



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

MCPB Agenda Item
July 30, 2015

MEMORANDUM

Date: July 23, 2015

TO: Montgomery County Planning Board

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

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

SUBJECT: Strategy Session #2 for Preparing the FY15-20 Park Capital Improvements Program (CIP)

Staff Recommendation

Obtain Guidance from the Planning Board regarding the Parks FY17-22 Capital Improvements Program (CIP) on topics including:

- Assumptions for Program Open Space funding
- Facility Planning Recommendations
- Potential New Projects in the CIP and their priorities
- Potential increases to Level of Effort Projects
- A New approach to Project Delivery

Background

To date, the Board has had the first of two strategy sessions to discuss the criteria, goals, and priorities for the FY17-22 CIP. Additionally, the Board and Montgomery County Recreation Advisory Boards held a joint public forum on April 23, 2015 to hear testimony from citizens and advocacy groups. Also, staff have continued to review citizen comments from CIP public forums held in June and July by the County Executive in the County's respective regional service areas.

Staff has been working diligently to implement the current CIP. The unofficial calculated implementation rate¹ at this point for FY15 is 96%. It is unofficial as final expenditures for FY15 are still being entered by the Accounting Department but the bulk of the expenditures are in. This was a great improvement over the FY14 rate of 75% and is more typical of the rates over the past five years which average out to about 92%.

In this strategy session, we will continue to look at the context in which we organize the CIP. We will briefly discuss the CIP at a glance, including major funding sources. Then we will explore existing projects in the CIP, Facility Planning, what we are considering for possible new projects, their priorities, and what projects potentially are being considered for funding increases. Lastly, we will discuss an alternative approach to project delivery to consider which results in an efficient and timely deliverance of projects.

The Current CIP at a Glance

The current CIP for FY15-20 is \$178.2m. In comparison, the FY13-18 CIP was approved at \$178.8m. The current CIP is approximately \$0.6 million or 0.3 percent less than the previous CIP. This was a response to the fiscal climate at the time that included a request by the County Executive (CE) to all departments and agencies to reduce General Obligation (GO) Bond funding in four fiscal years, FY15-18. The CE requested the Commission to cut \$4.7m in GO bonds, or 8.6% in those years². The Board submitted a CIP that cut GO bond funding 0.6%³ but that was further reduced by the Council making a 12.7% reduction in those years⁴.

In addition to GO bonds, the CIP consists of other funding sources such as Park and Planning Bonds, Program Open Space and Other funds. The big three--GO Bonds, Park and Planning Bonds, and Program Open Space (POS)--combined make up about 80% of the CIP. Below is a chart that shows the breakdown of these funding sources.

There were five new projects⁵ added to the CIP that were funded either by donations, Program Open Space, GO Bonds, Commission Bonds or by shifting other projects.

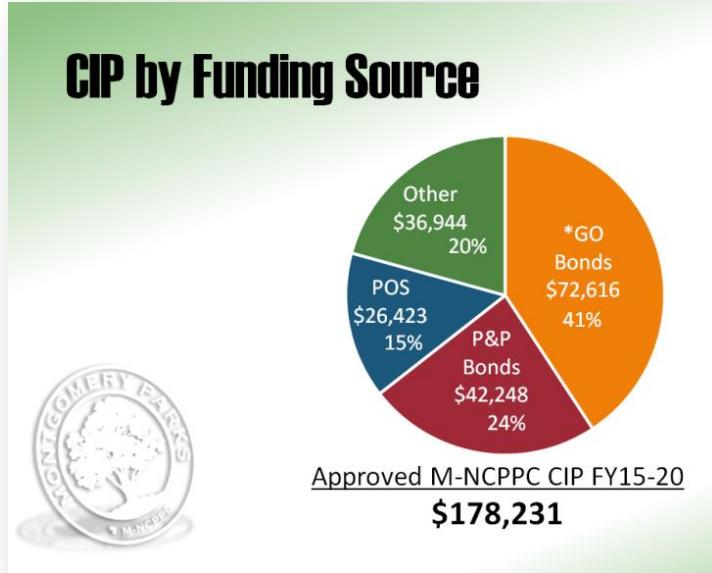
¹ The amount of expenditures in FY15 with respect to the amount of funding appropriated or budgeted for that fiscal year.

