



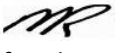


**MONTGOMERY COUNTY DEPARTMENT OF PARKS**  
THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION


MCPB Agenda Item  
July 13, 2017

**MEMORANDUM**

**Date:** July 6, 2017

**TO:** Montgomery County Planning Board

**VIA:** Michael F. Riley, Director, Department of Parks   
Mitra Pedoeem, Deputy Director, Department of Parks   
Michael Ma, Chief, Park Development Division (PDD) 

**FROM:** Carl Morgan, CIP Manager, PDD 

**SUBJECT:** Strategy Session #2 for Preparing the FY19-24 Park Capital Improvements Program

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**Staff Recommendation**

***Approve the overall direction and implementation strategies for the FY19-24 Park Capital Improvements Program (CIP). Staff will use them as a guide to formulate CIP budgetary scenarios for the Planning Board to consider in work sessions in September.***

**Approach and Objectives**

This is the second of two strategy sessions that the Department will have with the Board for the FY19-24 CIP. The progression of these strategy sessions, work sessions, and adoption sessions is such that we discuss the CIP generally and move to more fine detail.

Objectives of this strategy session are to

- Follow up on items from the last session
- Review funding sources in the CIP
- Address additional information about constraints in the CIP
- Review existing and new projects being considered in the new CIP
- Obtain feedback regarding new projects as they relate to priorities and criteria
- Consider the size of the initial staff request for the FY19-24 CIP and provide guidance for staff to create a scenario or scenarios for the Planning Board to consider in September work sessions

## Follow Up

In Strategy Session #1 we talked with the Board about

- Basic timeline for the CIP
- Evaluation Criteria used to guide the Planning Board and staff in CIP decision making
- CIP Categories
- The CIP “Sifting” process, or where CIP project ideas come from and how they work their way through various prioritizing filters to become part of the CIP

Follow up items from the last session include:

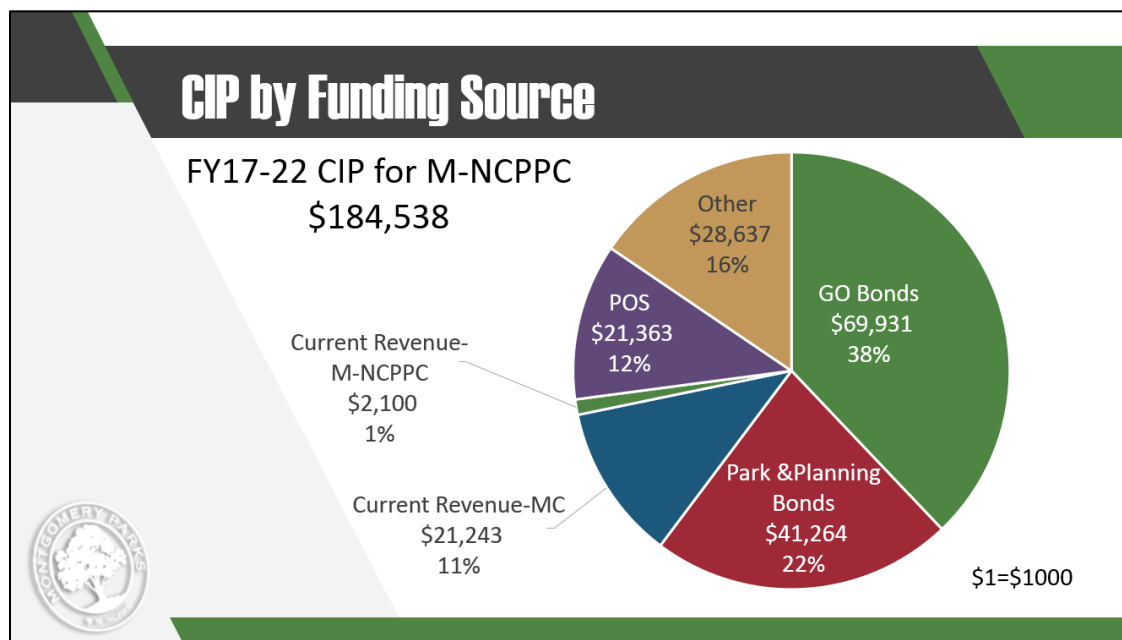
- **CIP Strategy and Evaluation Criteria for the FY19-24 CIP** –In addition to elements of the FY17-22 CIP strategy, the Board included the concept of Park Equity. The Board also stressed prior direction that the CIP
  - Focus on maintaining the existing park system
  - Project delivery that involves fewer large-scale renovations and includes approaches that provide more targeted, phased renovations of park components.

The revised CIP Strategy is on page ©1

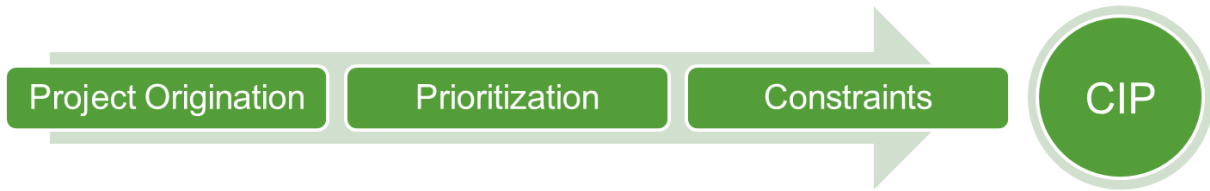
- **A request for more information on prioritization in CIP.** Please refer to page ©3. We will also have staff on hand to answer any additional questions.
- **Information about project delivery** and how we deliver smaller renovations and projects other than the traditional facility planning/standalone project process. Please refer to page ©8.

## Types of Funding in the CIP

The current CIP for FY17-22 is \$184.5m and is comprised of several funding sources including GO bonds, Park and Planning Bonds, Current Revenue and other sources. For more information, please refer to the following chart as well as information provided on ©17-20.



## Fiscal Constraints in the CIP



In Strategy Session #1 we discussed the CIP process within broad framework of the graphic above. In addition to the information about Project Origination and Prioritization already discussed, we have provided additional information on these topics starting on page ©3. During session #1 we also touched on Constraints in the CIP, but mentioned that we would finish the discussion with a look at the fiscal outlook, spending affordability guidelines and Program Open Space.

### Fiscal Outlook for FY19-24

Since the last strategy session, the County's Office of Management and Budget (OMB) provided information online and in presentations at the County Executive's CIP forums information summarizing the fiscal outlook for FY19-24. A portion of the OMB presentation is found starting page ©10. Some key points of the OMB presentation that may affect how the County Executive receives the Board's CIP request include:

- The approved Fiscal Plan for FY18 assumes a 0.4% reduction county-wide in FY19
  - Due to what OMB views as mandated funding requirements, primarily for schools, the Montgomery County Government and M-NCPPC will be "disproportionately affected."
  - Parks' approved FY19 funding from County Government sources is \$15.09m (GO bonds and Current Revenue). A 0.4% cut would be \$60,400. However, keep in mind that in the biennial review of the CIP, the Executive tried to cut county funding in FY19 by delaying \$1m, or a 6.6% cut, which is significantly more than 0.4% and gives an indication of the magnitude of cuts the Executive may make in that year.
- Parks are not listed among the County Executive's CIP priorities
- The County Executive's focus on maintenance and infrastructure is consistent with the Board's direction to focus on maintenance and renovation of the park system.

### Spending Affordability Guidelines

Going into budget season each year, the County Council sets spending affordability guidelines (SAG) that determine how much debt they are willing to take on to fund the capital budget and CIP. There are several financial and economic components the Council considers in establishing SAG. However, the primary two SAG components affecting the Parks CIP are limits on two types of bonds which together fund 60.3% of the Parks CIP. The two types of bonds are Montgomery County General Obligation bonds (GO bonds) and the Commission's Park and Planning bonds.

SAG essentially places a maximum dollar limit on bond funding in the CIP. For GO bonds SAG is \$340million per year. For Park and Planning bonds SAG is set at \$6.5 million per year.

Direction from the County is not to increase GO bonds in the FY19-24 CIP as this will increase the overall pressure on SAG for GO bonds. In fact, indications from the County are that they may even attempt to

cut GO bonds in the early part of the CIP due to strained fiscal conditions as discussed above and on pages ©10-14.

When it comes to SAG for Park and Planning Bonds, the Council often exercises deference to the Board since these bonds are exclusively a Commission funding source. At this time, Department staff is working with the Commission's Secretary-Treasurer and his staff to assess SAG of \$6.5 million per year, to determine remaining capacity, if any, and to what extent the Commission may or may not be able to raise SAG to accommodate new projects requests and maintain affordability.

***Staff will return to the Board in September with more information and a recommendation regarding to either keep or modify SAG for Park and Planning Bonds.***

For more information about SAG, please see page ©15.

#### Program Open Space

This funding source comes from the 0.5 percent transfer tax on every real estate transaction in the state. M-NCPPC is the local governing body for Montgomery County and receives an annual allocation that it may use for open space acquisition and park development in the county Parks CIP or as a pass through to municipalities.

After the recession of 2007-2009, housing transactions plummeted and the State began using some of the transfer tax revenues to fund gaps in the State budget. This had a double-chilling effect on what was once a vibrant and reliable source of funding. Locally, it slowed down some of the projects in the Parks CIP and made it impossible to fund any municipality requests that typically come through the Commission.

The good news is that the economy and real estate markets have been steadily improving and the Maryland General Assembly recently passed legislation limiting the use of transfer tax revenues for purposes other than POS. The new legislation requires full and timely repayment when funds are used to temporarily bridge State Budget gaps. The results of legislation and the economy are that this funding source has caught up with the backlog of projects in the CIP, that annual allocations to the Commission are increasing, and that the Commission is in a position to consider some municipal pass-throughs for the first time in several years.

Based on performance of POS over the last two decades and factors indicating increasing health and reliability of this funding source, it appears that the Department may once again be able to make POS assumptions in the CIP with increased, yet cautious confidence. For more information and analysis about POS, please refer to pages ©18-19. Based on that information and analysis, staff recommends a conservative assumption for POS.

***Recommendation: Based on past performance of POS and the most current forecasts, Staff recommends assuming no more than \$6 million per year in POS in projects that would otherwise be funded with Park and Planning bonds.***

## **Overview of existing and new projects being considered for the new CIP**

In this section, we will present an overview of projects, the majority of which already exist in the current CIP and will continue into the FY19-24 CIP. Additionally, there are a few projects that are new.

*At this time, Staff is not requesting for the Planning Board to approve specific funding levels and timing of these projects.* We will bring all of these projects back in September work sessions for that. The purpose of this overview is instead to provide an opportunity to continue the higher level, general discussion about evaluation criteria and strategy from the first session (© 1-2) and begin to discuss projects generally within the framework of the Board's criteria and strategy. Immediately following this discussion and assembly of feedback from the Board, staff will then begin to work through July and August on specific scenarios that address the Board's guidance and priorities.

### **Standalone projects**

- Projects which have a beginning and an end
- Typically have completed and approved facility plans
- Include renovations of existing parks or construction of new parks
- Often have operating budget impact
- Close out once appropriation has been spent and project is complete
- Example: Development of Greenbriar Local Park

There are 17 existing standalone projects that will continue into the new CIP. Of these, thirteen have no changes proposed. Four have changes proposed in either funding or scope. Additionally, there are two potential project being recommended by staff. Details of these project are provided on pages ©21-23.

### **Level-of-Effort Projects**

- Ongoing projects that continue indefinitely
- Receive a certain amount of funding annually
- Fund a collection of multiple smaller subprojects within the larger CIP project
- Projects are reviewed each fiscal year and reprioritized as necessary
- Less likely to have direct operating budget impact
- Example: Planned Lifecycle Asset Replacement of Playground Equipment

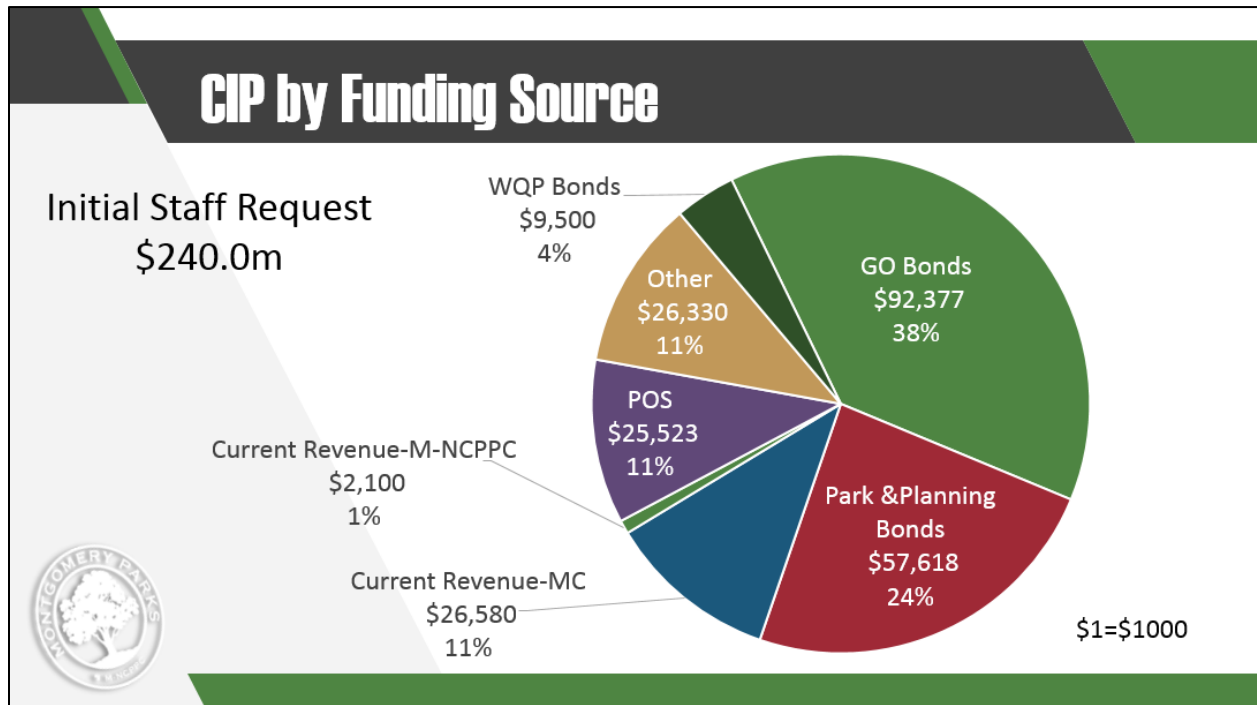
While standalone projects are often the most visible and lend themselves well for groundbreakings, ribbon cuttings, and events, the level-of-effort projects are the engine that drive the park system and keep it going year after year. Over the years, the park system has relied increasingly on level-of-effort projects to address aging infrastructure and increased use by a growing population. Level-of-effort projects offer flexibility in responding to changing needs of the park system, however, they are a budgeting challenge because they don't represent any one activity or place. This makes them an easy target for requests to cut the budget.

