,440</b>	<b>1,194,440</b>	<b>1,352,000</b>	<b>13.2%</b>
<b>Operating Expenses:</b>					
Personnel Services	186,748	250,295	250,295	240,805	-3.8%
Supplies and Materials	36,012	21,500	21,500	35,500	65.1%
Other Services and Charges:	344,347	590,645	590,645	637,815	8.0%
Debt Service:					
Debt Service Principal	-	-	-	-	-
Debt Service Interest	-	-	-	-	-
Depreciation & Amortization Expense	165,984	-	-	-	-
Other Financing Uses	-	-	-	-	-
Capital Outlay	-	332,000	332,000	662,880	99.7%
Other Classifications	-	-	-	-	-
Chargebacks - Finance Dept.	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>733,091</b>	<b>1,194,440</b>	<b>1,194,440</b>	<b>1,577,000</b>	<b>32.0%</b>
<b>Operating Income (Loss)</b>	<b>454,156</b>	<b>-</b>	<b>-</b>	<b>(225,000)</b>	<b>-</b>
<b>Nonoperating Revenue (Expenses):</b>					
Interest Income	7,181	-	-	5,000	-
Interest Expense, Net of Amortization	-	-	-	-	-
Loss on Sale/Disposal Assets	-	-	-	-	-
<b>Total Nonoperating Revenue (Expenses):</b>	<b>7,181</b>	<b>-</b>	<b>-</b>	<b>5,000</b>	<b>-</b>
<b>Income (Loss) Before Operating Transfers</b>	<b>461,337</b>	<b>-</b>	<b>-</b>	<b>(220,000)</b>	<b>-</b>
<b>Operating Transfers In (Out):</b>					
Transfer In	-	-	-	-	-
Transfer (Out)	-	-	-	-	-
<b>Net Operating Transfer</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Change in Net Position</b>	<b>461,337</b>	<b>-</b>	<b>-</b>	<b>(220,000)</b>	<b>-</b>
<b>Total Net Position - Beginning</b>	<b>3,369,981</b>	<b>3,369,981</b>	<b>3,831,318</b>	<b>3,831,318</b>	<b>13.7%</b>
<b>Total Net Position - Ending</b>	<b>\$ 3,831,318</b>	<b>\$ 3,369,981</b>	<b>\$ 3,831,318</b>	<b>\$ 3,611,318</b>	<b>7.2%</b>

Note: Internal Service Funds' actuals reflect the appropriate accounting treatment of debt principal, capital outlay and depreciation as reported in the CAFR; however, the budget for these funds is prepared on a cash requirements basis.

	FY 16 Actual		FY 17 Adopted		FY 18 Proposed	
	POS	WYS	POS	WYS	POS	WYS
<b>EXECUTIVE OFFICE BUILDING</b>						
Full-Time Career	2.00	2.00	2.00	2.00	2.00	2.00



# Montgomery County

## Commission-wide Group Insurance Internal Service Fund

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### EXECUTIVE OVERVIEW

The Commission's Group Insurance Fund accounts for the costs associated with providing health insurance benefits to active and retired employees. The Fund revenues include employer, employee and retiree share of insurance premiums. Medicare Part D provides a subsidy. The Flexible Spending program is also a part of this fund.

As an internal service fund, the Fund covers all active employees with health and other insurance coverage in the operating departments and retirees eligible for health benefits. The premiums paid through the operating department insurance costs constitute most of the revenue, 79.4%. Revenue from employee and retiree share of the premiums makes up 17.6% of revenue, with the Medicare subsidy and interest income making up the balance. The fund is treated as a Commission-wide fund because its costs are not specifically generated by either county. Rather, the costs represent the total health insurance pool cost. In addition, OPEB Paygo costs are paid through the Group Insurance Fund.

The Group Insurance program is part of the Department of Human Resources and Management. It is staffed by 5 full-time positions plus a term contract position.

### **Highlights and Major Changes in the FY18 Proposed Budget**

The Proposed FY18 expenditure budget is \$60.03 million, which reflects a 4.9 % increase over the FY17 Adopted Budget. This increase stems from claims, adjustments to chargebacks; and professional services which now reflects the Group Insurance portion of EOB rent in the amount of \$65,338 that was previously funded from the Administrative Fund.

The FY18 Proposed Budget reflects the effect of previously negotiated changes in employee health insurance cost share and the increase in retiree health insurance cost share. The administrative expenses are factored into the health insurance rates, and are paid through the premiums paid by the employer and employee.

The FY18 Proposed Budget contains a designated reserve of \$5.4 million, which is sufficient to meet the 9.0% of total operating expense reserve policy. A summary of the Proposed Budget is shown on the next page.

### **Essential Need**

FY18 proposed budget includes converting the term contract position to a merit position. The Health and Wellness Specialist - term contract position works independently, with minimal direction from the Benefits Manager. The work is at an advanced professional level on a Commission-wide basis. This individual manages the wellness program in its entirety, to making presentations to senior level management. As a subject matter expert this individual is assigned to highly specialized projects that are of high importance to the Commission. Development of the wellness program will lead to establishing new policies and practices.

The program has only been in place for a year. That is typically not enough time to see a change in medical costs, employee productivity or sick days. This work is continuous and requires a dedicated full-time staff person to oversee the program.



# Montgomery County Commission-wide Group Insurance Internal Service Fund

## SUMMARY OF FY18 PROPOSED BUDGET

### COMMISSION-WIDE GROUP HEALTH INSURANCE INTERNAL SERVICE FUND Summary of Revenues, Expenses, and Changes in Fund Net Position PROPOSED BUDGET FISCAL YEAR 2018

	FY 16 Actual	FY 17 Adopted	FY 17 Estimate	FY 18 Proposed	% Change
<b>Operating Revenues:</b>					
Intergovernmental	\$	\$	\$	\$	
EGWP Subsidy	1,034,165	1,200,000	1,200,000	1,769,000	47.4%
<b>Charges for Services:</b>					
Employer Contribution, Other	18,624	15,900	15,900	13,900	-12.6%
Employee/Retiree Contributions	10,001,553	10,137,524	10,137,524	10,421,294	2.8%
Contributions/Premiums, Employer	36,650,990	45,795,360	45,795,360	47,113,812	2.9%
Miscellaneous (Claim Recoveries, etc.)	20,510	-	-	-	-
<b>Total Operating Revenues</b>	<b>47,725,842</b>	<b>57,148,784</b>	<b>57,148,784</b>	<b>59,318,006</b>	<b>3.8%</b>
<b>Operating Expenses:</b>					
Personnel Services	715,052	739,799	739,799	700,198	-5.4%
Supplies and Materials	15,619	50,000	50,000	50,000	0.0%
<b>Other Services and Charges:</b>					
Professional Services	331,810	595,000	595,000	662,203	11.3%
Insurance Claims and Fees	36,218,524	47,338,073	47,338,073	50,052,368	5.7%
Insurance Premiums	8,355,215	8,195,394	8,195,394	8,210,772	0.2%
Change in IBNR	618,267	-	-	-	-
Other Classifications	-	-	-	-	-
Chargebacks	323,740	318,518	318,518	360,386	13.1%
<b>Total Operating Expenses</b>	<b>46,578,227</b>	<b>57,236,784</b>	<b>57,236,784</b>	<b>60,035,927</b>	<b>4.9%</b>
<b>Operating Income (Loss)</b>	<b>1,147,615</b>	<b>(88,000)</b>	<b>(88,000)</b>	<b>(717,921)</b>	<b>715.8%</b>
<b>Non-operating Revenue (Expenses):</b>					
Interest Income	60,265	15,000	15,000	60,000	300.0%
<b>Total Non-operating Revenue (Expenses)</b>	<b>60,265</b>	<b>15,000</b>	<b>15,000</b>	<b>60,000</b>	<b>300.0%</b>
<b>Income (Loss) Before Operating Transfers</b>	<b>1,207,880</b>	<b>(73,000)</b>	<b>(73,000)</b>	<b>(657,921)</b>	<b>801.3%</b>
<b>Operating Transfers In (Out):</b>					
Transfer In	-	-	-	-	-
Transfer (Out)	-	-	-	-	-
<b>Net Operating Transfer</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Change in Net Position</b>	<b>1,207,880</b>	<b>(73,000)</b>	<b>(73,000)</b>	<b>(657,921)</b>	<b>801.3%</b>
<b>Total Net Position, Beginning</b>	<b>13,648,205</b>	<b>12,756,217</b>	<b>14,856,085</b>	<b>14,783,085</b>	<b>15.9%</b>
<b>Total Net Position, Ending</b>	<b>14,856,085</b>	<b>12,683,217</b>	<b>14,783,085</b>	<b>14,125,164</b>	<b>11.4%</b>
<b>Designated Position</b>	<b>4,168,336</b>	<b>4,865,127</b>	<b>4,865,127</b>	<b>5,403,233</b>	<b>11.1%</b>
<b>Unrestricted Position</b>	<b>10,687,749</b>	<b>7,818,090</b>	<b>9,917,958</b>	<b>8,721,931</b>	<b>11.6%</b>
<b>Total Net Position, June 30</b>	<b>\$ 14,856,085</b>	<b>\$ 12,683,217</b>	<b>\$ 14,783,085</b>	<b>\$ 14,125,164</b>	<b>11.4%</b>