² From \$54,167,000 in the FY13-18 CIP to \$49,514,000 in the proposed FY15-20 CIP

³ From \$54,167,000 in the FY13-18 CIP to \$51,072,000 in the proposed FY15-20 CIP

⁴ From \$54,167,000 in the FY13-18 CIP to \$47,264,000 in the approved FY15-20 CIP

⁵ Projects included Brookside Gardens Greenhouse, Josiah Henson Historic Park, North Branch Trail Extension, Western Grove Urban Park, and Urban Park Elements.



Bonds and Affordability

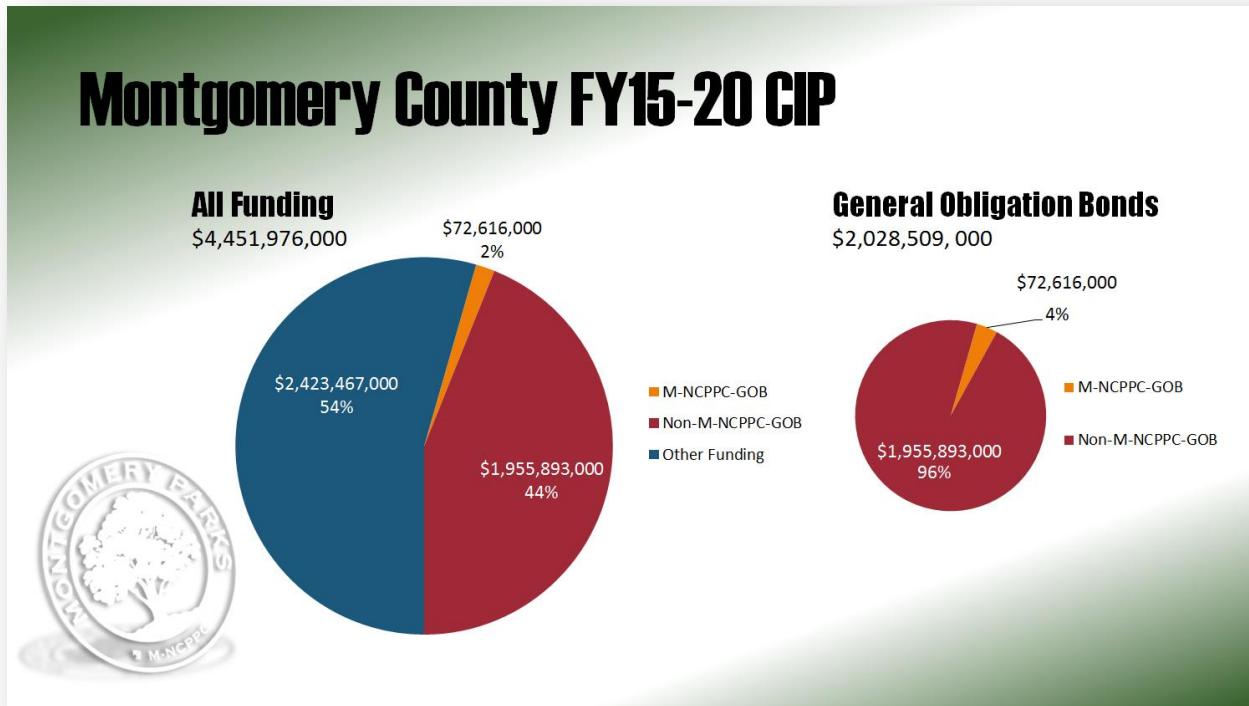
Going into budget season each year, the County Council takes a look at their spending affordability guidelines (SAG) that determine essentially how much debt they are willing to take on to fund the capital budget. There are limits that they set for both GO bonds as well as the Commission's Park and Planning bonds.

SAG-GO Bonds

SAG for GO bonds are set with respect to the County overall so there is no guideline set specifically for a department or agency. So keeping the agency's budget within SAG for GO bonds is more an exercise of staying close to the former GO bond levels in the CIP with only modest increases, if any.

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 (see figure below), 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.