Level-of-effort projects in the CIP are of two types; Acquisition related and Development related. There are 3 Acquisition PDFs and 24 Development related PDFs. Of the 27 PDFs, 11 have no change in funding or scope. Sixteen do. There are also three potential new level-of-effort projects for the Board to consider. Summaries of these are found on pages ©23-32. Additionally, for reference you will find information about

- PDFs that implement the Energized Public Spaces Functional Master Plan on page ©33.
- Facility Planning priorities on page ©34, and
- Vision Zero on page ©39

### The Initial Staff Request

Upon conclusion of the work with the CIP Evaluation Committee (page ©5) the initial request is quite large at \$240.0m, which is 30.1% (\$55.5m) larger than the current six year CIP of \$184.5m.



### Primary sources of Increase

The details of the increases have been outlined on pages ©21-32 but can be summarized as follows:

- **Level-of-effort increases were applied for the full six years** (\$20.2m) whereas, the FY17-22 CIP focused primarily on funding the first two years of the CIP.
- **New projects** (\$23.1m)– The number of new project requests were kept at a minimum. The two new standalone projects added an additional \$9.5 million while the new level-of-efforts added \$13.6m, or together \$23.1m
- **Standalone increases and two-year shift** (\$12.2m) – This is a function of project increases (\$3.2m) and the net effect of funding entering the CIP into FY23/24 and leaving FY17/18.

### Pressure Points

The largest pressure to decrease the initial request will be felt in the following areas:

- **SAG for GO bonds** – The County OMB recommends not increasing existing GO Bond funding levels in the FY17-22 CIP (\$69.9m). GO bonds in the initial request are \$92.4m, a difference of \$22.5m or 32%.

- **SAG for Park and Planning Bonds** – Staff is still working with the Commission’s Finance staff to determine programming capacity under the current SAG of \$39m (\$6.5m/year) as well as to determine what flexibility the Commission might have in adjusting SAG. The Current CIP has programmed \$41.3m in Park and Planning Bonds while the initial staff request is \$57.6m, a difference of \$16.3m or 39%.
- **Water Quality Protection Bonds (©21)** – At the Council’s request, discussions continue with the County to explore what portion of the Parks’ water quality-related CIP projects may be eligible for Water Quality Protection funding. The initial staff request assumes \$9.5m of Water Quality Protection Bonds. If the discussions are unsuccessful, these CIP projects will revert back to GO Bonds.

On pages ©48-49 you will find charts that summarize the initial staff request, including a comparison by funding source that illustrates the pressure points above and the increases and decreases mentioned in the staff recommendation below.

***Recommendation: Staff recommends the following strategy for creating a scenario or scenarios for the Planning Board to consider in work sessions in September:***

- ***Approach modifications to the initial request by funding source (pages ©17-20).***
  - ***GO Bonds*** - Discuss with Planning Board in session if there is a target percentage that they would like staff to reduce the initial request overall and/or for GO bonds.
  - ***Park and Planning Bonds*** – continue to work with the bi-county accounting staff to determine
    - *If there is any additional capacity for Park and Planning Bond increases under existing SAG, and*
    - *If the Commission’s current bond strategy would allow a higher SAG that the Board could consider amending in September while maintaining affordability.*
  - ***Current Revenue*** - incorporate the increase of the initial staff request without any target reductions
  - ***Program Open Space*** – Keep as a tool to offset Park and Planning Bonds while maintaining a reasonable level of risk and reserving some set aside for municipal pass-throughs.
  - ***Other funding sources*** – Staff recommends incorporating the decrease
  - ***Water Quality bonds*** – Staff recommends incorporating the initial staff request and continue discussions with the County

#### Attachments

- CIP Strategy and Evaluation Criteria FY19-24, page ©1
- Project Sources and Prioritization in the CIP, page ©3
- Alternative Approaches: Project Delivery in the CIP, page ©8
- Montgomery County Fiscal Outlook FY19-24, page©10
- Spending Affordability Guidelines, page©15
- Funding Sources in the CIP, page ©17
- Overview of existing and new projects, page ©21
- Energized Public Spaces FMP in the CIP, page©33
- Facility Planning, page ©34
- Vision Zero, page ©39
- Initial Staff Request, page ©48

# CIP Strategy and Evaluation Criteria FY19-24



These criteria and areas of focus guide the evaluation and prioritization of projects for the Capital Improvements Program for FY19-24

## **Immediacy**

- The project repairs or replaces facilities necessary to protect public health, safety, and welfare.
- The project preserves natural, cultural or historic resources that might otherwise be lost or degraded if prompt action is not taken.
- The project upgrades facilities to comply with current code requirements and laws.
- The timing of the project is dependent on coordination with related projects of other County agencies or interest groups.
- The project is included in the first phase of a master plan.

## **Need**

- The project is already programmed in the CIP and is therefore already promised to a community.
- The project provides facilities to an under-served geographic area.
- The project provides facilities to an under-served population group.
- The geographic distribution of proposed projects is equitable.
- The project provides facilities to serve unmet needs countywide.
- The project serves a need identified by the surrounding community.

## **Efficiency**

- The project increases revenue, results in cost savings, and/or improves operational efficiency.
- The project leverages an opportunity, such as a partnership, contribution, donation or grant.
- The project has a high cost/benefit ratio by serving a large number of people for a reasonable cost.
- The project prevents further degradation of existing facilities which could be costly to repair later.

## **Equity**

- The project provides services or facilities to higher populations of lower income residents with low levels of access to parks
- Tools that may be used to determine Equity include Park Equity scores as per PROS 2017 and the methodologies in the Energized Public Spaces Functional Master Plan for Parks in Mixed Use & Higher Density Residential Areas (EPS FMP)



## **New vs. Renovation Public Access to Natural Areas**

- The predominate emphasis in the CIP should be on maintaining the current system and infrastructure
- Serves park users and protects natural resources
- Improves and expands trail networks
- Provides natural resource-based recreation opportunities

## **Trails**

- Increasing trail construction and renovation efforts, both natural and hard surface

## **Ballfields**

- Making ballfields available and convenient to a growing park constituency

## **Urban Parks**

- Increasing focus on activations and improvements
- Focusing more on urban areas where infrastructure is often older and open space is limited.
- Addressing changing needs and interests of urban populations

## **Acquisitions**

- Targeting urban parks and high density areas
- Seeking potential for natural resource-based recreation as well as enhancing the natural environment

## **Project Delivery**

- Fewer large-scale renovations
- More targeted, phased renovations of park components by utilizing level-of-effort projects
- Using in-house staff resources where possible
- Taking advantage of interdepartmental partnerships
- Focusing on Level-of-efforts on maintaining what we have and Implementing improvements to parks quickly

## **Facility Planning**

- Activating urban parks
- Focusing on smaller projects and studies

# Project Sources and Prioritization in the CIP



The CIP process is often referred to as a “sifting process” because projects originate from various sources and go through several filters or evaluations before coming a funded project in the capital budget.

## Project Origination

Project ideas come from various sources. They include They include public planning efforts, Department staff, citizens, directives from public officials, and other opportunities.

### Planning efforts

- Vision 2030 – Guidance on general areas of greatest overall facility needs based on Level of Services (LOS) areas as defined by the Vision 2030 Plan; Guidance on what facilities should be increased, decreased, or repurposed (some countywide, some linked to the four LOS areas).
- PROS – Guidance on facility needs for defined geographies such as team areas and planning areas. The goal of the analyses, service strategies, guidelines, and implementation strategies are to effectively get the right parks in the right places.
- Area Master Plans – Guidance on parkland acquisition, the role and type of each park or trail within a recommended open space system, suggested facilities for each park, and, sometimes, mechanisms for implementation
- Site Selection Studies – Guidance on location of specific facilities (in priority order), i.e., dog parks, skate parks
- Park Master Plans – Guidance on what facilities should be included in a specific park
- Energized Public Spaces Functional Master Plan - A methodology to identify areas of lower parks and open space service in our more densely populated areas

### Department staff

Parks staff identify projects from the planning efforts listed above, from their field observations in the parks and from listening to park users and officials, both elected and appointed.

### Citizens

The Department solicits feedback and ideas from the public through its outreach efforts such as the Parks and Recreation of the Future Campaign this past winter and Spring. Also, included in the CIP process is a Parks and Recreation Forum where citizens have the opportunity to provide spoken and written testimony regarding projects, concerns and areas of interest that they feel should be incorporated in the upcoming CIP.

### Directives from public officials

From time to time, the Department hears from elected and appointed officials at the State and County levels of government about projects for which they and/or their constituents have interests or concerns. As a Department, we listen to their needs and incorporate them into the CIP as resources permit and

within the overall priorities of the CIP. The recent project to renovate and soon to re-open the Maydale Nature Center is an example.

#### Other Opportunities

The Department often learns of additional opportunities that arise out of the interests of groups or individuals to propose and fund projects. Other times the Department may receive funding for projects from developers that were identified in a master plan or site plan approval of the developer's project. The Department has also facilitated land acquisitions that were done as donations to the Commission.

#### **Managing Project Requests**

Parks staff assemble projects from the sources mentioned above and enter them into a CIP and Major Maintenance database. In 2016, the Department moved this database into the Commission's Enterprise Asset Management System (EAM) where the data is better organized, better maintained, and available for integration in other reports and management efforts.

The database utilizes an automated rating system that is based on several different evaluation criteria generally reflecting those approved by the Planning Board. Each criterion is weighted, points are awarded, and a justification score is assigned to each project. This initial ranking starts the discussion. The criteria used by the database include:

<b>Renovates Aging Infrastructure</b>	<i>Reduces unexpected capital, operating or maintenance expenses of existing infrastructure</i>
<b>Required by Mandates</b>	<i>Federal/State/Local regulations (ADA, NPDES, other environmental regulations, etc.)</i>
<b>Protects Natural or Cultural Resources</b>	<i>Protects environmentally or culturally significant sites</i>
<b>Supports Plans or Studies</b>	<i>Supported by approved plans, including park/area master plans, surveys, condition or need assessment studies, LPPRP, etc.</i>
<b>Meets Public Request</b>	<i>Requested by public through testimony, C-tracks, letters, etc.</i>
<b>Generates Revenue</b>	<i>User fees, permits, admission fees, etc.</i>
<b>Enhances Safety</b>	<i>Eliminates hazard; repairs deteriorated condition thus reducing Commission's liabilities</i>
<b>Operating Budget Impact</b>	<i>Project requires increased staff, supplies/materials, capital outlay or utility costs.</i>

## **Project Distribution**

Once in the EAM database, the projects go through a series of distribution and review steps.

### Separation of CIP projects from Major Maintenance projects

To be a CIP project it must first meet two minimum criteria; a life expectancy of at least 15 years and a cost of at least \$30,000. Major Maintenance projects are those that are greater than \$3,000, but less than \$30,000. Staff from the Park Development Division (PDD) and the Facilities Management (FM) Division review the requests and separate out the CIP projects from Major Maintenance. Major Maintenance projects are managed by FM for review and incorporation into their work program.

### Allocation to capital projects in the CIP

Park Development staff distribute the CIP projects to the candidates list among existing CIP projects or in a holding place for potential new CIP projects.

## **Staff Evaluation**

### PDFs and Backup Sheets

Parks staff maintain the candidate lists of each respective CIP project on a spreadsheet called a Backup Sheet. In the published CIP, a CIP project also has a Project Description Form, or “PDF” that contains a description of the project and tables laying out project expenditures and funding sources. Each CIP project (or PDF) has one or more subject matter experts assigned to it known as the PDF Manager(s). PDF Managers review the candidate lists in the back up sheets respective to their PDFs or CIP projects. Using the current Planning Board CIP Strategy Evaluation Criteria (©1), the scoring from the EAM, and in some cases, such as playgrounds<sup>1</sup> or tennis courts, other inspection and evaluation tools as guidance, the PDF Manager recommends funding schedules for the candidate projects as approved CIP funding allows. Once the PDF funding is fully earmarked with candidate projects, the remaining projects stay on the candidate list on the backup sheet until additional funding is available.

### Evaluation Committee

In the Spring of a CIP review cycle an evaluation committee consisting of the Department Directors, Region Chiefs, and Division Chiefs meet in several sessions to review the CIP and the new projects. In these meetings, PDF Mangers and other subject matter experts present the various PDFs to the committee. Presentations typically outline the Board’s CIP Strategy, the scope and work program associated with each PDF, the current funding level of the PDF, what can be accomplished at the current funding level (including asset replacement lifecycles), and recommendations for future funding levels in the CIP.

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<sup>1</sup> Staff from the Park Development Division will discuss playground prioritization their briefing about playground surfacing to the Board on July 24, 2017 Item 1.

## **Planning Board Review**

### Joint Parks and Recreation CIP Forum

In the spring of the full CIP review, the Department coordinates a CIP forum for the Planning Board and the Parks and Recreation Advisory Board to hear comments, ideas and feedback directly from county residents. At the forum, citizens have the opportunity to provide spoken and written testimony regarding projects, concerns and areas of interest that they feel should be incorporated in the upcoming CIP.