Policy requires a reserve equal to 9% of Total Operating Expense



# Montgomery County

## Commission-wide Group Insurance Internal Service Fund

	FY 16 Actual		FY 17 Adopted		FY 18 Proposed	
	POS	WYS	POS	WYS	POS	WYS
<b><u>COMMISSION-WIDE GROUP INSURANCE FUND</u></b>						
Full-Time Career	5.00	5.20	5.00	5.20	6.00	6.20
Part-Time Career	-	-	-	-	-	-
<b>Career Total</b>	<b>5.00</b>	<b>5.20</b>	<b>5.00</b>	<b>5.20</b>	<b>6.00</b>	<b>6.20</b>
Term Contract	1.00	1.00	1.00	1.00	-	-
Seasonal/Intermittent	-	-	-	-	-	-
<b>Subtotal Commissioner's Office</b>	<b>6.00</b>	<b>6.20</b>	<b>6.00</b>	<b>6.20</b>	<b>6.00</b>	<b>6.20</b>



# Appendices



**APPENDICES**

Glossary ..... 324  
Acronyms ..... 329  
Historical Data..... 332  
Pay Schedules ..... 340



# Montgomery County

## Appendices - Glossary

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**Accrual Basis of Accounting**- The method of accounting used for Enterprise and Internal Service Funds. Revenues are generally recorded when earned. Expenses are recorded when a liability is incurred, regardless of the timing of related cash flows.

**Administration Fund/Tax**- Those funds approved to finance planning and administrative support activities.

**Adopted Budget**- The Commission's budget as approved by the County Councils, including tax rates and expenditure limits by fund and division or operating unit. The Adopted Budget is printed in brief form without text.

**Advance Land Acquisition Revolving Fund (ALARF)**- The Revolving Fund is a source of disbursements for highways, streets, school sites and other public purposes. It was originally financed by a Bond Issuance and is serviced through a dedicated property tax. The revolving fund is maintained by reimbursements from agencies for which the Commission bought the land.

**Appropriation**- Authority to spend money within a specified dollar limit for an approved work program during the fiscal year. The County Council makes these appropriations for each category of spending.

**Assessable Base**- The total assessed value of the real and commercial personal property in the districts in which the Commission operates. Assessed value of property is determined by the Maryland State Department of Assessments and Taxation. The tax rates (approved by the County Councils) are applied to the assessable bases in each district to produce the Commission's tax revenue. (See Tax Rate). The assessable base can vary by fund within the County. The Advance Land Acquisition and Recreation Funds cover the entire County, while certain municipalities and unincorporated areas of the Counties are excluded from the Administration and Park Fund assessable bases.

**Authorized Positions**- The number of positions shown by the budget in the approved personnel complement.

**Balanced Budget**- A budget whose revenues and other financing sources together equal the expenditures, other uses, and required funds.

**Bonds**- Bonds are debt and are issued for a period of more than one year. The U.S. government, local governments, water districts, companies and many other types of institutions sell bonds. When an investor buys bonds, he or she is lending money. The seller of the bond agrees to repay the principal amount of the loan at a specified time. Interest-bearing bonds pay interest periodically.

**Budget**- A detailed schedule of estimated revenues and expenditures for a specified period. (See Operating Budget)

**Capital Improvement Program (CIP)**- A six-year program describing major real property purchases, renovation and construction projects. The **first year** of the CIP is designated the **Capital Budget**. Years two through six reflect the capital program and are subject to future modification. In Prince George's County the Commission submits its CIP to the County by January 15<sup>th</sup> every year and in Montgomery County by November 1<sup>st</sup> in every odd numbered year.

**Capital Outlay**- Funds in the **operating budget** for capital purchases other than land and improvements to the land, such as some furniture, vehicles, and equipment. To qualify as a capital outlay, an item must be a fixed asset and have a unit cost (the total cost to obtain one fully functioning asset) of \$10,000 or more. Capital outlay items are not as extensive as items in the Capital Budget.

**Central Administrative Services (CAS)**- The Commission's centralized core administrative departments (Human Resources and Management, Finance, Internal Audit, Legal, Merit System Board) that are funded jointly by Prince George's and Montgomery Counties.

**Chargebacks**- Charges made by a department to other departments to recover all or a portion of the costs incurred to provide a specific service to those departments. These recoveries may be within the same fund or they may be from one fund to another. The expense appears under Other Classifications in the Commission structure.

**Commission-wide Chief Information Officer (CIO) & IT Initiatives Internal Service Fund**- The Commission's unit responsible for technology systems, technology security, and strategic planning for enterprise-wide IT systems.

**Collective Bargaining Agreement**- A legally binding contract between the Commission as an



# Montgomery County

## Appendices - Glossary

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employer and a certified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salaries, or employee benefits.)

**Cost of Living Adjustment (COLA)**-Funds approved by the County Councils to increase career employees' salaries to make up (sometimes in-part) for the annual change in the Cost-of-Living rate as reported by the Bureau of Labor Statistics for the Washington-Baltimore Metropolitan Area.

**Debt Service**- The amount of funds needed to re-pay principal and interest on outstanding bonded indebtedness.

**Depreciation**- Amount allocated during a financial period to amortize the cost of acquiring capital assets over the useful life of those assets.

**Encumbrance**- A commitment within an organization to use funds for a specific purpose; there is a legal obligation to spend in the future. Encumbrances allow organizations to recognize future commitments of resources prior to an actual expenditure. A purchase order is a typical encumbrance transaction.

**Enterprise Funds**- Those funds which account for the operation and maintenance of various facilities (such as golf courses and ice rinks) and services that are entirely or primarily supported by user fees. These activities are similar to businesses operated by private enterprise.

**Fiscal Year (FY)**- The Commission's fiscal year, extending from July 1 in one calendar year to June 30 in the next. Where only a two-digit number is shown, e.g., FY 18 the year ending June 30 of the number shown is intended. (June 30, 2018, in this case).

**Fringe Benefits Costs**- Funds authorized for the Commission's share of the cost of employees' social security, retirement, health and life insurance.

**Fund**- A set of accounts reserved for particular types of revenues and expenditures for services such as parks, planning and administration. Funds are created to assure clear compliance with the Land Use Article of the Annotated Code of Maryland, and with accounting standards and practices.

**Fund Balance**- Amounts left unexpended or unencumbered in a fund at the end of a fiscal year that can be used either to support budget amendments for unanticipated projects or offset revenue shortfalls in the current fiscal year, or to reduce the demand for tax revenue in the next fiscal year. Tax receipts or interest income in excess of budgeted amounts may also create fund balance.

**GAAP**- Generally Accepted Accounting Principles (GAAP) are the minimum standards governing financial reporting in both the public and private sector. Governments and the accounting industry recognize the GASB as the primary source of GAAP for state and local governments.

**GASB**- The Governmental Accounting Standards Board or GASB is an independent, private-sector, not-for-profit organization that—through an open and thorough due process—establishes and improves standards of financial accounting and reporting for U.S. state and local governments.