Montgomery County FY15-20 CIP



GO bonds

General Obligation Bonds are the largest portion of the Department's CIP and are used to fund projects that are of broader, regional significance, such as non-local parks and recreational parks. During the last CIP cycle, the County Executive advocated not to increase SAG in addition to his requesting cuts to GO bond levels mentioned earlier. As was mentioned in the last strategy session, the County is concerned about reliance on GO bonds in this CIP cycle as well, particularly in fiscal years 17 and 18. So far, the County Executive has not asked departments and agencies to cut GO bonds, but OMB staff have strongly cautioned about adding to these levels and that projects in these years will be intensely scrutinized.

GO bonds in the last four years of the FY15-20 CIP (FYs 17-20) range between \$11million and \$13.5million per year. In this CIP cycle, if we were to implement all the preliminarily requested funding increases and new projects that have been recommended for consideration by the Evaluation Committee and staff, that range is at least \$15-19 million. This is well above current GO bond levels and could potentially contribute to the County exceeding SAG for GO bonds. Again, 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. We will consider this in our funding recommendations to the Board in the upcoming September work sessions.

SAG- Park and Planning Bonds

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 \$36million or \$6 million per year. Based on historical data, the implementation of Park and Planning bonds has been about 75%, so we have been able to program slightly more than \$6million in Park and Planning bonds in the CIP.

In the FY15-20 CIP, the range for programming of Park and Planning bonds has ranged between \$6.5 million and \$7.5 million. Again, in this CIP cycle, if we were to implement all the preliminarily requested funding increases and new projects that have been recommended for consideration by the Evaluation Committee and staff, that range for FY17-22 is at least \$5.5 million to \$9.9million with the highest totals being in the early years. Options of addressing this would include:

1. Maintain SAG levels by
 - a. reducing or delaying new requests
 - b. delaying some projects, or
 - c. both a and b.
2. Recommend that the County Council increase SAG for Park and Planning bonds to accommodate new requests

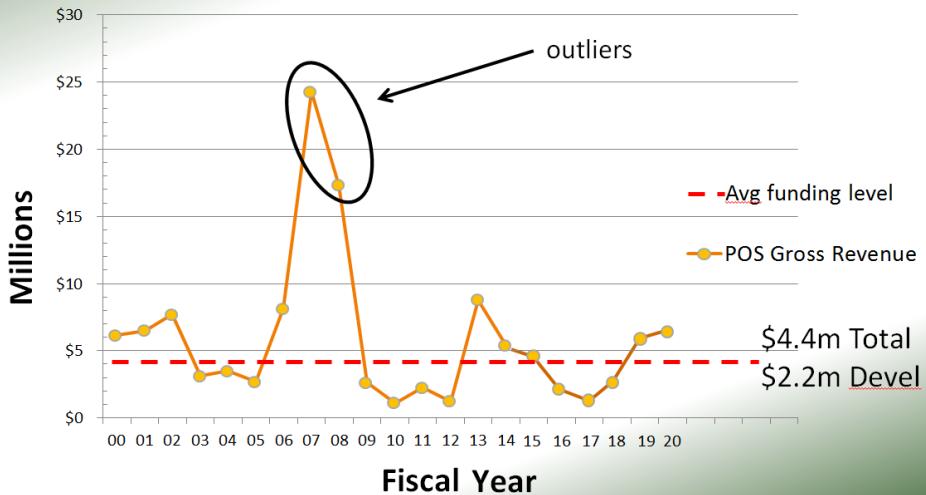
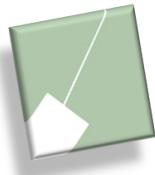
Staff recommends #1 because debt service impacts the operating budget and park fund which is currently under a fiscal savings plan for FY16. Considering the fiscal conditions discussed in Strategy Session #1, and looking at the Commission's projected budget conditions beyond that, FY17 and 18 appear to have similar challenges.

Program Open Space

The third of the big three funding sources is Program Open Space (POS). Last winter staff presented the status of POS, which has been struggling. The fundamental challenge for POS is that it is only made available for the next fiscal year, so assuming POS in the six-year CIP requires us to rely on forecasting and analyzing past performance. The most recent forecasts have been much more conservative than in the past, so future estimates have dropped considerably. However, looking at this in conjunction with past performance indicates that overall it is safe to assume, on the average, about \$4.4 million per year, of which half must go to acquisition. However, the forecasts (which one must take with a grain of salt) appear to underperform in the early years, particularly FYs 17 and 18. See the chart below.