### Strategy Sessions

Early in the summer staff work with the Planning board in strategy sessions. These sessions are meant to be very general and high level discussions with the focus being on reviewing Evaluation Criteria and guiding principles in place currently as well as any modifications going into the next CIP cycle. It is a time for staff to familiarize the Board with the basics of the CIP cycle, categories and funding sources, the fiscal climate of the County, fiscal constraints, spending affordability guidelines (SAG) adopted by the County Council, guidance from the County's Office of Management and Budget (OMB), status of projects in the current CIP, projects rolling into the new CIP, new CIP projects/PDFs, new approaches in the CIP. This is also the time for the Board to provide direction and feedback that may include areas related to criteria, priorities, preferred strategies for project delivery, areas of interest, targets for meeting affordability guidelines, and general guidance. Staff then uses this feedback in creating recommendations for funding and timing of projects to be presented in work sessions with the Planning Board in the fall.

### Staff CIP Scenarios

Typically, staff recommendations for the CIP coming out of the Evaluation Committee result in an initial ask that exceeds affordability guidelines adopted by the County Council and guidance from OMB. Through the summer, CIP staff, under the direction of the Deputy Parks Director, create scenarios that reflect the Planning Board's Evaluation Criteria and CIP Strategy and bring funding levels within fiscal constraints.

### Work Sessions

In the early Fall, the Board reviews staff recommendations for the CIP and provides staff feedback regarding what changes to prepare for the final scenario. The last session, usually held in early October, is an Adoption Session where the Board reviews the final scenario for the CIP. Upon the Board's adoption of the CIP, staff then prepares the final PDFs, reports and transmittal documentation for the submission of the CIP to the County Executive on November 1.

## **County Review and Adoption**

In the late fall and early winter, the County Executive reviews the Board's CIP submission, or "Agency Request" against those of other agencies and departments in the County. It is at this time that the Executive often invites the Planning Board Chair and Department staff into meetings and where Department staff work closely answering questions of OMB staff. The Executive typically makes some modifications to the Board's submission

that reflect his priorities, criteria and approach to addressing affordability. The Parks CIP is then incorporated into the County-wide CIP that the Executive transmits to the County Council, known as the as the “County Executive’s Recommended CIP”.

In the winter, typically early February, the County Council holds a few days of public hearings for the CIP. Council review of the CIP that follows consists of an agency-by-agency and department-by-department review of the county-wide CIP, first by various committees and then the Council as a whole. In preparation of the Committee meetings, Parks staff work closely with Council staff to answer questions and provide information that help Council staff make recommendations. It is also at this time that the Parks Department, Planning Board chair and Parks advocates are working with Councilmembers to advocate for key parts of the Parks CIP. The Council Committees, and ultimately the full Council, determine whether to approve the County Executive’s recommendations, the Agency request, or some variation. The appropriations for the first year of the CIP also make up the capital budget for the next fiscal year.

In late April, after also reviewing the County’s operating budget, the Council revisits the CIP one more time to make sure that the CIP, the capital budget and the operating budget represent the Council’s priorities and level of commitment to affordability in a period known as reconciliation. Once the budgets and the CIP have been reconciled, the Council works with department and agency staff to draft up final resolutions that the Council passes for the CIP, the capital budget, and the operating budget.

# Alternative Approaches: Project Delivery in the CIP



In the FY17-22 CIP discussions with the Board, staff presented challenges that the Department was facing in delivering projects, particularly park renovations and maintenance project at a time when there have been severe budget constraints. Particularly, the standard approach of creating standalone CIP projects that came out of facility planning were facing long delays high price tags.

The facility planning process typically takes two years to bring a project to a 30% design and develop well-reasoned project cost estimates. Following facility planning, the project would then become its own CIP project with the first two years devoted to a final design and another two years or so devoted to construction. However, the tight budget situation did not allow enough fiscal capacity to start standalone projects in the following year and in some cases, were delaying the bulk of project design and construction beyond the six-year period of the CIP.

In response to this, staff worked with the Board to create a new approach to project delivery. This new method approach was not intended to fully replace the facility planning/standalone project model described above, rather it was intended to become another tool in a proverbial tool box that the department could use.

The Board included this in their CIP Strategy for the FY17-22 CIP identified under “Project Delivery” and included:

- Focus on Renovation and Maintenance in the next CIP
- Utilizing design-build for appropriate projects
- Limit New projects and large scale renovations that require facility planning
- Performing more field engineering, especially for trail projects and environmental projects
- In the place of large-scale park renovations or overhauls, consider renovating existing features of parks.
- Look for opportunities to provide new amenities in existing parks to meet demand and changing needs of county residents
- Utilize a combination of level-of-effort projects to renovate needed portions of parks. The common level of effort projects would include:
  - ADA Compliance
  - Ballfield Improvements
  - Trails – Hard Surface and Natural Surface
  - PLAR – Tennis and Multi-use Courts
  - PLAR – Minor Renovation
  - PLAR – Play Equipment
  - PLAR – Resurfacing parking lots & Paths
  - PLAR – Park Activity Buildings
  - Minor New Construction
  - Pollution Prevention
- Increase the appropriate level of effort projects to accommodate the added demand resulting from fewer stand alone large scale renovations and new parks.

Ultimately this approach was a success in moving two projects forward. One in Pinecrest Local Park with construction will beginning this fall, and another for Wheaton-Claridge Local Park that is at 60% design. It was also successful in pointing out some limitations. Two projects were identified in Wheaton Regional Park. These two phases with Pinecrest and Wheaton-Claridge were simply too much and overwhelmed the multiple CIP projects or PDFs that were collectively supporting the new approach. We opted to delay Wheaton and recommend it to the Board under an alternative approach as a standalone PDF. It was also based on this experience that we learned we needed to consider an additional tool in the proverbial tool box for project delivery. Staff will be presenting more about this tool which is a level of effort CIP project, or PDF, called Park Refreshers and will be devoted to projects that are \$1-3 million in size. This will be a third tool or approach to project delivery in addition to the facility planning/standalone project model and the New Method approach described above.



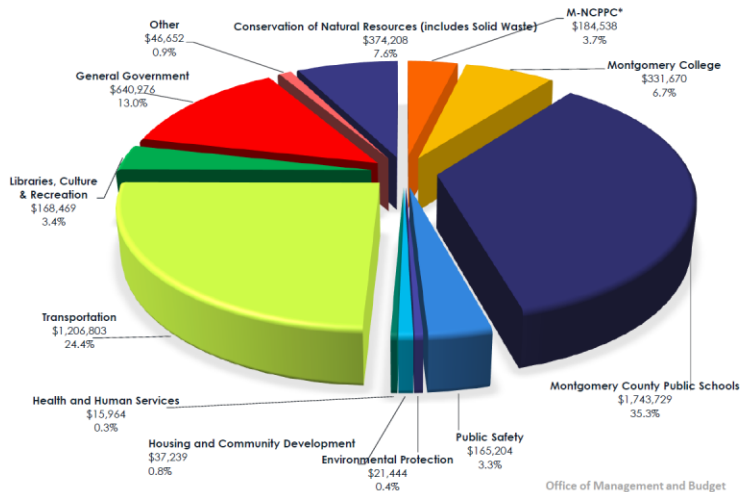
# Montgomery County Fiscal Outlook FY19-24



From: [http://www.montgomerycountymd.gov/OMB/Resources/Files/omb/pdfs/FY18/CIP\\_CAB\\_FY19-24\\_Briefing.pdf](http://www.montgomerycountymd.gov/OMB/Resources/Files/omb/pdfs/FY18/CIP_CAB_FY19-24_Briefing.pdf)

## (CIP) Expenditure Summary

FY17-22 Approved CIP (as amended): \$4.936 Bn.



## FY19-24 Fiscal Outlook

### Revenues - Continued Risk and Uncertainty

County revenues will be significantly impacted by the MD State Comptroller v. Wynne income tax case.

These losses are estimated at:

- \$29.9M in FY18 and FY19
- Impact of the Wynne decision could result in income tax revenue loss in FY20-FY24 of \$139.4 million

**Federal Budget Challenges** – Uncertainty for federal agencies in Montgomery County due to the President's proposed budget. Federal budgets continue to impact federal contractors located in the County and resident wages

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## FY19-24 Fiscal Outlook

### Revenues – Other Factors

- Home sales increased 5.8 percent in 2016 after increasing in 2014 and 2015
- Energy Tax increase has been reduced by 27% since FY12
- Implementation of Master/Sector Plans: White Flint; Shady Grove; Great Seneca; Wheaton; East County Science Center
- Property Tax Assessments increased 4.1% over the FY17 estimate
- County's Unemployment Rate (2.9% in April 2017) Dropped to Second Lowest Point since 2008.

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## FY19-24 Fiscal Outlook

### Expenditures: Growing Needs and Challenges

- 1 Student Enrollment Increasing
- 2 Operating impact of new facilities
- 3 Shifting of State responsibilities to local government  
Higher than anticipated costs for cost-sharing of State teacher retirement obligations to local jurisdictions. These costs were rolled into Maintenance of Effort (MOE) in FY17, increasing the County's required contribution in perpetuity.
- 4 Cost and Price Spikes: Weather/Snow Removal; fuel and energy prices; food prices; etc.  
Cost of compensation increases, health insurance and retirement, and retiree health insurance.  
FY17 cost of snow removal/storm response: \$11.7 million.  
FY18 snow budget has been reduced by \$3 million to \$6.2 million.
- 5 Debt Service

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## **FY19-24** Fiscal Outlook

### **Overall FY18 Operating Budget Fiscal Picture**

**A large portion of the General Fund expenditures are mandatory.**

- ▶ MCPS and College funds subject to future MOE requirements, Revenue Stabilization Fund and debt service payments constituted 64.4% of the FY18 general fund expenditures.

**The approved FY18 fiscal plan assumes a 0.4% budget reduction will be needed across all agencies in FY19.**

**Due to mandated funding requirements, MCG and M-NCPPC will be disproportionately impacted.**

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## **FY19-24** Fiscal Outlook

### **CIP Impacts on the Operating Budget**

#### **Direct cash contributions in FY18**

- ▶ PAYGO \$34M
- ▶ Other Cash \$66.165M

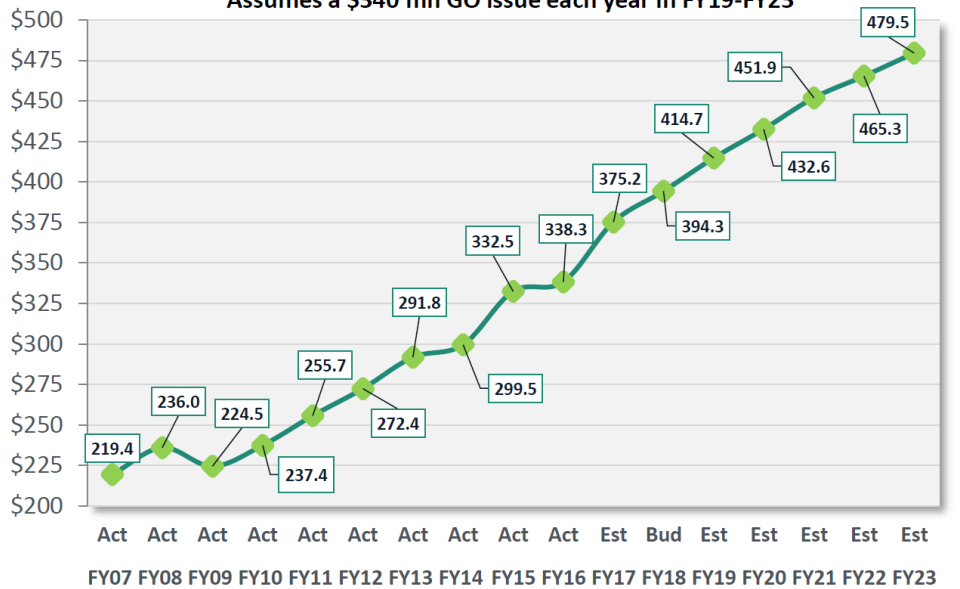
#### **Cost to Operate New/Expanded Facilities**

**Debt Service – e.g. Every \$10 million in Debt increases debt service by \$1 million. Debt service payments continue for 20 years.**

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## FY19-24 Fiscal Outlook

**Tax-Supported Debt Service, FY09-FY23**  
Assumes a \$340 mn GO issue each year in FY19-FY23



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## FY19-24 Fiscal Outlook

### CIP Fiscal Challenges

- ▶ MCPS enrollment growth is expected to require significant funding for new schools and additions to avoid significant increases in the use of relocatable classrooms and putting areas of the county into moratorium.
- ▶ Construction costs are beginning to increase as the economy improves
- ▶ More funding is needed for HVAC, Roof Replacement, Road Resurfacing and other level of effort projects to protect our infrastructure – particularly as renovations and modernizations are delayed.
- ▶ Community expectations (i.e. master plans, etc.)
- ▶ Capital budget demands on the operating budget may be unaffordable.

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## Debt Service Opportunity Costs

Every \$1 million used for debt service could also be used for:

- ✓ 14 public school teachers
- ✓ 9 police officers
- ✓ 9 fire fighters
- ✓ Operating 1 library for a year except for large libraries such as Silver Spring and Rockville
- ✓ Operating 8 Senior Centers
- ✓ Operating 5 Recreation Community centers
- ✓ Operating 3 Elementary School Excel Beyond the Bell Programs
- ✓ Rental assistance for 427 families
- ✓ 21,505 bednights in family shelters
- ✓ 10,800 bednights at overflow motels
- ✓ Respite care for 325 clients
- ✓ Child care subsidies for 109 children for a year
- ✓ Services for 4,124 Montgomery Cares clients
- ✓ 1,274 County-funded Maternity Partnership program
- ✓ 1,594 Housing Stabilization grants
- ✓ Pruning 2,150 trees
- ✓ Purchasing 2 buses
- ✓ Renovations for 250 bus stops

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## County Executive CIP priorities

(Not in rank order)



- |  |  |
|--|--|
| MCPS Capital Needs   | Affordable housing                                 |
| Economic development initiatives   | Projects needed to address imminent safety hazards |
| Transportation projects – particularly those that support economic development and address congestion relief | Projects that leverage significant outside funding |
|  | Maintenance of core infrastructure                 |

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# Spending Affordability Guidelines



Going into budget season each year, the County Council sets spending affordability guidelines (SAG) that determine essentially how much debt they are willing to take on to fund the capital budget and CIP. The Council reviews several financial components in establishing SAG. However, the primary two SAG components the Council sets that affect the Parks CIP are limits on two types of bonds which together fund 60.3% of the Parks CIP<sup>2</sup>. The two types of bonds are Montgomery County General Obligation bonds (GO bonds) and the Commission's Park and Planning bonds. SAG essentially places a maximum dollar limit on bond funding in the CIP. For GO bonds SAG is \$340million per year. For Park and Planning bonds SAG is set at \$6.5 million per year.