**GASB 45**- The GASB Statement 45 provides for more complete financial reporting of costs and financial obligations arising from post-employment benefits other than pensions (OPEB) as part of the compensation for services rendered by employees. Post-employment healthcare benefits, the most common form of OPEB, are a significant financial commitment for many governments. Implementation of Statement 45, requires reporting annual OPEB cost and their unfunded actuarial accrued liabilities for past service costs. Prior to Statement 45, it was typical to use a "pay-as-you-go" accounting approach to report the cost of benefits after employees retire.

**General Fund**- The fund used to account for all assets and liabilities of a non-profit entity except those particularly assigned for other purposes in another more specialized fund. Within the Commission's accounting, the General Fund is made up of the following five operating funds: Montgomery County Administration Fund, Montgomery County Park Fund, Prince George's Administration Fund, Prince George's Park Fund, and Prince George's Recreation Fund.

**Governmental Funds**- All funds except for the profit and loss funds (e.g., enterprise fund, internal service fund, and trust and agency fund). Governmental funds use the modified accrual method of accounting.



# Montgomery County

## Appendices - Glossary

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**Internal Service Funds**- Separate financial accounts used to record transactions provided by one department or unit to other departments of the Commission on a cost-reimbursement basis. Examples of Internal Service Funds include capital equipment, management of the Executive Office Building, information systems, and risk management.

**Merit Increase**- An upward increment in an employee's pay within the salary range for a given class of work. It recognizes the completion of a period of satisfactory service.

**Modified Accrual Method**- The method of accounting utilized for governmental funds where revenues are recorded when they are both measurable and available (collectable during the fiscal year or soon enough thereafter to pay current year liabilities), expenditures are recorded when a liability is incurred, and expenditures for debt service, claims and judgments are recorded only when payment has matured and is due.

**Net Position**- The residual of assets, deferred outflows of resources, liabilities, and deferred inflows of resources. This amount is broken out into three components: net investment in capital assets, restricted and unrestricted.

**OPEB** - Other Post-Employment Benefits. See **GASB 45** for details.

**Operating Budget**- A comprehensive financial plan by which the Commission's operating programs are funded for a single fiscal year. It includes descriptions of departments by work programs with estimated expenditures and revenue sources. It also relates data and information on the fiscal management of the Commission.

**Operating Budget Impact (OBI)**- The increase (or possible decrease) in cost in the operating budget attributable to the addition of a new facility or program, or the renovation or expansion of an existing facility.

**Other Services and Charges**- This category of expenditure reflects services, fees, repairs or maintenance on equipment, rents and leases, and insurance.

**Outcome Measure**- An assessment of program activity results as compared to its intended purpose. For example, if a program activity's

intent was to increase the number of volunteers, the outcome measure would be the increase in the number of volunteers.

**Output Measure**- The tabulation, calculation, or recording of activity or effort, expressed in a quantitative manner. An example would be the number of arrests made, or the number of employees enrolling in a new benefit. Output measures do not refer to resources required or reflect the effectiveness or efficiency of the work performed.

**Park Concessions**- Food and entertainment provided by contractual businesses rather than Park Fund employees.

**Park Fund/Tax**- Those funds approved to finance park operating expenses and debt service.

**Pay-As-You-Go (PAYGO)**- The concept of utilizing available current revenues or fund balance to pay for capital projects in lieu of the use of bond proceeds, thus saving the Commission from having to pay interest charges on those bonds.

**Performance Indicator**- A particular value or characteristic used to measure output or outcome; specific information which either alone, or in combination with other data, permits the systematic assessment of how well services are being delivered. An example would be the percentage of reduction in job related accidents after safety training was conducted.

**Performance Measurement**- Performance measurement is a system that helps managers: (1) set standards and outcome objectives; (2) measure performance against goals, standards or benchmarks; and (3) communicate results. Performance measurement shifts thinking and focus, providing a practical technique for quantifying and establishing accountability. Performance measurement is fully integrated into the budgetary process and reflects specific strategies, goals, and objectives as determined by decision-makers.

**Personal Property Tax**- A charge on movable property not attached to the land and improvements classified for purposes of assessment. This tax is imposed on businesses within the Commission's boundaries.

**Personal Services**- The cost for personnel salary, wages and fringe benefits is reflected in this category.



# Montgomery County

## Appendices - Glossary

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**Position**- An authorization of personnel effort on a continuous, year-round basis extending for an indefinite period. Employees who occupy a position are designated as career employees. A position may be full or part-time. A career employee may work full-time for a standard workweek, or may work less than a full-time workweek, but more than one-half a workweek, as a part-time employee. Career positions are defined in the Commission's Merit System Rules and Regulations.

**Program Budget**- Program budgets cut across organizational boundaries and are not constrained by unit accounting. A program budget requests funds for the resources necessary for a set of defined activities that support the mission of the department. A program budget differs from a line item budget, which requests funds based on organizational structure including the costs of people, supplies, etc., that are required for specific activities from multiple sources.

**Program Open Space (POS)**- A state-funded program to provide for parkland and other open space for community use and preservation of natural resources.

**Property Management Fund**- An entity created to account for income and expenditures associated with the rental of park properties.

**Proprietary Funds**- A fund having profit and loss aspects; therefore it uses the accrual rather than modified accrual method of accounting. The two types of proprietary funds are the enterprise fund and internal service fund.

**Real Property Tax**- A charge on real estate, including land and improvements (buildings, fences, etc.) classified for purposes of assessment.

**Recreation Fund/Tax**- Those funds approved to finance recreation programs (Prince George's County only).

**Reserve**- Also referred to as "surplus" in an expenditure budget, it is shown but it cannot be spent without the consent of the approving body. With approval it may be spent for emergencies or other unforeseen purposes. Generally, this amount is held for future year's expenditures. This reserve is proposed to be at least 3-5% of the operating expenditures in the General Fund. Other funds may have separate reserve policies. If the term "Reserve" is used in the revenue listings in the budget, this term refers to a funding source

that is carried over or created in a previous fiscal year.

**Salary Lapse**- The amount deducted from the budgets for employee salaries and wages to account for assumed savings resulting from turnover, i.e., periods when authorized positions are vacant because of retirements or resignations or when replacements are hired at lower salaries. Positions newly authorized in the budget may generate salary lapse because of delays in hiring. Lapse may also be generated from a deliberate decision to hold a position that could otherwise be filled vacant for a specified period of time in order to generate savings. Lapse will differ from year to year and from department to department.

**Seasonal or Seasonal/Intermittent**- An employment status for temporary, intermittent, seasonal or as-needed employees. Employees may work full or part-time, but not continuously on a yearly basis. Employees in this category are not in career status. Seasonal/intermittent employees do not occupy positions but do perform work effort measured in workyears.

**Service Charge/User Fee**- A charge made to the public or other agencies for services performed by the Commission of a specific nature and thus not funded by tax revenues. Interchangeable with the term "user fee".

**Service Quality Measure**- A type of performance indicator that measures the timeliness or effectiveness of a program's operation or a record of customers' assessments. Whereas an output measure might project the number of facilities subject to a safety inspection in a given year, and an outcome measure might project the percentage of facilities receiving the inspection, a service quality measure would record the percentage of facilities inspected on schedule, the percentage of facilities passing inspection, or the percentage of facilities making identified safety improvements within a specified time frame. Results of customer surveys or other assessments tools may be reflected as a service quality measure.

**Special Revenue Funds**- Special revenue funds are used to account and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specific purposes other than debt service or capital projects. For example, the Federal Forfeited Property Fund collects revenues from the sale of drug-crime related assets seized in operations involving the Commission's Park Police. As required by Federal



# Montgomery County Appendices - Glossary

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statute, these funds are used to purchase equipment and other resources necessary to combat drug-related crimes in the park system.

**Spending Affordability**- A budgeting process that establishes recommended expenditure and other financial limits based on anticipated revenues and other factors. In Montgomery County, the County Council adopts formal Spending Affordability Guidelines (SAG) for all County agencies, including the Commission. In Prince George's County, a three-member Spending Affordability Committee (SAC) reviews the Commission's financial outlook and establishes a spending ceiling for both operating and capital spending.

**Structural Deficit**- This occurs when current revenue from taxes, fees, investments, grants and other sources is less than current expenditures for compensation and benefits, supplies and materials, contractual and maintenance work, and vehicles, among other potential costs. If available, fund balance is often employed to cover the difference.