How much to forecast in CIP?

Analysis with
the Governor's
Estimates FY16



The Current FY15-20 CIP assumed \$26.4 million in POS, or about \$4.4million per year. Based on the more recent, conservative forecasts, it appears that POS should still perform up to assumptions, but it may delay some projects in the first years of the FY17-22 CIP due to under performance, unless other funding sources are substituted for POS. Also, staff understands that there is a subcommittee under MaCo that is exploring issues realted to POS, including the topic of flexibility in the requirement that 50% of POS be used for acquisition.

Remaining POS projects in the FY15-20 CIP that have not yet received POS funding include:

1. Wheaton Trail Renovations (\$500k was programmed in FY16)
2. North Branch Trail (\$2.021million is programmed starting FY17)
3. Seneca Crossing Local Park (\$2million is programmed starting FY19)

Staff will consider underperformance in the earlier years and the more conservative estimates as we make recommendations to the Board in the September work sessions regarding POS funded projects.

Based on past performance of POS and the most current forecasts, Staff recommends assuming \$3-4 million per year in POS in projects that would otherwise be funded with Park and Planning bonds.

Projects in the CIP

Stand-alone Projects

The currently adopted stand-alone projects that will continue in the FY17-22 CIP are listed below. **Attachment A** provides a brief description of these projects.

1. Battery Lane Urban Park
2. Brookside Gardens Master Plan Impl.
3. Elm Street Urban park
4. Falls Road Local Park
5. Josiah Henson Historic Park
6. Kemp Mill Urban Park
7. Laytonia Recreational Park
8. Little Bennett Day Use Area
9. Magruder Branch Trail Extension
10. North Branch Trail
11. Northwest Branch Recreation Park
Athletic Area-Construction of Phase II
12. Rock Creek Maintenance Facility
13. Seneca Crossing Local Park
14. Warner Circle Special Park
15. Western Grove Urban Park
16. Woodside Urban Park

Stand-alone projects that were completed through FY15 are as follows:

1. Evans Parkway Neighborhood Park
2. Warner Circle Special Park building stabilization

Projects that are in progress and should be substantially complete by the end of FY16 are listed below:

1. Falls Road Local Park
2. Germantown Town Center Urban Park
3. Greenbriar Local Park
4. North Four Corners Local Park
5. Rock Creek Maintenance Yard
6. Shady Grove Maintenance Facility Relocation (Coordination)
7. Woodlawn Barn Visitors Center

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 fairly prioritized and evaluated against existing projects.

The level-of-effort projects included in the CIP are as follows:

Acquisition Projects:

1. Acquisition – Local and Non-Local
2. Advanced Land Acquisition Revolving Fund
3. Legacy Open Space

Development Projects

1. ADA Compliance – Local and Non-Local
2. Ballfield Initiatives
3. Cost Sharing – Local and Non-Local
4. Energy Conservation – Local and Non-Local
5. Enterprise Facilities Improvements
6. Facility Planning – Local and Non-Local

7. Minor New Construction – Local and Non-Local
8. Planned life Asset Replacements – Local and Non-Local
9. Pollution Prevention and Repairs to Ponds and Lakes
10. Restoration of Historic Structures
11. Roof Replacement – Non-Local
12. Small Grants and Donor Assisted Capital Improvements
13. Stream Protection
14. Trails: Hard Surface Design, and Construction
15. Trails: Natural Surface Design, Construction, and Renovation
16. Urban Park Elements

Each level-of-effort project contains multiple sub-projects. These sub-projects are prioritized and scheduled in the first two years of the CIP based on available funding and a variety of criteria, including need.

Potential New Projects in the CIP

As the Department has been considering its work program, master plans, CIP evaluation criteria and feedback from the various park managers and the public, The Department has been evaluating several new projects.

Potential Stand-alone Projects

Generally, projects that have completed facility plans approved by the Board become stand-alone projects in the next CIP cycle.