## SAG-GO Bonds

SAG for GO bonds are set with respect to the County's overall bond issuance, so there is no guideline set specifically for a department or agency. Essentially, if a department or agency increases GO bonds in its portion of the overall County CIP, another department or agency must diminish their CIP. Considering the high levels of annual debt service associated issuing bonds and that the County is currently at or very near this limit, it is unlikely that the Council will raise the SAG for GO bonds. With this in mind, it is likely that the County Executive will not support any increases to the Council that the Commission may proposed to current bond levels in the first four years of the FY19-24 CIP. Further, the expectation is likely that the Board will also be expected to keep GO bonds in FY23 and 24 similar to the levels in the first four years. Also, keep in mind that in the biennial 17-22 CIP the Executive recommended reducing GO bonds for the Commission by \$2m, or \$1m in FY19 and in FY20, and placing the \$2m in FY21. Based on this and the indication from the fiscal outlook for FY19-24 presentation that OMB just published (see ©12), Staff anticipates the possibility that the Executive will recommend some GO bond cuts in the 19-24 CIP.

The Current GO bond SAG for the County in FYs 17-20 is set at \$340million per year. If M-NCPPC's share of County GO bonds is roughly 4% of the overall GO bond share<sup>3</sup>, then M-NCPPC's share of the SAG is roughly \$13.6 million per year. This means that if we do not program more than \$13.6 million per year in GO bonds, the M-NCPPC CIP should theoretically not contribute to the County exceeding SAG for GO bonds overall.

## SAG- Park and Planning Bonds

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<sup>2</sup> FY17-22 CIP for Parks is \$184.538m. GO Bonds are \$69.931m. Park and Planning Bonds are \$41.264m. Total bond funding is \$111.195 or 60.3% of the CIP.

<sup>3</sup> The Countywide FY17-22 CIP is funded with \$1.975b in GO bonds. GO bonds for M-NCPPC are \$69.931m

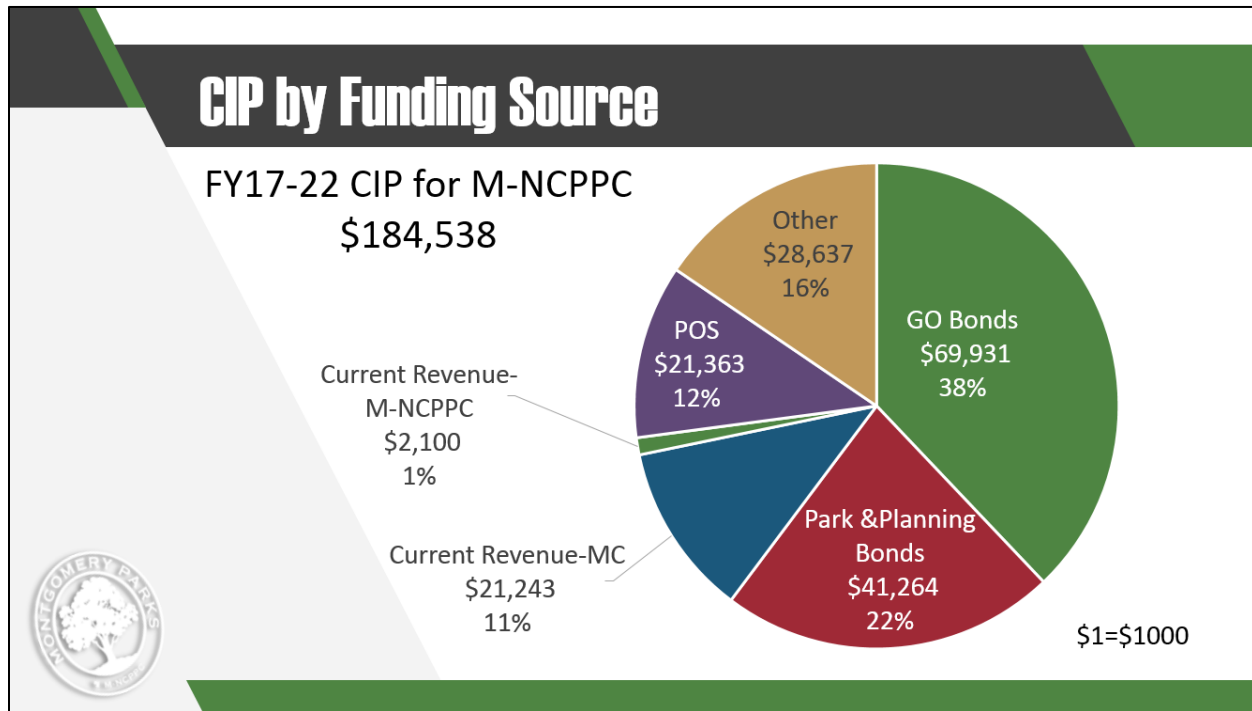
Since the Commission is the only agency that uses Park and Planning bonds, the SAG for that funding source is set specifically for our agency. Unlike SAG for GO bonds that are set over four years, SAG for Park and Planning Bonds is with respect to the full 6 years of the CIP. Park and Planning bonds are currently \$39million or \$6.5 million per year. Based on historical data, the implementation of Park and Planning bonds has been about 87%, so this has allowed us to program up to \$7.3 million in Park and Planning bonds and still maintain SAG.

When it comes to SAG for Park and Planning Bonds, the Council considers direction of the Board since these bonds are exclusively a Commission funding source. At this time, Department staff is working with the Commission's Secretary-Treasurer and his staff to assess to what level the current SAG of \$6.5 million per year is affordable and what extent the Commission may or may not be able to raise SAG to accommodate new projects and increases in existing projects in the CIP. Staff will return to the Board in September with more information and a recommendation regarding to either keep or modify SAG for Park and Planning Bonds.

## Funding Sources in the CIP



The current CIP for FY17-22 is \$184.5m. In comparison, the FY15-20 CIP was approved at \$178.2m. The current CIP is approximately \$6.3 million or 3.5 percent more than the previous CIP.



The primary types of funding include GO bonds, Park and Planning Bonds, Current Revenue and other sources.

### GO Bonds

These bonds fund CIP projects in parks classified as county-wide parks, also known as non-local parks. They include regional parks, recreational parks, special parks, stream valley parks, conservation area parks, and county-wide urban parks. They are issued by Montgomery County and are used to fund projects in most department and agencies CIPs in the County. As such, park projects funded with these are competing with other non-park projects such as schools, roads and government buildings. The County's Debt Summary describes them as follows:

County general obligation bonds are secured by the full faith, credit and taxing powers of the County. Bonds are normally issued with a 20-year term, with five percent of the principal retired each year. This practice produces equal annual payments of principal over the life of the bond issue and declining annual payments of interest on the outstanding bonds. The Charter limits the term of any bond to 30 years.



Over the past three decades the composition of County general obligation debt has changed. As more general County bonding was shifted towards schools and roads, a related shift occurred away from general County facilities, parks, and mass transit. In addition, in recent years, general obligation debt has not been issued to finance parking lot district or solid waste projects. Such projects have been financed with revenue bonds or current revenues.

The County typically issues its general obligation bonds once annually, in the spring. The proceeds are used to retire short-term Bond Anticipation Notes/commercial paper (BANs).<sup>4</sup>

#### Park and Planning Bonds

These bonds fund CIP projects in parks classified as community-use parks, also known as local parks. They include neighborhood parks, local parks, neighborhood conservation area parks and community use urban parks. The County's Debt Summary describes them as follows:

The Maryland-National Capital Park and Planning Commission (M-NCPPC) issues general obligation debt for the acquisition and development of local parks and certain special parks and advance land acquisition, with debt limited to that supportable within mandatory tax rates. The Commission also issues revenue bonds funded by its enterprise operations. Pursuant to Section 6-101 of Article 28 of the Annotated Code of Maryland (1997 Replacement Volume and 2000 Supplement), the County must guarantee payment of principal and interest on the debt of M-NCPPC that is not self-supporting.<sup>5</sup>

#### Current Revenue

A funding source for the Capital Budget which is provided annually within the Operating Budget from general, special, or enterprise revenues. Current revenues are used for funding project appropriations that are not eligible for debt financing or to substitute for debt-eligible costs.

Current revenue comes from Montgomery County Government, while other current revenue comes from M-NCPPC and is spent respective to the park classifications discussed for bonds.

#### Program Opens Space

Program Open Space is a component of Maryland's land preservation programs. Established in 1969 by the Maryland General Assembly, POS funds the acquisition and development of state and local parks as well as the conservation of natural resources and open spaces. Funding for this important program comes from a 0.5 percent transfer tax on every real estate transaction in the state, which the Maryland General Assembly initiated in order to ensure that a dedicated funding source existed for parks and recreation.

The fundamental challenge for POS is that we only know what is available for the next fiscal year. Assuming POS in the six-year CIP requires us to rely on forecasting and analyzing past performance. Since the CIP was discussed two years ago, forecasts have increased significantly. This is due to at least two factors. First, as the real estate market has stabilized, transfer tax revenues have increased. Second, in the 2016 Legislative Session, the General

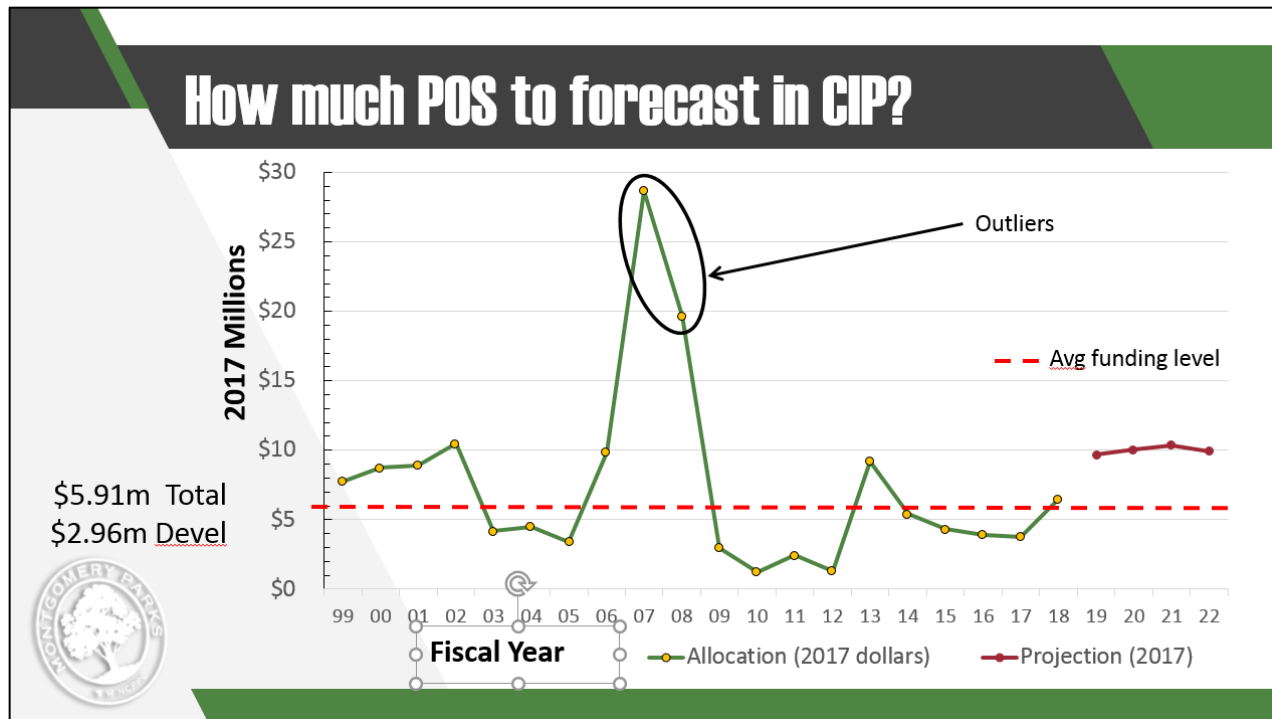
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<sup>4</sup> <https://www.montgomerycountymd.gov/bonds/debt.html>

<sup>5</sup> Ibid

Assembly approved bill HB 462 which requires paybacks of transfer tax that in prior years had been used to fund other parts of the State budget and makes it more difficult to continue that practice. This and other changes effectuated by the bill have returned POS to the dedicated funding source it was intended to be.

A look at past performance and current State projections would indicate that overall it is safe to assume, on the average, about \$5.9 million per year, of which half must go to acquisition<sup>6</sup> (see chart below).



The Current FY17-22CIP assumed \$21.4 million in POS, or about \$3.6million per year. Based on past performance and recent forecasts, it appears that POS should continue to perform up to assumptions, and possibly better.

Remaining POS projects in the FY17-22 CIP that have not yet received POS funding include:

1. Improvements in Good Hope Local Park (\$125k in FY18)
2. Renovations in Long Branch Wayne Local Park (\$425k in FY18)
3. Hillandale Local Park (\$3m in FY19)
4. Caroline Freeland Local Park (\$2m in FY21)
5. Little Bennett Day Use Area (\$1m in FY22)

<sup>6</sup> Side note: In the 2017 legislative session, a subcommittee under the Maryland Association of Counties drafted language that would have removed the 50% toward acquisition requirement and would have allowed flexibility between acquisition and development. However, it was part of a bill that had other provisions that did not have as much support and the bill eventually died. It will likely return in some form in the 2018 session.