**Support Services**- Budget accounts for expenses that are not appropriately or feasibly allocated to the budgets of particular departments or their sub-units. Examples include mail and messenger services, telephone, maintenance, and rent, shared by more than one division within a department or by more than one department.

**Tax Rate**- The rate, expressed in cents per \$100.00 of assessed valuation (see Assessable Base), applied to real and commercial personal property to determine taxes levied to fund Commission operations. Thus a tax rate of 3 cents applied to an assessable base of \$10 billion will yield  $.03 \times \$10,000,000,000 / 100 = \$3,000,000$ .

**Term Contract**- An employee who works at least 30 hours per week for a period of less than two years. Term contract employees do not occupy career positions and are not part of the career personnel complement. Term contract employees' work efforts are measured in workyears.

**User Fee**- A charge made to the public or other agencies for services performed by the Commission of a specific nature and thus not funded by tax revenues. Interchangeable with the term "service charge."

**Workyear**-A standardized unit for measurement of government personnel efforts and costs. Usually, a work year is equivalent to 2,080 work hours in a 12-month period.



# Montgomery County Appendices - Acronyms

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## ACRONYMS

Adequate Public Facilities Ordinance	APFO
Agricultural Advisory Committee	AAV
Agricultural Preservation Advisory Board	APAB
All Terrain Vehicle	ATV
Americans with Disabilities Act	ADA
Base Realignment and Closure (military)	BRAC
Bi-county Transitway	BCT
Building Lot Termination	BLT
Bus Rapid Transit	BRT
Capital Improvement Program	CIP
Central Business District	CBD
Commercial-Residential zone	CR
Community Based Planning	CBP
Community Development Center	CDC
Comprehensive Annual Financial Report	CAFR
Computer Aided Dispatch	CAD
Consolidated Transportation Program	CTP
Corridor Cities Transitway	CCT
Crime Prevention through Environmental Design	CPTED
Department Of Economic Development	DED
Department of Housing and Community Affairs	DHCA
Department of Public Works and Transportation	DPWT
Development Information Activity Center	DIAC
Development Review Committee	DRC
Disabled Student Programs and Services	DSPS
Draft Environmental Impact Statement	DEIS
Environmental Protection Agency	EPA
Floor Area Ratio	FAR
Geographic Information System	GIS
Government Finance Officers Association	GFOA
Governmental Accounting Standards Board	GASB
Greenhouse Gas	GHG
Historic Area Work Permit	HAWP
Historic Preservation Commission	HPC
Housing Opportunities Commission	HOC
Integrated Pest Management	IPM
Inter County Connector	ICC
Interstate Commission On The Potomac River Basin	ICPRB
Interagency Technology Policy and Coordination Committee	ITPCC
Land Preservation, Parks, and Recreation	LPPR



# Montgomery County Appendices - Acronyms

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Law Enforcement Officers Bill of Rights	LEOBR
Legacy Open Space	LOS
Leadership in Environmental Education Design	LEED
Local Area Network / Wide Area Network	LAN / WAN
Local Area Transportation Review	LATR
Locally Preferred Alignment	LPA
Maryland Department of Planning	MDP
Maryland Transit Administration	MTA
Memorandum Of Understanding	MOU
Metropolitan Washington Council Of Governments	MWCOG
Mid County Highway	M-83
Minority, Female and Disabled procurement program	MFD
Moderately Priced Dwelling Unit	MPDU
Montgomery County Department of Environmental Protection	MCDEP
Montgomery County Department Of Housing And Community Affairs	MC DHCA
Montgomery County Department Of Permitting Services	MCDPS
Montgomery County Department Of Economic Development	MC DED
Montgomery County Department of Transportation	MCDOT
Montgomery County Government	MCG
Montgomery County Public Schools	MCPS
Montgomery County Soil Conservation District	MCSCD
National Parks Service	NPS
Policy Area Mobility Review	PAMR
Park, Recreation, and Open Space	PROS
Prince George's Department of Public Works & Transportation	PG DPWT
Program Open Space	POS
Research & Technology Center	RTC
Right Of Way	ROW
Rural Density Transfer zone	RDT
Sectional Map Amendment	SMA
Silver Spring Transit Center	SSTC
State Department of Assessments & Taxation	SDAT
State Highway Administration	SHA
State Of Maryland Department Of Environment	MDE
State of Maryland Department Of Housing And Community Development	DHCD
State of Maryland Department Of Natural Resources	DNR
Total Maximum Daily Load	TMDL
Town Sector zone	T-S
Transferable Development Rights	TDR
Transit Oriented Development	TOD
Transportation Action Partnership	TAP





# Montgomery County Appendices - Acronyms

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Transportation Policy Area Review	TPAR
United States Fish & Wildlife Service	USF&WS
US Army Core Of Engineers	USACOE
US Environmental Protection Agency	EPA
Us Forest Service	USFS
US National Oceanic Atmospheric Administration	NOAA
Washington Area Bicycle Association	WABA
Washington Metropolitan Area Transit Authority	WMATA
Washington Suburban Sanitary Commission	WSSC
Zoning Text Amendment	ZTA



# Montgomery County Appendices - Historical Data

## THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

Ratio of Net General Obligation Bonded Debt  
To Assessed Value and Net General Obligation Bonded Debt Per Capita  
Last Ten Fiscal Years

### MONTGOMERY COUNTY

Year	Population	Park Acquisition and Development Bonds			Advance Land Acquisition Bonds		
		Assessed Value (2)	General Bonded Debt Outstanding (1)	Ratio of Net Bonded Debt to Assessed Value	Assessed Value	General Bonded Debt Outstanding (1)	Ratio of Net Bonded Debt to Assessed Value
2007	931,694	\$ 112,335,704	\$ 44,026	0.04 %	\$ 129,659,726	\$ 4,290	0.00 %
2008	942,748	126,613,148	38,617	0.03	146,276,983	3,745	0.00
2009	959,013	140,254,264	39,114	0.03	162,053,662	3,210	0.00
2010	976,006	149,161,911	34,114	0.02	171,220,841	2,680	0.00
2011	991,645	149,284,865	29,319	0.02	171,646,984	2,145	0.00
2012	1,004,476	143,754,415	35,654	0.02	165,916,424	1,905	0.00
2013	1,016,677	140,577,467	32,462	0.02	161,877,310	1,665	0.00
2014	1,018,000	141,899,535	44,616	0.03	163,601,193	1,430	0.00
2015	1,020,000	142,418,524	41,464	0.03	163,656,758	1,200	0.00
2016	1,050,118	151,113,059	51,399	0.03	174,057,795	1,075	0.00

### PRINCE GEORGES COUNTY

Year	Population	Park Acquisition and Development Bonds			Advance Land Acquisition Bonds		
		Assessed Value (2)	General Bonded Debt Outstanding (1)	Ratio of Net Bonded Debt to Assessed Value	Assessed Value	General Bonded Debt Outstanding (1)	Ratio of Net Bonded Debt to Assessed Value
2007	832,699	\$ 59,177,385	\$ 105,400	0.18 %	\$ 63,544,195	\$ 1,190	0.00 %
2008	830,514	70,615,992	95,735	0.14	75,728,883	885	0.00
2009	834,560	82,671,572	85,501	0.10	88,636,874	585	0.00
2010	865,705	91,889,365	76,246	0.08	98,521,803	290	0.00
2011	874,045	84,718,780	65,925	0.08	90,863,504	-	0.00
2012	881,138	79,043,657	56,363	0.07	84,542,585	-	0.00
2013	890,081	73,123,809	47,086	0.06	78,518,921	-	0.00
2014	904,430	70,551,044	67,280	0.10	75,744,055	-	0.00
2015	909,535	71,578,363	58,860	0.08	76,747,781	-	0.00
2016	n.a.	74,240,911	72,184	0.10	79,385,919	-	0.00

Notes: (1) 000's omitted and this is the general bonded debt of both governmental and business-type activities, net of the original issuance discounts and premiums

(2) Metropolitan District only

Source: Assessed Value is from Montgomery County and Prince George's County Governments. Population estimates are from the U.S. Bureau of the Census, Population Estimates Branch except 2008 Montgomery County population estimated by the Montgomery County Office of Finance



# Montgomery County Appendices - Historical Data

## THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

Ratios of Outstanding Debt by Type  
Last Ten Fiscal Years

### MONTGOMERY COUNTY

Year	Governmental Activities (1)		Business-Type Activities (1)		Advance Land Acquisition General Obligation Bonds(1)	Ratios		Ratios			
	General Obligation Bonds	Notes Payable	Revenue Bonds and Notes	Notes Payable		Total Primary Government(1)	Percentage Of Personal Income		Outstanding Debt Per Capita		
2007	\$ 32,025	\$ 5,259	\$ 6,715	\$ 27	\$ 4,290	\$ 44,026	0.07	% 47	\$ 48,316	0.08	% 51.86
2008	29,465	3,522	5,630	-	3,745	38,617	0.06	40.96	42,362	0.06	44.93
2009	32,290	2,301	4,523	-	3,210	39,114	0.06	40.79	42,324	0.06	44.13
2010	29,680	1,041	3,393	-	2,680	34,114	0.05	34.95	36,794	0.05	37.70
2011	26,710	368	2,241	-	2,145	29,319	0.04	29.57	31,464	0.04	31.73
2012	34,590	-	1,064	-	1,905	35,654	0.05	35.50	37,559	0.05	37.39
2013	32,240	-	222	-	1,665	32,462	0.04	31.93	34,127	0.05	33.57
2014	44,616	-	-	-	1,430	44,616	0.06	43.83	46,046	0.06	45.23
2015	41,464	-	-	-	1,200	41,464	0.05	40.65	42,664	0.05	41.83
2016	51,399	-	-	-	1,075	51,399	0.06	48.95	52,474	0.06	49.97

### PRINCE GEORGE'S COUNTY

Year	Governmental Activities (1)		Business-Type Activities (1)		Advance Land Acquisition General Obligation Bonds(1)	Ratios		Ratios			
	General Obligation Bonds	Notes Payable	Revenue Bonds and Notes	Notes Payable		Total Primary Government(1)	Percentage Of Personal Income (2)		Outstanding Debt Per Capita (2)		
2007	\$ 105,400	\$ 1,806	\$ -	\$ -	\$ 1,190	\$ 107,206	0.34	% 129	\$ 108,396	0.34	% 130.17
2008	95,735	1,438	-	-	885	97,173	0.29	117.00	98,058	0.30	118.07
2009	85,501	1,054	-	-	585	86,555	0.26	103.71	87,140	0.26	104.41
2010	76,246	653	-	-	290	76,899	0.22	88.83	77,189	0.23	89.16
2011	65,925	369	-	-	-	66,294	0.19	75.85	66,294	0.19	75.85
2012	56,363	120	-	-	-	56,483	0.15	64.10	56,483	0.15	64.10
2013	47,086	-	-	-	-	47,086	0.12	52.90	47,086	0.12	52.90
2014	67,280	-	-	-	-	67,280	0.17	74.39	67,280	0.17	74.39
2015	58,860	-	-	-	-	58,860	na	na	58,860	na	na
2016	72,184	-	-	-	-	72,184	na	na	72,184	na	na

Notes: (1) 000's omitted and general obligation bonds presented net of original issuance discounts and premiums.

(2) See table on page 335 of this appendix for personal income and population data. Data are not available for Prince George's County for FY 2015 and FY 2016.

Source: The Maryland-National Capital Park and Planning Commission, Montgomery and Prince George's County Governments



# Montgomery County Appendices – Historical Data

## THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

### Principal Employers

Current Fiscal Year and Nine Years Ago

#### MONTGOMERY COUNTY

Employer	2016			2007		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
U.S. Department of Health and Human Services	29,040	1	6.25 %	41,250	1	8.87 %
Montgomery County Public Schools	25,480	2	5.48	20,875	2	4.49
Montgomery County Government	11,790	4	2.54	8,675	4	1.87
U.S. Department of Commerce	5,420	5	1.17	6,721	6	1.45
U.S. Department of Defense	5,340	3	1.15	14,709	3	3.16
Adventist Healthcare	4,800	6	1.03	8,134	5	1.75
Marriott International, Inc (Headquarters)	4,500	7	0.97	3,000	9	0.65
Holy Cross Hospital of Silver Spring	3,860	8	0.83	-	-	-
Montgomery College	3,550	9	0.76	-	-	-
Lockheed Martin Corporation	3,100	10	0.67	3,832	8	0.82
Giant Food Corporation	-	-	-	3,896	7	0.84
U. S. Nuclear Regulatory Commission	-	-	-	2,712	10	0.58
<b>Total</b>	<b>96,880</b>		<b>20.85 %</b>	<b>113,804</b>		<b>24.48 %</b>

#### PRINCE GEORGE'S COUNTY

Employer	2015 (1)			2007(1)		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
University System of Maryland (2)	18,726	1	0.86 %	12,454	3	2.54 %
Joint Base Andrews Naval Air Facility Washington*	17,500	2	0.61	-	-	-
U.S. Internal Revenue Service *	5,539	3	0.56	5,539	5	1.13
United States Census Bureau *	4,414	4	0.53	4,158	8	0.85
United Parcel Service	4,220	5	0.53	4,220	7	0.86
NASA/Goddard Space Flight Center *	3,397	6	0.47	3,083	9	0.63
Giant Food	3,000	7	0.47	5,394	6	1.10
Prince George's Community College	2,785	8	0.40	-	-	-
Dimensions Healthcare System	2,738	9	0.33	-	-	-
Marriott International	2,500	10	0.29	-	-	-
Prince George's County Public Schools	-	-	-	18,888	1	3.85
Andrew's Airforce Base *	-	-	-	15,000	2	3.06
Prince George's County Government	-	-	-	6,889	4	1.40
Verizon	-	-	-	2,738	10	0.56
<b>Total</b>	<b>64,819</b>		<b>5.05 %</b>	<b>78,363</b>		<b>15.98 %</b>

Note:

(1) In 2016, Information is not yet available.

(2) Includes UMPC, UMUC and Bowie State University

(\*) Employee counts for federal and military facilities exclude contractors.

Source: Montgomery County and Prince George's County Governments.



# Montgomery County Appendices – Historical Data

## THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

Demographic Statistics  
Last Ten Fiscal Years

### MONTGOMERY COUNTY

Year	Population (1)	Total Personal Income 000's omitted (2,3)	Per Capita Income (4)	Labor Force (5)	Unemployment Rate (6)	Registered Pupils (7)
2007	931,694	\$ 64,365,237	\$ 69,084	509,769	2.6 %	137,798
2008	942,748	67,279,968	71,366	515,987	3.2	137,745
2009	959,013	65,858,231	68,673	522,421	5.3	137,763
2010	976,006	67,890,159	69,559	532,549	5.6	140,500
2011	991,645	71,081,967	71,681	536,636	5.2	143,309
2012	1,004,476	73,467,234	73,140	540,444	5.2	146,497
2013	1,016,677	73,958,785	72,746	542,029	5.0	149,018
2014	1,018,000	75,940,000	74,597	540,128	4.4	151,289
2015	1,020,000	79,300,000	77,745	544,313	4.0	154,230
2016	1,050,118	82,490,000	78,553	549,900	3.4	156,447

### PRINCE GEORGE'S COUNTY

Year	Population (8)	Total Personal Income 000's omitted (2)	Per Capita Income (2) (4)	Labor Force (9)	Unemployment Rate (6)	Registered Pupils (10)
2007	832,699	\$ 31,753,583	\$ 37,361	448,144	3.7 %	131,014
2008	830,514	33,026,742	38,847	454,201	4.5	129,752
2009	834,560	33,227,622	38,810	452,754	7.1	127,977
2010	865,705	34,302,938	39,647	462,138	7.7	127,039
2011	874,045	35,036,640	40,215	466,787	7.2	126,671
2012	881,138	38,481,250	43,672	469,150	6.8	123,833
2013	890,081	38,595,921	43,362	467,318	6.9	123,737
2014	904,430	40,215,913	44,465	469,359	6.2	125,136
2015	909,535	n. a.	n. a.	495,449	4.7	127,576
2016	n. a.	n. a.	n. a.	495,234	4.6	n.a.