## Other Funding Sources

These include:

- Contributions – Funds that come from individuals or organizations, typically through the Montgomery Parks Foundation
- Enterprise Park and Planning - The Enterprise Fund accounts for various park facilities and services that are entirely or predominantly supported by user fees. Recreational activities include ice rinks, indoor tennis, event centers, boating, and camping programs
- Federal Aid – Funding from the federal government including grants, such as \$2m that the North Branch Trail project received in the form of a TAP grant.
- Intergovernmental – funding from a non-federal or non-state government entity, such as the transfer of funding in FY17 and 18 from Montgomery County’s funds for Community Use of Public Facilities (CUPF) that Parks receives and uses to renovate school ballfields.
- PAYGO - “Pay as you go” funding; that is, current revenue substituted for debt in capital projects that are debt eligible, or used in projects that are not debt eligible or qualified for tax-exempt financing.
- Revolving (P&P only) - 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.
- State Aid – Funding coming from the State of Maryland, including any grants or through bond bills
- Water Quality Protection Bonds – During the last CIP cycle discussions at the Council was interested in options to fund the Commission’s request for the water quality related PDFs (Pollution Prevention PDF and the Stream Protection). The PHED Committee requested that Parks staff look at the County’s CIP project funded with Water Quality Protection Charge and Water Quality Protection Bonds and determine which parts of the Parks PDFs are similar. While the Council ultimately did not fund the Parks PDFs with any Water Quality Protection funding, they asked that the dialogue continue as the scope of the two PDFs seem consistent with County PDFs funded by Water Quality Protection funding. The initial staff request for Pollution Prevention and for Stream Protection assume Water Quality Protection Bonds, as the discussions with the County continue. However, if the discussions do not ultimately support using Water Quality Protection funding in the new CIP, they will revert back to GO bond funding.

# Overview of existing and new projects



## Standalone Projects

Stand-alone projects that were completed through FY17 are as follows:

1. Falls Road Local Park
2. Greenbriar Local Park
3. Kemp Mill Urban Park
4. North Four Corners Local Park
5. Shady Grove Maintenance Facility Relocation (Coordination)
6. Woodlawn Barn Visitors Center

Projects that are in progress and should be substantially complete by the end of FY18 are listed below:

1. Laytonia Recreational Park
2. South Germantown Recreational Park Cricket Field
3. Western Grove Urban Park
4. Rock Creek Maintenance Yard

### Continuing Standalone Projects from FY17-22 CIP--No Change

Project Name	Location	Description	Budget*	Status
<b>Battery Lane Urban Park</b>	Bethesda	Renovation of existing playground, including ADA improvements	\$460,000	FY17 Design; FY18-22 Construction
<b>Caroline Freeland Local Park</b>	Bethesda	Renovation of an existing local park	\$3,808,000	FY19-20 Design FY21-22 Construction
<b>Hillandale Local Park</b>	Silver Spring	Renovation of existing 25.35-acre park	\$7,550,000	FY17-18 Design FY19-21 Construction
<b>Laytonia Recreational Park</b>	Gaithersburg	New park with complex of four lighted, irrigated baseball fields; basketball courts; trails and playground; restrooms; press box	\$12,579,000	FY14-17 Construction
<b>Little Bennett Day Use Area</b>	Clarksburg	New nature-based recreation area. Facilities will include a multi-purpose outdoor classroom; amphitheater; group picnic, shelter and fire ring areas; play complex; trails; access road and parking lot.	\$14,567,000	FY19 Design; FY21 Construction

Project Name	Location	Description	Budget*	Status
<b>Little Bennett Regional Park Trail Connector</b>	Clarksburg	Approximately one mile of hard surface trail from Snowden Farm Parkway to the Day Use Area	\$2,780,000	FY20-21 Design FY21-22 Construction
<b>Magruder Branch Trail Extension</b>	Damascus	Extension of trail (.75 miles) to existing 3.1-mile trail that begins at Damascus Recreational Park	\$2,629,000	Design FY23-24
<b>North Branch Trail</b>	Rockville	Hiker-biker trail through Lake Frank and the North Branch of Rock Creek	\$4,672,000	FY18-20 Construction
<b>Northwest Branch Recreation Park Athletic Area</b>	Cloverly-Norwood	Phase II to include Lighting and irrigation, bleachers, playground, restroom building and picnic shelters, landscaping, water fountain, expanded trails, maintenance building/storage area.	\$4,600,000	Design 21-22 Construction FY24+
<b>Ovid Hazen Wells Recreational Park</b>	Clarksburg	Relocates carousel from Wheaton Regional Park and provides supporting recreational amenities and parking to create a destination recreational area.	\$8,100,000	FY19 Design; FY21 Construction
<b>S. Germantown Recreational Park: Cricket Field</b>	Germantown	Provides one full size cricket field, parking and minimal amenities	\$2,300,000	Under construction
<b>Warner Circle Special Park</b>	Kensington	Renovation of historic buildings and surrounding park	\$11,129,000	FY21-22 Construction
<b>Woodside Urban Park</b>	Silver Spring	Design and renovation of urban park	\$6,459,000	FY15-16 Design; FY 18 begin construction

#### Continuing Stand-alone Projects from FY17-22 CIP--With Changes

Project Name	Location	Description	Budget*	Status
<b>Brookside Gardens Master Plan Impl.</b>	Silver Spring	Next phases of infrastructure work – Visitors Center & Conservatory (POR), renovation of the Rose Garden (partially funded with donor bequest) and ADA renovations to the Formal Gardens, adds \$1.7m	\$1,700,000	Design FY19-20 Construction FY20-22
<b>Elm Street Urban park</b>	Bethesda	Renovation of an existing urban park, adds work to have been done by developer, Adds \$942k	\$1,613,000	Des FY16/ Constr FY17

Project Name	Location	Description	Budget*	Status
<b>Josiah Henson Historic Park</b>	N Bethesda	Rehabilitation of existing park and renovation of the Riley/Bolten House to a museum, new visitor center, bus dropoff, small parkinglot and landscaping, Adds \$550k for construction cost escalation	\$5,850,000	FY16 Design; FY18 Construction
<b>Seneca Crossing Local Park</b>	Germantown	Consider phasing strategy to implement replacement field for Ridge Road ice rink and interim community gardens. Originally envisioned as a new 28-acre local park with rectangular playing field, playground, sand volleyball courts, skate spot, trails, parking, picnic shelter. Phasing would lower cost from \$8,773,000 to \$3m	\$8,773,000	FY18 Design; FY TBD Construction

#### Potential New Stand-alone Projects from FY17-22 CIP

Project Name	Location	Description	Budget*	Status
<b>Long Branch Wayne LP</b>	Silver Spring	Renovation of existing 6.1-acre park	\$4,500,000	Facility/concept plan underway, to be presented to Planning Board in July 2017
<b>Wheaton-Shorefield</b>	Wheaton	Parking and ADA renovations in the Shorefield parking area, the Carousel parking area, and relocated restroom	\$5,000,000	Facility/concept plan underway, to be presented to Planning Board in July 2017

## Level-of-effort Projects

In addition to stand-alone projects, the CIP also includes several level-of-effort projects that generally have a consistent and continuous level of funding from year to year and fund smaller sub-projects that do not require facility planning. While the Department evaluates and prioritizes the sub-projects within these PDFs, with a

particular focus on the first two years of the program, it maintains the right to revisit and adjust priorities on an on-going basis. This is so that new projects are prioritized fairly and evaluated against existing projects.

#### Levels-of-efforts that will remain the same

Name	What	Funding level (000)
<b>ALARF: M-NCPPC (P727007)</b>	To enable the Commission to acquire rights-of-way and other property needed for future public projects. All properties acquired with ALARF must first be shown on adopted area master plans as needed for future public use	\$1,000 /yr Revolving Fund
<b>Ballfield Improvements (P008720)</b>	ballfield improvements on parkland, school sites, and other public sites	\$950 FY19-20 \$1250/yr GO Bonds
<b>Cost Sharing: Local Parks (P977748)</b>	Funding to accomplish local park development projects with either private sector or other public agencies	\$75/yr PP Bonds
<b>Cost Sharing: Non-Local Parks (P761682)</b>	Funding to accomplish local park development projects with either private sector or other public agencies	\$50/yr GO Bond
<b>Energy Conservation - Local Parks (P998710)</b>	To modify existing park buildings and facilities to control fuel and utilities consumption	\$37/yr PP Bonds
<b>Energy Conservation - Non-Local Parks (P998711)</b>	See above	\$40/yr GO Bonds
<b>Facility Planning: Local Parks (P957775)</b>	Preparation of various plans and studies. Often the launching place for standalone CIP projects that have achieved preliminary design and well-reasoned cost estimates.	\$300/yr PP Bonds
<b>Facility Planning: Non-Local Parks (P958776)</b>	See above	\$300/yr GO Bonds
<b>Small Grant/Donor-Assisted Capital Improvements (P058755)</b>	For new or existing projects that receive support from non-County government funding sources, e.g.	\$300/yr \$200 Contributions \$100 Current Revenue

Name	What	Funding level (000)
	grants, donations, gifts, fund raising projects, and sponsorships.	
<b>Trails: Hard Surface Renovation (P888754)</b>	For major renovations of hard surface trails.	\$300/yr GO Bonds
<b>Trails: Natural Surface &amp; Resource-based Recreation (P858710)</b>	One of the primary level-of-effort projects that will support providing access to natural, undeveloped park land. The focus will still be natural surface trails, but it will also help support natural resource-based recreation uses	\$350/yr 300 Current Revenue 50 GO Bonds

#### Level-of-efforts that are being considered for change

Name	What	Lifecycle or other Issues	Possible change
<b>Acquisition: Local Parks (P767828)</b>	acquisitions that serve county residents on a neighborhood or community basis	n/a	Increase Park and planning Bonds from 35k to 150k for increase costs of land and administration
<b>Acquisition: Non-Local Parks (P998798)</b>	for non-local parkland acquisitions, including related costs for land surveys, appraisals, settlement expenses and other related acquisition costs	n/a	Increase current Revenue from 135k to 250k for increased costs of land and administration
<b>ADA Compliance: Local Parks (P128701)</b>	To ensure that all parks and park facilities are built and maintained in compliance with Title II of the Americans with Disabilities Act (ADA) and the ADA Accessibility Guidelines (ADAAG) standards	<ul style="list-style-type: none"> <li>Actual construction <b>4-6</b> times higher than Planning Level Cost estimates</li> <li>Projected <i>WAG estimate</i> is <b>\$100M</b> AND projected timeline will substantially exceed <b>25 years</b>.</li> <li>Actual projects: <b>4-5 per year per fund (should be 10-15)</b></li> </ul>	From 700k to 800k and gradually to 950k for lifecycle issues and increase construction costs



Name	What	Lifecycle or other Issues	Possible change
		<ul style="list-style-type: none"> <li>ADA funding also supports other CIP Initiatives: New Method, playgrounds, parking lots, trails, etc.</li> </ul>	
<b>ADA Compliance: Non-Local Parks (P128702)</b>	See above	See above	From 850k to 1000k and gradually to 1100k for lifecycle issues and increase construction costs
<b>Enterprise Facilities' Improvements (P998773)</b>	renovations or new construction at M-NCPPC-owned Enterprise facilities	Modified funding stream based on future work program and keeping pace with Enterprise revenues	Finalizing program with the Enterprise Division
<b>Legacy Open Space (P018710)</b>	To acquire or obtain easements or make fee-simple purchases on open-space lands of countywide significance	Originally proposed in 2000 as an ongoing program, Legacy Open Space had a goal to spend \$100million over a 10-year period. However, funding cuts over the years have extended well beyond a decade. Over the life of the program, it has been funded on the average at \$4.3 million per year, and there is interest in restoring it to at least that level of funding. Park acquisition funding will be necessary as long as the County population keeps growing. Legacy Open Space will continue to play an important role in preserving various open spaces throughout the County, including preserving urban open spaces, trail connections and greenways to support a high quality of life for our increasing number of urban residents.	<p>Current funding for FY17 is <u>\$3.25m</u>:  --\$2.5m G.O. Bonds  --\$500K Commission Bonds  --\$250K County Current Revenue (for site cleanup)</p> <p>Proposed funding for FY19-20 is \$3.5m:  --\$2.75 Million G.O. Bonds  --\$500K Commission Bonds  --\$250K County Current Revenue (for site cleanup)</p>

Name	What	Lifecycle or other Issues	Possible change
<b>Minor New Construction - Local Parks (P998799)</b>	Design and/or construction for a variety of improvements at local parks	This project covers a variety of needs. It involves new construction and reconstruction projects under \$300k and includes improvements such as picnic shelters, stormwater management and drainage upgrades, parking lot expansions, retaining walls, and sewer improvements. It is a catchall project that funds projects that often do not fit elsewhere in the CIP and often funds unanticipated emergency projects. It currently has a candidate list estimated at about \$2.7 million, which at current funding would take 18 years to complete. It has also been one of the heaviest PDFs utilized for the new method of development.	Increase effort from current 275k to 300k in mid years to 350k in later years
<b>Minor New Construction - Non-Local Parks (P998763)</b>	See above	See above	Increase effort from current 225k to 350k in mid years to 400k in later years
<b>Planned Lifecycle Asset Replacement: Local Parks (P967754)</b>	Renovation, modernization, or replacement of aging, unsafe, or obsolete local park facilities or components of park facilities	This is a master project with several subprojects that include: Playgrounds, Minor Renovations, Tennis and Multiuse Courts, Resurfacing parking lots and paths, Boundary Markings, and Park Building Renovations. Please see “additional Considerations” section below this table.	Increase level of effort from \$2.57m/year in PP Bonds to \$3.37m in the early years to \$3.72m in the latter two years of the CIP.
<b>Planned Lifecycle Asset Replacement: NL Parks (P968755)</b>	See above	This is a master project with several subprojects that include: Playgrounds, Minor Renovations, Tennis and Multiuse Courts, Resurfacing parking lots and paths,	Level-of-effort in current CIP is \$2.34m/year in