Notes: n.a. represents information that was unavailable at the time the tables were updated

- (1) Source: Data for 2007-2009 from the U.S. Bureau of the Census, data for 2010-2015 estimated by the Montgomery County Department of Finance
- (2) Source: Bureau of Economic Analysis, U.S. Department of Commerce (Income data for 2015-2016 is not currently available for Prince George's County)
- (3) Source: Data for 2010 - 2016 are estimates derived by the Montgomery County Department of Finance
- (4) Source: Per Capita Income is derived by dividing personal income by population
- (5) Source: Bureau of Labor Statistics, U.S. Department of Labor
- (6) Source: Maryland Department of Labor, Licensing and Regulations. Represents yearly average figures.
- (7) Source: Office of Management and Budget, Montgomery County
- (8) Source: Data for 2010-2015 are estimates derived by the Prince George's County Department of Finance from the U.S. Bureau of the Census. Estimates for 2016 are not available  
Data for 2007-2009 estimates are provided by the U.S. Bureau of the Census, Population Estimates Branch.
- (9) Source: Maryland Department of Labor, Career and Workforce Information, updated June 2016. Prince George's County data for 2016 is an estimate
- (10) Source: www.mdreportcard.org, updated 2016 for Prince George's County



**Montgomery County  
Appendices – Historical Data**

**MONTGOMERY COUNTY  
TAX RATES BY FUND: FY04 THRU FY18**

<u>YEAR</u>		<u>ADMINISTRATION</u>	<u>PARKS</u>	<u>PARK MAINTENANCE</u>	<u>ADVANCE LAND ACQUISITION</u>	<u>COMMISSION TOTAL</u>
<u>FY04</u>	Real	0.0210	0.0510	0.0080	0.0010	0.0810
	Personal	0.0530	0.1280	0.0200	0.0030	0.2040
<u>FY05</u>	Real	0.0200	0.0510	0.0080	0.0010	0.0800
	Personal	0.0500	0.1280	0.0200	0.0030	0.2010
<u>FY06</u>	Real	0.0220	0.0530	0.0080	0.0010	0.0840
	Personal	0.0550	0.1330	0.0200	0.0030	0.2110
<u>FY07</u>	Real	0.0200	0.0490	0.0080	0.0010	0.0780
	Personal	0.0500	0.1230	0.0200	0.0030	0.1960
<u>FY08</u>	Real	0.0190	0.0500	0.0080	0.0010	0.0780
	Personal	0.0470	0.1250	0.0200	0.0030	0.1950
<u>FY09</u>	Real	0.0190	0.0500	0.0030	0.0010	0.0730
	Personal	0.0470	0.1120	0.0200	0.0030	0.1820
<u>FY10</u>	Real	0.0180	0.0420	0.0080	0.0010	0.0690
	Personal	0.0450	0.1050	0.0200	0.0030	0.1730
<u>FY11</u>	Real	0.0150	0.0370	0.0080	0.0010	0.0610
	Personal	0.0380	0.0920	0.0200	0.0030	0.1530
<u>FY12</u>	Real	0.0170	0.0400	0.0080	0.0010	0.0660
	Personal	0.0430	0.1000	0.0200	0.0030	0.1660
<u>FY13</u>	Real	0.0180	0.0460	0.0080	0.0010	0.0730
	Personal	0.0450	0.1150	0.0200	0.0030	0.1830
<u>FY14</u>	Real	0.0180	0.0450	0.0080	0.0010	0.0720
	Personal	0.0450	0.1125	0.0200	0.0025	0.1800
<u>FY15</u>	Real	0.0170	0.0480	0.0080	0.0010	0.0740
	Personal	0.0425	0.1200	0.0200	0.0025	0.1850
<u>FY16</u>	Real	0.0180	0.0472	0.0080	0.0010	0.0742
	Personal	0.0450	0.1180	0.0200	0.0025	0.1855
<u>FY17 ADOPTED</u>	Real	0.0170	0.0468	0.0080	0.0010	0.0728
	Personal	0.0425	0.1170	0.0200	0.0025	0.1820
<u>FY18 PROPOSED</u>	Real	0.0172	0.0483	0.0080	0.0010	0.0745
	Personal	0.0430	0.1208	0.0200	0.0025	0.1863

NOTE: Rates are per \$100 of assessed valuation



# Montgomery County Appendices – Historical Data

## MONTGOMERY COUNTY REVENUES BY FUND: FY04 THRU FY18

<u>YEAR</u>	<u>ADMINISTRATION</u>	<u>ADVANCE LAND</u>		<u>ENTERPRISE</u>	<u>SPECIAL REV. FUND</u>	<u>TOTAL</u>
		<u>PARK*</u>	<u>ACQUISITION</u>			
FY04	\$20,343,303	\$54,256,471	\$1,011,143	\$14,145,519	\$548,387	\$90,304,823
FY05	\$20,721,271	\$59,003,107	\$1,123,389	\$14,635,221	\$964,441	\$96,447,429
FY06	\$24,350,923	\$65,339,993	\$1,267,531	\$14,083,721	\$1,517,675	\$106,559,843
FY07	\$25,473,046	\$73,632,630	\$1,524,673	\$9,808,885	\$4,166,028	\$114,605,262
FY08	\$26,263,298	\$80,659,951	\$1,595,405	\$8,567,556	\$3,459,638	\$120,545,848
FY09	\$28,997,876	\$80,275,750	\$1,700,802	\$9,217,043	\$4,445,680	\$124,637,151
FY10	\$28,445,527	\$80,565,040	\$1,804,764	\$9,266,362	\$3,956,150	\$124,037,843
FY11	\$23,481,987	\$72,484,600	\$1,785,987	\$9,569,906	\$5,375,861	\$112,698,341
FY12	\$26,437,160	\$75,737,385	\$1,723,507	\$10,366,006	\$6,812,980	\$121,077,038
FY13	\$26,945,597	\$82,984,943	\$1,680,687	\$9,840,577	\$6,728,370	\$128,180,174
FY14	\$27,056,857	\$83,226,578	\$1,704,476	\$10,096,922	\$3,501,277	\$125,586,110
FY15	\$26,223,319	\$89,840,349	\$1,738,887	\$9,867,991	\$4,776,429	\$132,446,975
FY16	\$28,807,434	\$94,017,707	\$2,911,625	\$10,470,211	\$4,531,216	\$140,738,193
FY17 ADOPTED	\$28,370,450	\$96,233,106	\$1,865,573	\$10,681,182	\$4,101,145	\$141,251,456
FY18 PROPOSED	\$29,914,000	\$103,264,279	\$1,950,000	\$10,715,981	\$4,296,770	\$150,141,030

\* Park includes Property Management Fund



# Montgomery County Appendices – Historical Data

## MONTGOMERY COUNTY EXPENDITURES BY FUND: FY04 THRU FY18

<u>YEAR</u>	<u>ADMINISTRATION</u>	<u>PARK *</u>	<u>ADVANCE LAND ACQUISITION</u>	<u>ENTERPRISE</u>	<u>SPECIAL REVENUE</u>	<u>TOTAL</u>
FY04	\$20,157,351	\$55,456,679	\$1,011,143	\$14,530,307	\$623,724	\$91,779,204
FY05	\$21,803,691	\$59,872,711	\$1,145,154	\$14,733,658	\$835,198	\$98,390,412
FY06	\$24,170,157	\$65,096,916	\$1,272,155	\$15,153,342	\$1,151,012	\$106,843,582
FY07	\$24,190,637	\$70,054,359	\$1,522,688	\$9,653,051	\$3,412,819	\$108,833,554
FY08	\$26,983,794	\$77,198,235	\$1,593,030	\$9,428,990	\$3,939,515	\$119,143,564
FY09	\$28,014,385	\$83,429,359	\$1,678,914	\$9,383,977	\$3,971,293	\$126,477,928
FY10	\$27,911,142	\$82,419,460	\$1,824,924	\$9,296,669	\$4,342,711	\$125,794,906
FY11	\$25,077,878	\$72,987,813	\$1,787,718	\$9,076,362	\$4,881,491	\$113,811,262
FY12	\$24,987,214	\$74,057,368	\$1,724,076	\$9,706,336	\$4,285,899	\$114,760,893
FY13	\$24,787,963	\$81,579,090	\$1,677,529	\$9,251,742	\$4,897,488	\$122,193,812
FY14	\$25,750,754	\$85,190,538	\$1,700,704	\$9,508,592	\$4,529,732	\$126,680,320
FY15	\$27,972,803	\$90,478,486	\$1,748,460	\$9,402,804	\$4,613,867	\$134,216,420
FY16	\$28,639,079	\$92,588,804	\$2,912,617	\$9,754,146	\$4,460,089	\$138,354,735
FY17 ADOPTED**	\$31,363,102	\$100,421,594	\$1,865,573	\$10,012,147	\$5,751,622	\$149,414,038
FY18 PROPOSED**	\$32,577,871	\$108,279,649	\$1,950,000	\$10,347,797	\$5,634,625	\$158,789,942

\* Park includes Property Management Fund

\*\* Includes Reserves for Administration & Park Funds





# Montgomery County Appendices – Historical Data

## MONTGOMERY COUNTY WORKYEARS BY FUND: FY04 THRU FY18

<u>YEAR</u>	<u>ADMINISTRATION</u>	<u>PARK*</u>	<u>ENTERPRISE</u>	<u>SPECIAL REVENUE</u>	<u>TOTAL</u>
FY04	224.02	639.30	229.30		1,092.62
FY05	222.29	644.50	215.40	4.30	1,086.49
FY06	221.40	667.80	204.70	4.30	1,098.20
FY07	205.20	657.20	111.00	36.60	1,010.00
FY08	214.58	683.24	110.30	36.60	1,044.72
FY09	212.19	691.71	104.60	30.23	1,038.73
FY10	216.88	692.00	113.10	27.12	1,049.10
FY11	176.95	606.40	110.90	27.55	921.80
FY12	177.85	622.80	117.20	28.55	946.40
FY13	175.30	630.60	118.90	28.55	953.35
FY14	174.53	641.10	116.00	27.17	958.80
FY15	179.60	665.00	110.30	24.85	979.75
FY16	181.74	691.00	110.00	24.85	1,007.59
FY17 ADOPTED	182.74	714.60	119.30	29.55	1,046.19
FY18 PROPOSED	183.59	738.30	126.70	32.05	1,080.64

\* Park includes Property Management Fund



# Montgomery County Appendices – Pay Schedules

## The Maryland-National Capital Park and Planning Commission General Service Pay Schedule Effective September 21, 2016

<b>Grade</b>	<b><u>Minimum</u></b>	<b><u>Midpoint</u></b>	<b><u>Maximum</u></b>
<b>10</b>	\$28,873 \$13.8813	\$40,388 \$19.4173	\$51,901 \$24.9524
<b>12</b>	\$32,438 \$15.5952	\$43,972 \$21.1404	\$55,506 \$26.6856
<b>14</b>	\$35,890 \$17.2548	\$48,651 \$23.3899	\$61,413 \$29.5255
<b>16</b>	\$40,273 \$19.3620	\$54,593 \$26.2466	\$68,912 \$33.1308
<b>18</b>	\$45,609 \$21.9274	\$61,826 \$29.7240	\$78,042 \$37.5202
<b>20</b>	\$47,889 \$23.0234	\$64,918 \$31.2103	\$81,946 \$39.3973
<b>22</b>	\$51,704 \$24.8577	\$70,088 \$33.6962	\$88,476 \$42.5365
<b>24</b>	\$54,289 \$26.1003	\$73,592 \$35.3806	\$92,895 \$44.6609
<b>26</b>	\$58,556 \$28.1519	\$79,475 \$38.2091	\$100,394 \$48.2663
<b>28</b>	\$62,475 \$30.0358	\$85,674 \$41.1892	\$108,873 \$52.3425
<b>30</b>	\$68,153 \$32.7659	\$93,466 \$44.9356	\$118,777 \$57.1043
<b>32</b>	\$75,702 \$36.3952	\$102,584 \$49.3192	\$129,466 \$62.2431
<b>34</b>	\$81,617 \$39.2389	\$110,637 \$53.1909	\$139,659 \$67.1438
<b>36</b>	\$90,306 \$43.4164	\$122,418 \$58.8548	\$154,530 \$74.2932
<b>38</b>	\$98,996 \$47.5942	\$134,198 \$64.5183	\$169,401 \$81.4428
<b>40</b>	\$108,895 \$52.3533	\$143,383 \$68.9339	\$177,870 \$85.5145

**Approved by the Commission  
September 21, 2016**



**Montgomery County  
Appendices – Pay Schedules**

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**THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION  
Service/Labor Bargaining Unit Pay Schedule  
Effective September 11, 2016  
1.75% COLA**

<u>Grade</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Longevity</u>
L01	\$25,789 \$12.3986	\$34,961 \$16.8082	\$44,133 \$21.2178	\$45,456 \$21.8538
L02	\$28,802 \$13.8471	\$40,288 \$19.3692	\$51,774 \$24.8913	\$53,327 \$25.6380
L03,L04	\$32,360 \$15.5577	\$43,866 \$21.0894	\$55,372 \$26.6212	\$57,034 \$27.4202
L05,L06	\$35,803 \$17.2130	\$48,534 \$23.3337	\$61,265 \$29.4543	\$63,102 \$30.3375
L07	\$40,174 \$19.3144	\$54,461 \$26.1832	\$68,746 \$33.0510	\$70,809 \$34.0428

**Approved by the Commission  
June 15, 2016**



# Montgomery County Appendices – Pay Schedules

**THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION**  
**Office/Clerical Bargaining Unit Pay Schedule**  
**Effective September 11, 2016**  
**1.75% COLA**

<u>Grade</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>	<u>Longevity</u>
C01	\$25,866 \$12.4356	\$35,064 \$16.8577	\$44,262 \$21.2798	\$45,591 \$21.9188
C02	\$27,630 \$13.2837	\$37,455 \$18.0072	\$47,279 \$22.7303	\$48,698 \$23.4125
C03	\$28,887 \$13.8880	\$40,407 \$19.4264	\$51,927 \$24.9649	\$53,486 \$25.7144
C04	\$32,454 \$15.6029	\$43,994 \$21.1510	\$55,533 \$26.6986	\$57,199 \$27.4995
C05	\$35,908 \$17.2635	\$48,676 \$23.4019	\$61,445 \$29.5409	\$63,287 \$30.4264
C06	\$40,293 \$19.3716	\$54,620 \$26.2596	\$68,949 \$33.1486	\$71,016 \$34.1423

**Approved by the Commission**  
**June 15, 2016**



**Montgomery County  
Appendices – Pay Schedules**

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**THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION  
Trades Bargaining Unit Pay Schedule  
Effective September 11, 2016  
1.75% COLA**

<b><u>Grade</u></b>	<b><u>Minimum</u></b>	<b><u>Midpoint</u></b>	<b><u>Maximum</u></b>	<b><u>Longevity</u></b>
T01	\$27,630 \$13.2837	\$37,455 \$18.0072	\$47,279 \$22.7303	\$48,698 \$23.4125
T02	\$32,454 \$15.6029	\$43,994 \$21.1510	\$55,533 \$26.6986	\$57,199 \$27.4995
T03	\$35,908 \$17.2635	\$48,676 \$23.4019	\$61,444 \$29.5404	\$63,287 \$30.4264
T04	\$40,293 \$19.3716	\$54,620 \$26.2596	\$68,949 \$33.1486	\$71,017 \$34.1428

**Approved by the Commission  
June 15, 2016**



# Montgomery County Appendices – Pay Schedules

The Maryland-National Capital Park and Planning Commission  
FOP Park Police  
Effective July 3, 2016 (.5% COLA)