Name	What	Lifecycle or other Issues	Possible change
		Boundary Markings, and Park Building Renovations. Please see “additional Considerations” section below this table.	FY19-20 and \$3.3m in FY21-22 . Increase effort: \$2.7m in FY19-20 to \$3.86m in FY23-24. Funding is 70% Current revenue and 30% GO Bonds.
<b>Pollution Prevention and Repairs to Ponds &amp; Lakes (P078701)</b>	Continuing efforts to update and maintain our existing facilities to meet environmental standards and enhance environmental conditions throughout the park system, including MS4 Permit Retrofit requirements, NPDES Required Maintenance Yard Improvements, Non-SWM (Farm) Pond Rehabilitation, Storm Drain Mapping, Unplanned Drainage/Erosion Repairs, and Park ‘Refresher’ Program SWM Retrofits	Backlog includes 4+ Maintenance Yard Projects Remaining, 75+ non-SWM Ponds to keep in repair per MDE Dam Safety Requirements, 17 Remaining Watersheds for Storm Drain Mapping, Ongoing Citizen and Park Manager Requests, Fulfilling SWM needs at Park ‘Refresher’ sites, and Park Planning and Stewardship Identified Retrofits (approximately 200 potential projects currently identified in ArcGIS online)	Increase the current effort from \$650k/yr to \$900k and ultimately \$1.2m. Currently GO Bonds, however, at Council’s request, the County is considering funding this project with Water Quality Protection Bonds.
<b>Restoration Of Historic Structures (P808494)</b>	To repair, stabilize, and renovate priority historical structures and sites that are located on parkland	Current funding is at about \$300k per year. On average, park projects under this umbrella cost around \$400k or more allowing less than one project per year. The Parks Department maintains a large inventory of historic structures, many of which are vacant and in need of restoration. Current funding levels leave many resources unoccupied and subject to the	Increase the effort from \$300k/yr to \$500k (\$450 current revenue and \$50k in GO bonds)

Name	What	Lifecycle or other Issues	Possible change
		elements, animals, and vandalism. The current candidate list has 5 project estimated at about about \$2.5m.	
<b>Roof Replacement: Non-Local Pk (P838882)</b>	Roof replacement on buildings and structures in non-local parks	Increase in construction costs since level of effort was set in FY13 and backlog.	Increase effort from 263k/yr to 300k/yr
<b>Stream Protection: SVP (P818571)</b>	For making corrective improvements to damaged stream channels, floodplains, and tributaries in stream valley parks and constructs new stormwater management (SWM) facilities and associated riparian enhancements to improve watershed conditions	The Department as a backlog of eighteen projects that we can provide on request that are estimated at about \$200-800k each.	Increase the current effort from \$600k/yr to \$750k and ultimately \$950k. Currently GO Bonds, however, at Council's request, the County is considering funding this project with Water Quality Protection Bonds.
<b>Trails: Hard Surface Design &amp; Construction (P768673)</b>	For major renovations of hard surface trails	Raised first two years of the current CIP from \$300k to \$450k per year in order to address work program and increased costs. Conditions and backlog remain. Without increase the department will not be able to implement backlog of trail connectors and will only be able to cover water fountains, trailheads, and trail signage.	Continue FY17 and 18 funding level of \$450k/yr into FY19-24.
<b>Urban Park Elements (P871540)</b>	design and construction of various park elements such as dog parks, community gardens, skateboard facilities, outdoor volleyball courts and civic	In FY17 Park and Planning Bond funding was added and became the primary funding source for the PDF due to work program primarily in community use urban parks and constraints on GO Bonds. In order	In FY21 raise the current GO Bond funded portion of the PDF from \$50k/yr to \$300k/yr. This will

Name	What	Lifecycle or other Issues	Possible change
	greens to be added to urban parks throughout the county	to broaden the effort into county-wide urban parks it is necessary to raise the GO bond levels	increase the overall effort to \$500k from FY21 moving forward.

#### Additional considerations for existing LOE projects

- **Planned Life-cycle Asset Replacement (PLAR)** – This is a master project with several subprojects that include:
  - Play Equipment - Montgomery Parks has 275 playgrounds in our system, and we consider the life cycle of a playground to be approximately 20 years. Our current funding for the playground program renovates five playgrounds per year, which equates to a 55 year life cycle at current levels. As a result we have many outdated playgrounds that are beyond their life cycle, however our certified playground safety inspectors ensure that the equipment remains safe until each playground can be renovated. Staff has requested an additional \$500,000 per year be added to the current funding level of \$1,030,000 per year for local park playgrounds and a minimum funding level of \$300,000 per year be provided for non-local park playgrounds.
  - Minor Renovations – This is the most widely used funding source and covers any renovation or replacement in Local and Non-Local Parks to aging, unsafe, or obsolete infrastructure or its components involving a variety of park amenities such as Pedestrian Bridges, Water Fountains, Underground Fuel Tanks, Boardwalks, Benches, Doors, Handrails, Fences, Steps, Underground Utilities, Light Fixtures, Sprinkler Systems, Restrooms and Shelters, Drainage and Erosion Control. In the FY17-22, the Non-Local side of this project received an increase to about \$1.8 million per year in FY19 and 20 and an additional increase to 2.7million in FY21 and 22, no increase is requested above this for FY24 and 25 on the non-local side. However, on the local side, the base funding in FY19 and beyond is at \$600k per year. If the component annual programs under PLAR-MR-LP for projects such as bridges, fuel tanks, water fountains, Horticulture and Facilities Maintenance are fully funded for their minimum needs, there is only about \$400k per year to meet the needs of all other minor renovations throughout our local parks. To address the backlog of projects, staff have proposed a gentle increase from \$600k to \$750k in the early years of the CIP to an eventual 900k in FYs 23 and 24.
  - Tennis and Multi-use Courts – This funds the renovation of tennis and multi-use courts. Our current inventory is funded on a level of about 40-year life-cycle when this should be about 20-25 years. Staff monitor conditions and lifecycle based on regular inspections. For non-local parks no increase has been requested. However, local parks are still underfunded and staff have requested a slight increase of \$50k per year, from \$350k to \$400k. This will also help accommodate the conversion of some underutilized courts from tennis to pickleball for which the county has been seeing demand locally as well as in national trends.

- Resurfacing Parking Lots & Paths – This covers paving projects that include pavement (asphalt and concrete), pavement markings, parking blocks, signs, drainage, curbs, gutters, sidewalks, pathways, walkways, and design and construction costs. We currently maintain the area equivalent of about 440 acres of paving in the park system, or an equivalent of about 64,000 parking spaces. At current funding the life-cycle replacement schedule the Department can address an area equivalent of about 150 paces per year, which is a system-wide lifecycle of at least 450 years, when it should be about 25years, or an area equivalent of about 2,500 spaces per year. In an ideal fiscal situation, the Department would like to get the combined non-local and local PDFs or CIP projects to about \$1m per year by FY21. In this budget cycle, they are requesting that the level of effort be increase from a combined \$550k per year to \$800k initially in FY19 and 20 to \$1.2m in FY23 and 24.
- Boundary Markings – this project funds surveying activities in the park system. No additional funding is requested at this time.
- Park Building Renovations – This is on the local park side of PLAR only and deals with renovations or improvements for non-leased park buildings. No increase is proposed at this time.

#### Level-of-effort - New

Name	What	Funding Level
<b>Energized Public Spaces</b>	The Energized Public Spaces Functional Master Plan recommends additional funding for parkland acquisition and design, engineering, and construction costs. Staff is still discussing the appropriate approach for addressing this in the CIP and will return to the Board in September with a recommendation. See also page ©32	TBD
<b>Park Refreshers</b>	<p>This is a new PDF that would provide a specific program for mid-size park renovations that are too large for the New Method approach, but are to small and timely to use the facility planning/standalone method. Budget-wise, these are projects in the \$1m to \$3m range. Projects in this PDF would be subject to a preliminary or concept-type review before the Planning Board with a developed cost estimate. Projects we are considering under this approach are listed below.</p> <p>Current Projects:</p>	Candidates are currently all classified as Community Use parks so initially this would be funded with Park and Planning Bonds and Program Open Space for an overall

Name	What	Funding Level
	<ul style="list-style-type: none"> <li>• Long Branch Wayne LP Renovation: Design underway FY17-18</li> <li>• Dewey LP Renovation: Design underway FY17-18</li> <li>• Acorn UP Renovation: Design underway FY17-18</li> <li>• Edith Throckmorton NP Renovation: Design underway FY18-19</li> <li>• Carroll Knolls LP: Design FY18-19</li> <li>• Columbia LP: Design FY18-19</li> </ul> <p>Candidate Urban Park Projects:</p> <ul style="list-style-type: none"> <li>• Ellsworth UP</li> <li>• Norwood LP</li> <li>• Clarksburg Triangle UP</li> <li>• Clarksburg Village LP</li> <li>• Takoma UP</li> <li>• Chase Avenue UP</li> <li>• Cheltenham UP</li> </ul>	funding of \$2m per year
<b>Vision Zero</b>	<p>Vision Zero is a multi-national road traffic safety project that aims to achieve a highway system with no fatalities or serious injuries involving road traffic. It started in Sweden and was approved by their parliament in October 1997. In early 2016, the County Council passed a resolution to adopt Vision Zero in the county and instructed the County Executive to work on an action plan that will establish a day that the county will achieve zero deaths, outline implementation steps, and make recommendations for policy changes at the state and local levels.</p> <p>This new PDF in the CIP would assist in this effort as well as become an implementation tool following completion of the Department's ongoing Trail Intersection Safety Improvement Study of 156 intersections along main trails and connector trails that will be complete in Fall of 2017. It would start with pilot intersection improvements and build from there.</p>	Begin at \$100k in GO Bonds and increase to \$500k in the latter years of the CIP

# Energized Public Spaces FMP in the CIP



## Proposed CIP Funding

New funding will be necessary to successfully implement the recommendations of this Plan via the five strategies. The Department of Parks will submit requests for additional funding in the *Capital Improvement Program (CIP)* review process for the FY19-24 CIP. Funds will be requested to support new parkland acquisition and design, engineering, and construction costs. This Plan recommends that additional funds be requested in several of the following five existing CIP projects (Project Description Forms, or PDFs) to provide the mix of funds necessary for the EPS program.

- **Acquisition: Local** - purchase of community use parkland
- **Acquisition: Non-Local** - purchase of countywide use parkland
- **Facility Planning: Local** - design and engineering for renovation, repurposing and new development on community use parks
- **Facility Planning: Non-Local** - design and engineering for renovation, repurposing and new development on countywide use parks
- **Urban Park Elements** - Design and construction of quick-to-implement new facilities in urban areas

Acquisition funds are the most critical and largest amount necessary to implement the *EPS FMP*. To acquire necessary parkland in many of the most expensive areas of the County, additional acquisition funding dedicated to this purpose will be necessary to implement the goals of this new FMP. Since the *EPS FMP* is not replacing existing park acquisition programs but supplementing them, it is critical to fund this program while also maintaining existing acquisition CIP funds to meet the goals of the other park acquisition programs (Program Open Space and *Legacy Open Space*).

Staff will use a variety of means to make expensive acquisitions more feasible, such as negotiating installment contracts to stretch current funding, seeking additional funding sources, and requesting supplemental appropriations when necessary for significant acquisitions in the EPS Study Area.

Final design and construction funds for major park renovations and new construction of these important parks will be requested through the CIP as the design and initial engineering phases are completed, as is done for other major park projects.





## What is Facility Planning

- ☐ Completes 15-30% design for projects that will have significant capital investment through “new method” or “stand-alone” projects
- ☐ Establishes:
  - Program of Requirements
  - Preliminary Design
  - Determination of Regulatory Feasibility (Prelim. Permits)
  - Accurate Cost Estimate for Design and Construction
  - Includes Community Participation & Planning Board Approval
- ☐ Completed for major projects where design and construction costs cannot otherwise be accurately estimated
- ☐ Basis for requesting CIP funding from Planning Board & County Council to implement project

## Recent Trends

- ☐ The six year CIP is over-programmed and has little capacity in the near future to fund additional construction projects.
- ☐ Facility Planning is focusing on projects that advance the capital program without generating high-cost construction projects.
  - More smaller projects
  - Planning studies to prioritize future larger projects
- ☐ Priority is given to renovations over new facilities
- ☐ Doing more in-house work and keeping work more conceptual to reduce costs

## Recommendations: Non-local Parks

- ☐ **FY 17-18**
  - Capital Crescent Trail/Little Falls Feasibility Study
  - Wheaton Hard Surface Trail Extension from Wheaton RP to Indian Springs and the Matthew Henson Trail (completes gap from SligoCreek to Matthew Henson)
- ☐ **FY 18-19**
  - Functional Plan and Program of Requirements for Nature Centers (service delivery, locational criteria, site selection, priorities, PORs and other design criteria)
- ☐ **FY 19-20**

- Wall Urban Park Renovation (if ready to go)
- First prioritized nature center project from Nature Center Functional Plan

☐ **FY 21-24**

- Muddy Branch Trail
- Second prioritized nature center project
- North Branch Trail -final northern segment from the Preserve at Rock Creek to Olney
- Functional Plan and POR for Maintenance Yards

**Recommendations: Local Parks**

☐ **FY 17-18 –Ongoing Small Projects through FY18**

- Acorn Urban Park
- Edith Throckmorton Neighborhood Park
- Carroll Knolls Local Park (new park)
- Columbia Local Park (partial renovation)

☐ **FY 19-20**

- Batchellor’sForest Local Park (if any work is needed)
- Scotland Neighborhood Park
- TakomaUrbanPark
- Germantown Square Urban Park (minor refresher work)

☐ **FY 20-21**

- Washington Square NP
- ValleywoodNeighborhood Park

☐ **FY 22**

- StoneybrookLP
- Strathmore LP

☐ **FY 23-24**

- New Hampshire Estates NP (if work is needed after Purple Line)
- TravilleLP (new park)

☐ **Future Candidates**

- Local Park Cricket –SantiniRoad LP or BoydsLP (new parks)
- Norwood LP –renovation following parking/use studies

**Recommendations: General**

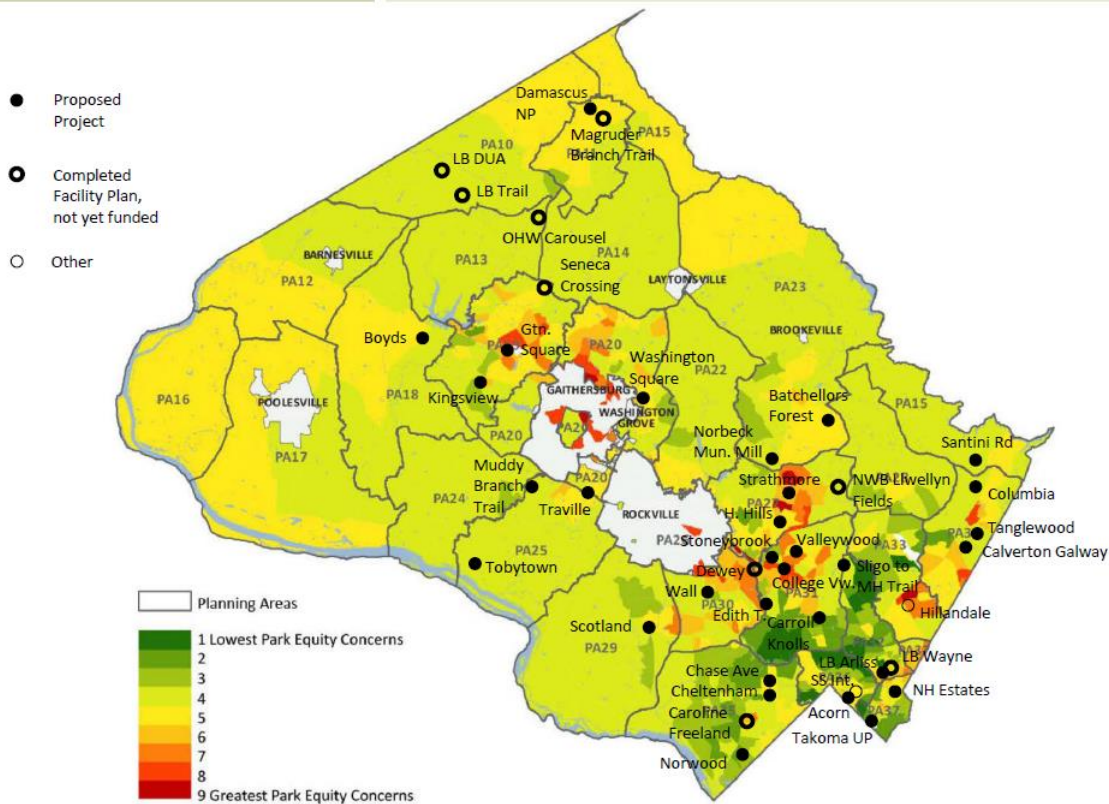
- ☐ Funding levels are adequate for now, could consider increase in Local PDF to implement more smaller projects
- ☐ Overall CIP should focus on funding final design & construction phases of local park projects

- ❑ Department needs to place priority on planning studies to advance Non-Local park needs:
  - Functional Plan for Nature Centers
  - Functional Plan for Maintenance Yards

## Examples of how geospatial overlay could be used to analyze projects against park equity areas

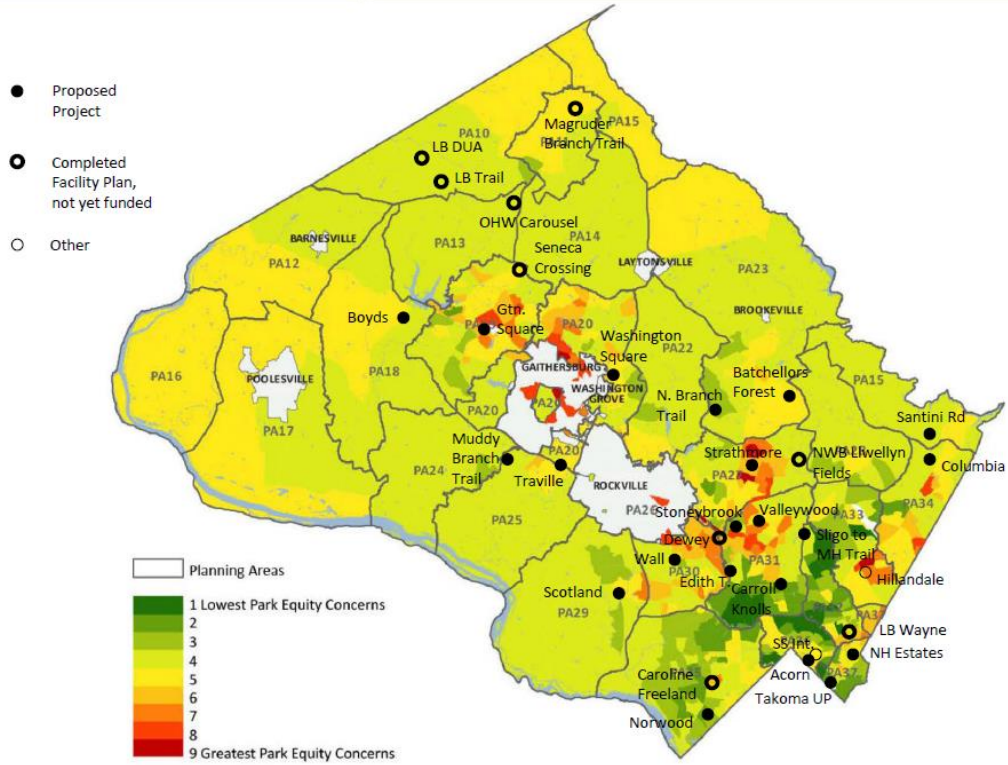
FACILITY PLANNING PROGRAM

### GEOGRAPHIC DISTRIBUTION OF CANDIDATES



Map 6 - Park Equity Map of Walkable Access to Parks in Higher Density, Lower Income Areas\*

## GEOGRAPHIC DISTRIBUTION OF PROJECTS



Map 6 - Park Equity Map of Walkable Access to Parks in Higher Density, Lower Income Areas\*



7/2/2017

| Montgomery County to Devise 'Vision Zero' Plan Aimed at Preventing Traffic-Related Deaths

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## Montgomery County to Devise 'Vision Zero' Plan Aimed at Preventing Traffic-Related Deaths

Family members of Bethesda bicyclist killed in August spoke Tuesday of importance of new initiative

BY AARON KRAUT



AARON KRAUT

Thanks to a County Council resolution approved Tuesday, Montgomery County must come up with a plan and deadline for preventing all traffic-related deaths.

The council unanimously supported adopting a Vision Zero action plan, the name of an initiative that began in 1997 in Sweden that combines legislative action, police enforcement and public education as a way to end driver, pedestrian and bicyclist deaths.

"It is time to stop thinking of these fatalities as accidents," said County Council member Roger Berliner, whose staff drafted the resolution. "These are crashes that we can and must prevent."

There were 44 traffic-related deaths last year in the county, according to police Chief Thomas Manger. There have been approximately 30 collisions involving pedestrians and vehicles in 2016 and one death—a 67-year-old Rockville woman who died after being struck by a Ride On bus while crossing the street Jan. 5 in Bethesda.

Berliner, who in November held a "Day of Action" in Bethesda to bring attention to pedestrian and bicyclist safety on state roads, said expanding the State Highway Administration's safety engineering options remains one of his top priorities. The resolution also urges the state to adopt its own Vision Zero initiative.

Council member Hans Riemer said the final plan, expected to be completed in about a year, could include expanding the county's speed camera program, designing county roads and intersections for slower vehicle speeds and increasing fines for those deemed at fault in collisions.

<http://www.bethesdamagazine.com/core/pagetools.php?pageid=27129&url=%2FBethesda-Beat%2FWeb-2016%2FMontgomery-County-to-Devise-Vision-Zero> 1/2

7/2/2017

| Montgomery County to Devise 'Vision Zero' Plan Aimed at Preventing Traffic-Related Deaths

The county executive branch will work with the county's Pedestrian, Bicycle, and Traffic Safety Advisory Committee to come up with specific measures of the plan and a deadline by which to reduce traffic deaths to zero.

The council will then review and approve the plan. Berliner said the council could start to consider funding for any of the measures during next year's budget cycle.

Last year, Washington, D.C., initiated its Vision Zero plan and set 2024 as its deadline to reduce the number of traffic-related deaths or serious injuries to zero.

At a press conference Tuesday in Rockville before the resolution was adopted, family members of Tim Holden—the former Navy SEAL and Bethesda resident killed in August while riding his bicycle on Massachusetts Avenue—lent their support to the effort.

"If I could relay the feeling of what happened, I don't think we'd be meeting here," said Ray Holden, Tim Holden's brother. "When people get on the road, nobody thinks they're going to get in an accident, and I think with this initiative, it's going to hold people accountable and people are going to be more aware."

Charles Atwell, Tim Holden's brother-in-law, said the family is working with county police and state legislators in an effort to increase state penalties for negligent driving. The driver who struck Holden was found to be at fault and was cited for the negligent driving infraction but faced no criminal charges.

"The council is really going to have to be the watchdog on this to make sure it really happens, to make sure that these good ideas are implemented," Atwell said. "You make the laws tougher, so that if somebody does something they're held accountable for it. In the case of Ray's brother, the guy paid the fines and that was it."

Council member Marc Elrich, chairman of the council's Public Safety Committee, said the Vision Zero plan should include a strong educational component because all traffic-related deaths are preventable.

"We're trying to get the folks to understand that this does not have to happen," Elrich said. "This is not an inevitable part of life in a suburban-urban setting."

<http://www.bethesdamagazine.com/core/pagetools.php?pageid=27129&url=%2FBethesda-Beat%2FWeb-2016%2FMontgomery-County-to-Devise-Visi...> 2/2



Resolution No.:	<u>18-390</u>
Introduced:	<u>January 19, 2016</u>
Adopted:	<u>February 2, 2016</u>

**COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND**

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Lead Sponsors: Councilmembers Berliner, Elrich, and Riemer  
Co-Sponsors: Councilmembers Leventhal, Navarro, Floreen, Rice, Katz, and Hucker

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**SUBJECT:** Resolution to adopt Vision Zero in Montgomery County and urge the State of Maryland to also adopt Vision Zero

**Background**

1. Road safety is a top public safety issue in Montgomery County. Every year, there are a significant number of crashes resulting in serious and fatal injuries to drivers, passengers, pedestrians, and bicyclists. In 2014 alone, the last year for which complete data is available, 74 pedestrians suffered severe injuries in crashes, with nine of them succumbing to their injuries. Just in the past three months, at least four pedestrians and bicyclists have been killed on the roads.
2. Montgomery County has taken previous diligent steps to address road safety issues. In 2002, County Executive Duncan convened a Blue Ribbon Task Force on pedestrian safety issues. In 2007, County Executive Leggett launched the county's pedestrian safety initiative. The Council has subsequently passed legislation to adopt a new urban road code and to fund pedestrian safety activities. Despite these efforts, there are still too many fatalities on the roads.
3. Vision Zero is an international movement to put an end to fatal traffic crashes that relies on data-driven approaches to improve the engineering of roads, to conduct targeted education and enforcement, and to change laws to improve driver behavior and increase penalties for dangerous conduct on the roads. Boston, New York, Los Angeles, and Washington, D.C. are among the communities that have formally adopted Vision Zero in order to reach zero fatalities within the next few decades.
4. Our County can make a stronger commitment to road safety by adopting a similar strategy. Embracing Vision Zero through a comprehensive, multidisciplinary approach will lead to safer communities, benefiting all users of the road. These calmer, safer streets will bring with them stronger senses of community and more vibrant economic centers.



5. There are changes that will need to happen at the state level to promote safety for county residents. While the State of Maryland has adopted AASHTO's Toward Zero Deaths strategy, more must be done. Many crashes happen on state highways maintained by the Maryland State Highway Administration. Traffic laws are set at the state level. Montgomery County can, and should, be a leader in advocating for necessary state-level changes to improve safety.

### Action

The County Council for Montgomery County, Maryland approves the following resolution:

The Montgomery County Council adopts Vision Zero. By October 1, 2016, the Executive will report to the Council on a Vision Zero Action Plan that includes, but is not limited to, (a) a date by which to achieve zero deaths, (b) a set of activities that County agencies will take to implement the Action Plan, and (c) a set of recommended policy changes at the state and local levels.

The Executive will designate a working group to develop this Action Plan, which shall include members of the Police Department, Department of Transportation, Montgomery County Public Schools, Montgomery-National Capital Parks and Planning Commission, and the State Highway Administration. The working group will provide opportunities for the public to comment on the plan during its development. The working group will further submit a draft plan for consideration by the Pedestrian, Bicycle, and Traffic Safety Advisory Committee and the general public.

The Montgomery County Council also calls on the State of Maryland to adopt Vision Zero. It plans to work with the Montgomery County Delegation to advance necessary legislative changes at the state level to adopt and implement Vision Zero for the entire state and our community.

This is a correct copy of Council action.