Rank	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
P02 (annual) (hourly)	\$51,034 \$24,5356	\$52,826 \$25,3971	\$54,675 \$26,2861	\$56,587 \$27,2053	\$58,565 \$28,1563	\$60,618 \$29,1433	\$62,738 \$30,1625	\$64,933 \$31,2178	\$67,205 \$32,3101	\$69,562 \$33,4433	\$71,997 \$34,6139	\$74,512 \$35,8231	\$77,120 \$37,0769	\$79,821 \$38,3755		
P03 (annual) (hourly)	\$53,588 \$24,5255	\$55,467 \$25,7635	\$57,415 \$26,6668	\$59,416 \$27,6034	\$61,490 \$28,5654	\$63,647 \$29,5625	\$65,874 \$30,5995	\$68,185 \$31,6702	\$70,568 \$32,7813	\$73,038 \$33,9269	\$75,598 \$35,1144	\$78,245 \$36,3452	\$80,977 \$37,6178	\$83,812 \$38,9313	\$84,2942	
P04 (annual) (hourly)	\$53,564 \$25,7519	\$56,265 \$27,0505	\$58,240 \$28,0000	\$60,278 \$28,9798	\$62,384 \$29,9923	\$64,570 \$31,0433	\$66,829 \$32,1293	\$69,166 \$33,2529	\$71,590 \$34,4183	\$74,092 \$35,6212	\$76,689 \$36,8697	\$79,374 \$38,1606	\$82,150 \$39,4952	\$85,027 \$40,8784	\$88,005 \$42,3101	
P05 (annual) (hourly)	\$59,053 \$28,3909	\$62,039 \$29,8264	\$64,208 \$30,8692	\$66,455 \$31,9495	\$68,778 \$33,0663	\$71,187 \$34,2245	\$73,679 \$35,4226	\$76,261 \$36,6639	\$78,931 \$37,9476	\$81,690 \$39,2740	\$84,553 \$40,6505	\$87,515 \$42,0745	\$90,571 \$43,5438	\$93,742 \$45,0663	\$97,020 \$46,6442	\$99,447 \$47,8111

Rank ASI 1\* ASI 2\*\*

P02 (annual) \$81,816 \$83,861  
(hourly) \$39,3346 \$40,3178

P03 (annual) \$85,907 \$88,055  
(hourly) \$41,3014 \$42,3341

P04 (annual) \$90,206 \$92,460  
(hourly) \$43,3683 \$44,4519

P05 (annual) \$101,932 \$104,481  
(hourly) \$49,0058 \$50,2313

\*ASI 1 Applies to all officers on the first anniversary date on which the officer has completed 16 years.

\*\*ASI 2 Applies to all officers on the first anniversary date on which the officer has completed 19 years.

Contract Approved by Commission May 1, 2014  
Pay Schedule Approved by the Commission April 28, 2016



**Montgomery County  
Appendices – Pay Schedules**

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**Park Police Command Officers  
Effective July 3, 2016  
0.5% COLA**

<b>Title</b>		<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
Lieutenant [P06]	(annual)	\$68,839	\$93,016	\$117,195
	(hourly)	\$33.0957	\$44.7192	\$56.3438
Captain [P07]	(annual)	\$79,643	\$107,611	\$135,579
	(hourly)	\$38.2899	\$51.7361	\$65.1822
Commander [P09]	(annual)	\$97,294	\$126,448	\$155,598
	(hourly)	\$46.7760	\$60.7923	\$74.8067

**Officer Candidate Pay Scale  
Effective July 3, 2016  
0.5% COLA**

<b><u>Position</u></b>		<b><u>Scale</u></b>
Candidate [PC]	(annual)	\$49,430
	(hourly)	\$23.7644

**Approved by the Commission June 15, 2016**



**Montgomery County  
Appendices – Pay Schedules**

**THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION  
Special Salary Range Pay Schedule for Select Career IT Positions ONLY  
Effective September 11, 2016  
1.75% COLA**

<u>Grade</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
<b>EGT</b>	\$47,889 \$23.0236	\$63,533 \$30.5447	\$81,946 \$39.3971
<b>EHT</b>	\$54,289 \$26.1005	\$72,021 \$34.6255	\$92,895 \$44.6611
<b>EIT</b>	\$61,482 \$29.5587	\$81,666 \$39.2625	\$105,413 \$50.6793
<b>EJT</b>	\$74,288 \$35.7154	\$99,689 \$47.9274	\$129,466 \$62.2433

<u>TITLE</u>	<u>GRADE</u>
Programmer/Analyst I	EGT
GIS Specialist I	EGT
IT Telecommunications Spec I	EGT
Programmer/Analyst II	EHT
GIS Specialist II	EHT
Senior IT Support Specialist	EIT
Programmer/Analyst III	EIT
GIS Specialist III	EIT
IT Systems Manager/Leader	EJT

**Approved by the Commission  
June 15, 2016**





# Montgomery County Appendices – Pay Schedules

**THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION**  
**Seasonal/Intermittent Pay Schedule**  
**Effective First Full Pay Period in October 2016**  
**Minimum Wage Update and Schedule Adjustments**

	<u>GRADE</u>	<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>	<u>INSTRUCTORS</u>	
PFA I - 920	N01	\$10.7500	\$11.5500	\$12.3500	950	I
PFA II - 921	N02	\$10.8000	\$11.8750	\$12.9500		
PFA III - 922	N03	\$10.8500	\$12.2250	\$13.6000		
PFMA I - 930	N04	\$10.9000	\$12.6000	\$14.3000	951	II
PFMA II - 931	N05	\$10.9500	\$12.9750	\$15.0000		
	N06	DELETED				
PFMA III - 932	N07	\$11.0000	\$13.3750	\$15.7500		
Help Desk Rep I - 933	N08	\$11.0500	\$13.8000	\$16.5500	952	III
	N09	DELETED				
	N10	\$11.3703	\$14.4971	\$17.6242		
Intern I/Playground Manager	N11	\$12.2800	\$15.6567	\$19.0335	953	IV
Help Desk Rep II - 934	N12	\$13.2626	\$16.9100	\$20.5574		
Intern II/Help Desk Rep III - 935	N13	\$15.2514	\$19.4455	\$23.6396	954	V
	N14	\$17.5395	\$22.3632	\$27.1869		
Camp Health Supv - 941	N15	\$20.1711	\$25.7179	\$31.2647	955	VI

Approved by the Commission on September 21, 2016



**The Maryland-National Capital Park and Planning Commission  
Aquatics Seasonal/Intermittent Pay Schedule  
Effective First Full Pay Period in October 2016  
Minimum Wage and Schedule Adjustments**

<u>Grade</u>	<u>First Year</u>	<u>Second Year</u>	<u>Third Year</u>
A02	\$10.75	\$11.30	\$11.80
A03	\$10.80	\$11.60	\$12.40
A04	\$11.45	\$12.41	\$13.40
A05	\$12.68	\$13.71	\$14.82
A06	\$14.58	\$15.76	\$17.06
A07	\$16.77	\$18.13	\$19.61

Approved by Commission on September 21, 2016



# Montgomery County Appendices – Pay Schedules

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**THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION**  
**Specialty Services Pay Schedule**  
**Effective First Full Pay Period in October 2016**  
**Minimum Wage Update and Schedule Adjustments**

	<u>GRADE</u>	<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
Spec Svcs Instructor 1	SS1	\$10.7500	\$15.8750	\$21.0000
Spec Svcs Instructor 2	SS2	\$12.0000	\$19.0000	\$26.0000
Spec Svcs Instructor 3	SS3	\$15.5000	\$24.7500	\$34.0000
Spec Svcs Instructor 4	SS4	\$21.0000	\$33.5000	\$46.0000
Spec Svcs Instructor 5*	SS5	\$34.0000	\$54.5000	\$75.0000

\* Use of Specialty Services Instructor 5 requires Human Resources Director approval

Approved by the Commission September 21, 2016



# Montgomery County Appendices – Pay Schedules

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**THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION**  
**Tennis Instructor Pay Schedule**  
**Effective First Full Pay Period in October 2016**  
**Minimum Wage Update and Schedule Adjustments**

	<u>GRADE</u>	<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
Tennis Instructor 1	TI1	\$10.7500	\$13.3750	\$16.0000
Tennis Instructor 2	TI2	\$14.0000	\$18.0000	\$22.0000
Tennis Instructor 3	TI3	\$20.0000	\$27.0000	\$34.0000
Tennis Instructor 4	TI4	\$32.0000	\$36.0000	\$40.0000

Approved by the Commission September 21, 2016