Linda M. Lauer, Clerk of the Council

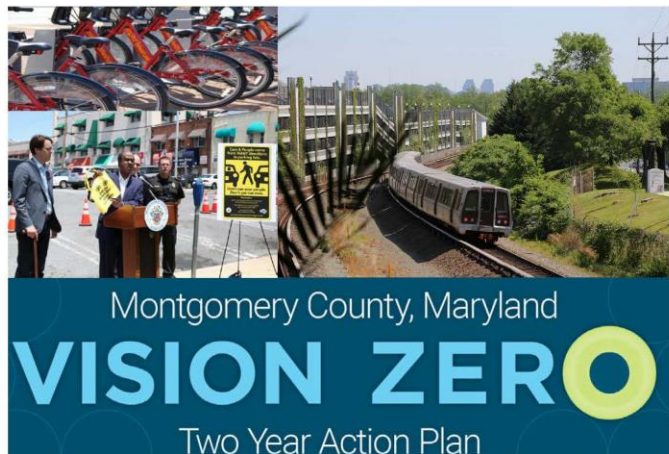


## VISION ZERO IN THE SUBURBS: MONTGOMERY COUNTY, MD

### OVERVIEW



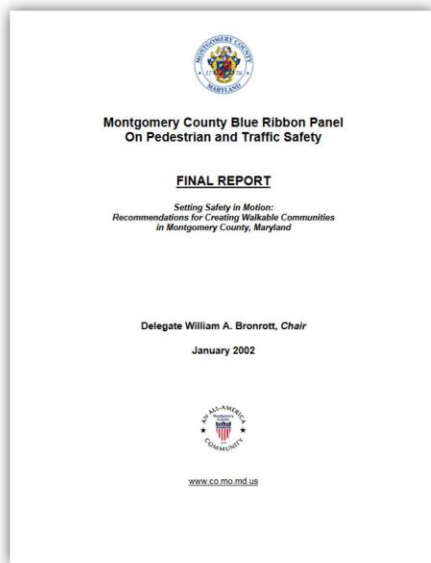
- History of traffic safety plans in Montgomery County
- Development of the 2-year action plan
- Challenges of Vision Zero at the county level



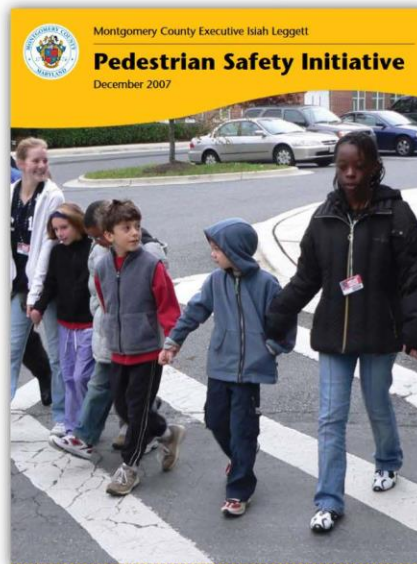
## PREVIOUS ROADWAY SAFETY EFFORTS



### 2002 Blue Ribbon Panel

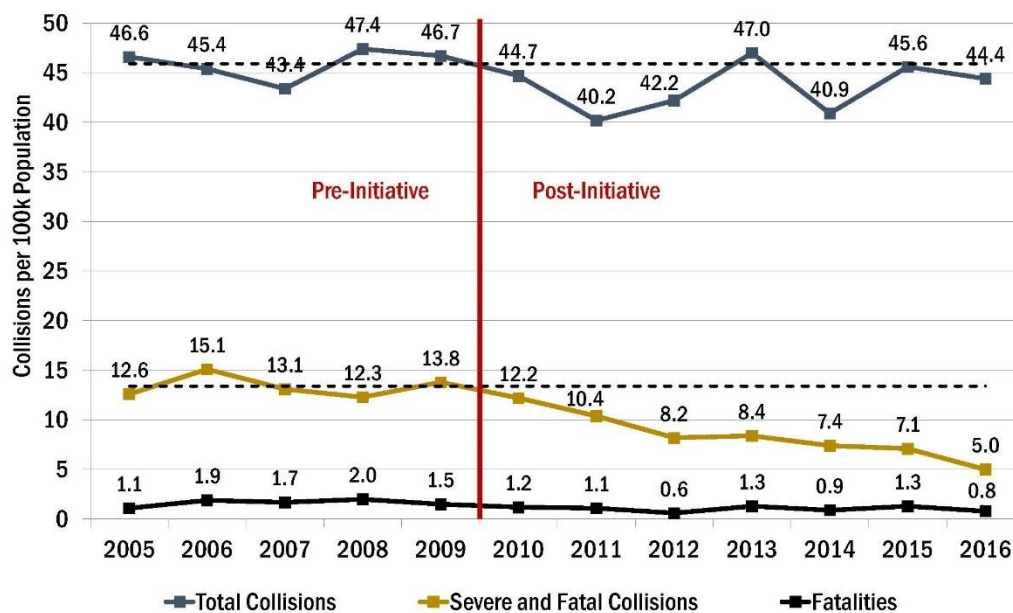


### 2007 Pedestrian Safety Initiative



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## RESULTS FROM PEDESTRIAN SAFETY INITIATIVE



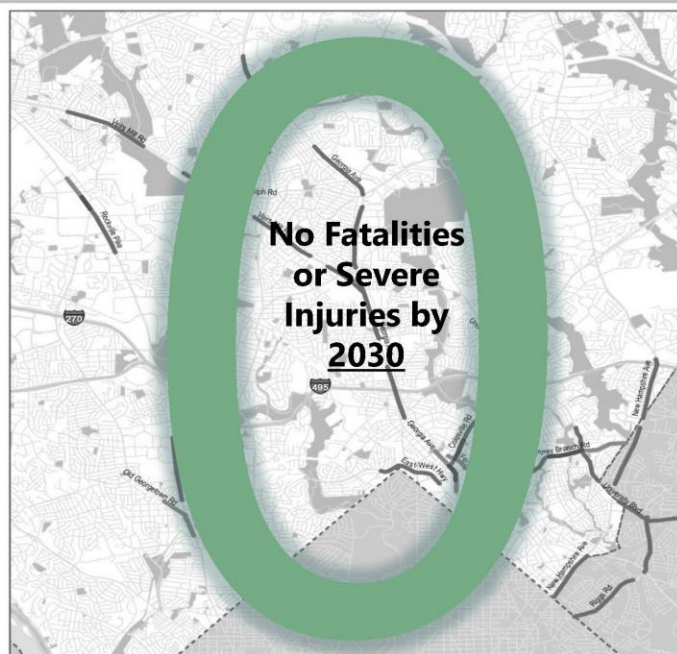
### Results

While the overall collisions between vehicles and pedestrians have been steady, the County's efforts have reduced severe and fatal collisions by 32% and fatalities from 15 per year to 10 per year.

However, one death is one too many. Now Montgomery County is setting its sights on zero deaths or severe injuries on our roads.

4

## VISION ZERO GOAL



5

## FINALIZING THE 2-YEAR ACTION PLAN



6



## 2-YEAR AND 10-YEAR ACTION PLANS



### Why a two-step plan?

- Need to eliminate our “known unknowns” to build an even stronger plan
- Align our codes, policies, and laws to Vision Zero principles
- Determine what is or is not working for traffic safety projects
- Acknowledge major leadership changes coming in 2018 to County Executive and Council



7

## PRELIMINARY PLAN FRAMEWORK



### Engineering

- Design facilities that prioritize safety above all else
- Key Outcome: Reductions in severe and fatal collisions in High Incidence Areas (HIAs)



### Enforcement

- Encourage safe behaviors using evidence-based high visibility enforcement
- Key Outcome: Hours of dedicated enforcement for factors contributing to severe and fatal collisions



### Education

- Engage the public to promote the importance of traffic laws and safe behaviors
- Key Outcome: Increase awareness in dangerous driving, biking, and walking behaviors



### Traffic Incident Management

- Ensure that when a collision occurs, prompt care is provided
- Key Outcome: Maintain response times for traffic collisions with injuries based on dept. standards



### Law, Policy, and Advocacy

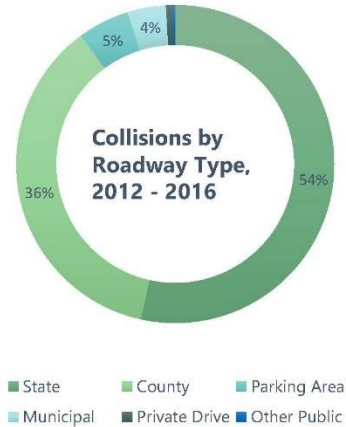
- Improve the way traffic safety is managed by changing codes, laws, and policies that do not align with Vision Zero
- Key Outcome: Passage of significant laws and policies required to implement Vision Zero

8

## CHALLENGES IN A COUNTY SETTING

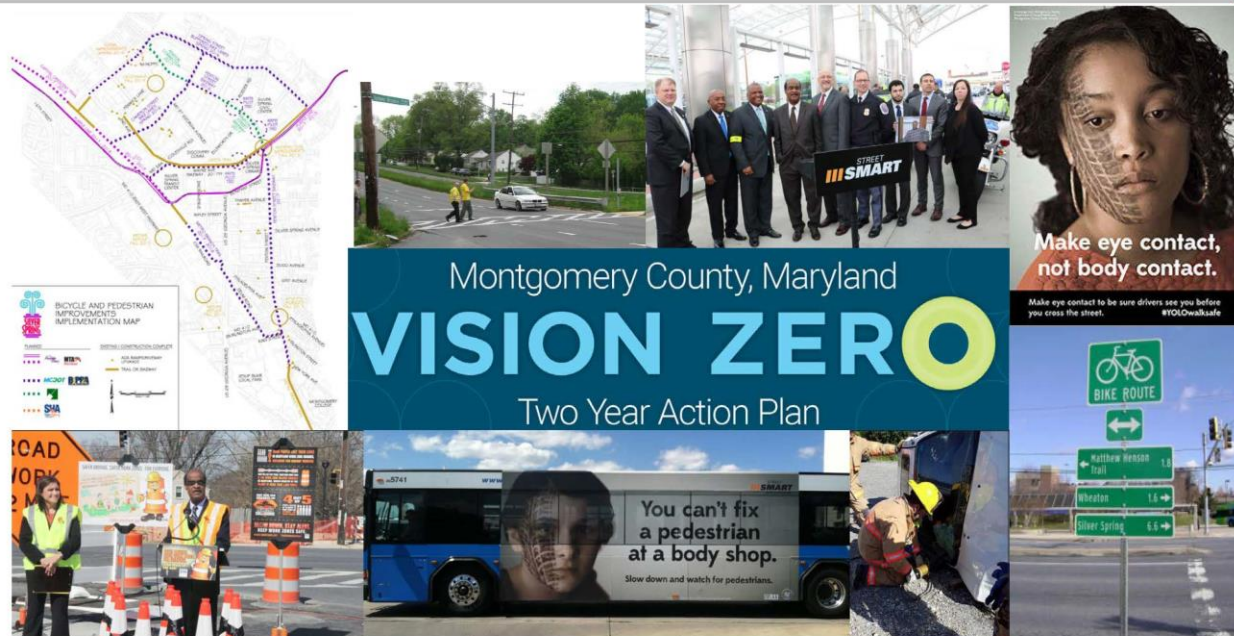


- Majority of severe and fatal collisions occur on state-maintained roadways and state has different improvement targets
- Post-war communities that were built for automobiles
- Potential for pushback from residents or commuters if countermeasures create slower traffic
- Short-term (?) declines in transit use

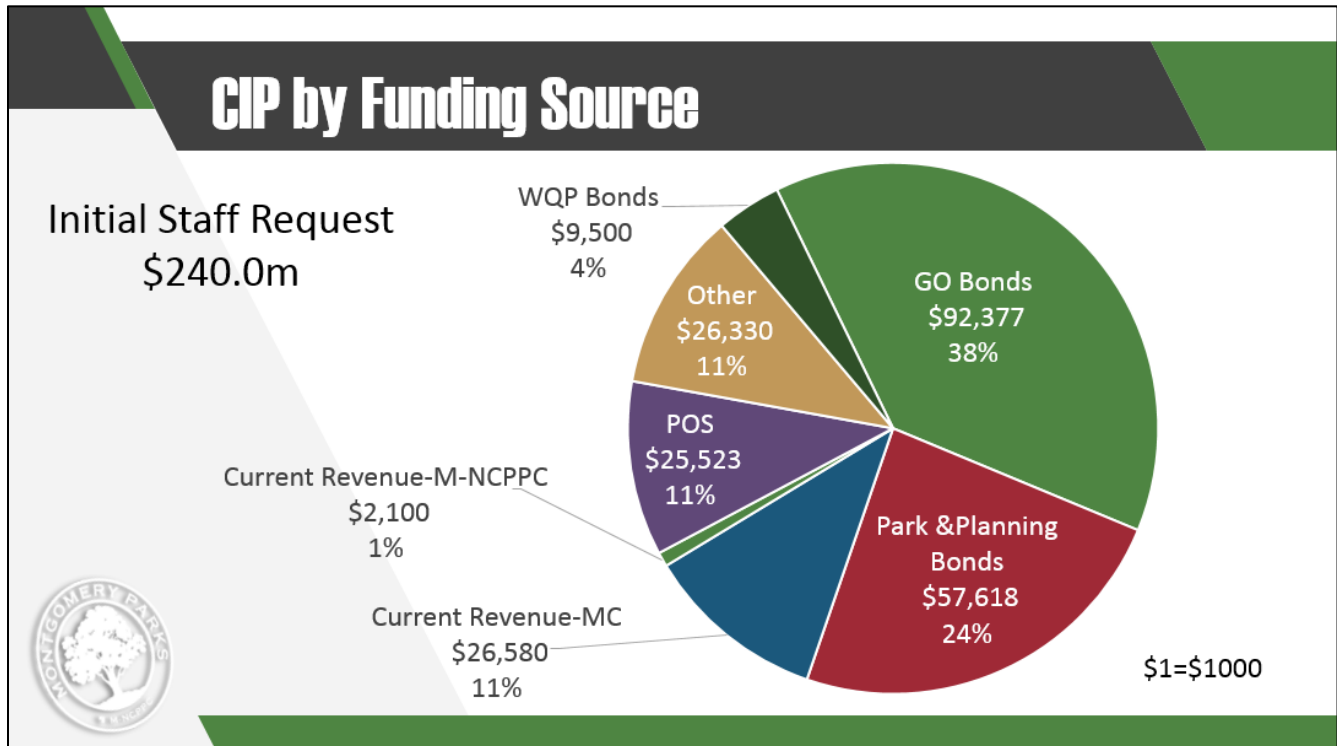


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## Questions?



10



# CIP by Funding Source