Facility Planning Priorities

With guidance from Vision 2030, master plans, and other criteria, staff has prioritized the next set of facility plans for first two years of the next CIP (FY17 and F18). As part of the prioritization, staff created an evaluation matrix. Each candidate project received a point for each of the following criteria that it satisfied:

- Project is included in a Park Master Plan
- Project is included in an Area Master Plan

- Project satisfies Planning Board Evaluation criteria (up to three points; one each for Immediacy, Need/Equity, and Efficiency)
- Project fulfills a public request

Points were then added up to produce a justification score, which was then used to help prioritize all candidate facility planning projects.

Additionally, staff also considered other priorities brought up during the Evaluation Committee review. One of the challenges of the fiscal situation recently is that projects coming out of facility planning must sometimes wait years before there is sufficient fiscal capacity to move toward full design and construction as a stand alone project. Delay extends the time that the final project is delivered to the public. It also often means increased cost and design changes due to changes in demographic trends and regulatory requirements.

Recommendation

As such, staff recommends that Facility Planning in the FY17-22 CIP also focus on the following:

- *Smaller projects to improve parks rather than large, costly projects*
- *Renovations rather than new parks*
- *Utilizing facility planning to fund final design for small projects that can be built with other funding (could include design for urban park elements or interim activation facilities)*
- *Planning studies that further the capital program priorities without immediately resulting in new construction projects*

Local facility planning recommended priorities are as follows:

FY16

- *Continue with local park assessment study to determine future priorities for park renovations (planning/prioritization study)*
- *Wheaton Community Center – Concept design for park improvements in conjunction with DGS project*
- *Long Branch-Wayne LP – Concept/facility plan for entire park and final design for Phase 1 improvements to existing park (including playground)*

FY17

- *Urban Parks – Support the initiative to activate urban parks with design for permanent or interim facilities once sites are selected*
- *Edith Throckmorton NP – Design for renovation of this small park (construction to be funded through level-of-effort PDFs)*
- *Dewey LP – Design for repurposing of courts*

FY18

- *Columbia LP – Design for new facilities in underutilized areas of park.*
- *Carroll Knolls LP – Concept/facility plan for entire park and final design for Phase 1 improvements*

FY19

- *Norwood Local Park – Facility planning or design for phased park improvements or*
- *Traville Local Park*

Non-local facility planning priorities are as follows:

FY16

- *Ovid Hazen Wells Carousel and Recreation Facilities*
- *Hard Surface Trail Road Intersection Assessment (planning/prioritization study)*

FY17

- *Functional Plan and POR for Nature Centers (including service delivery, locational criteria, site selection, project priorities, and PORs)*

FY18

- *Wall Park – Facility planning to renovate park (if project is ready to go) or design of interim facilities*

FY19

- *Facility planning for renovation of existing nature center – pending priorities established from functional plan; or*
- *Facility planning for next priority regional trail project from Countywide Park Trails Plan (possibly final northern segment of North Branch Trail from the Preserve at Rock Creek to Bowie Mill Road)*

Beyond Facility Planning

The following facility plans have either been completed and presented to the Board or are nearing completion with presentation to the Board anticipated this summer or fall. Design and construction funding for these projects may be requested in the FY17-22CIP. They are presented in priority as order as recommended by staff.

GO Bond-funded projects

1. South Germantown RP Cricket Field
 - Site selection study for cricket scheduled for Planning Board review July 30, 2015
 - recommends the Barmakian property as first priority.
 - Concept plan and cost estimate was developed.
 - Planning Board scheduled for July 30, 2015 to review site selection study, concept plan and cost estimate for inclusion in FY17-22 CIP.
 - Cost Estimate: \$2,263,000 to grade entire site, and provide all amenities except second field pitch, surrounding path and shelters.
 - GO Bonds
 - Design begins FY17
 - Construction FY18-19
2. Wall Park Garage
 - A new public/private parking garage that will serve the adjacent Wall Park and Montgomery County Aquatic Center along with the new Gables development.
 - 5900 Executive Boulevard, Rockville, MD
 - Planning Board review of the Preliminary Site Plan for the development on April 30, 2015
 - 250 parking spaces in a structured parking garage on private property
 - \$6 million
 - GO Bonds
 - Design FY16 being done by developer
 - Construction funding to developer FY 17&18 to be used for design and construction of the public portion of the garage
3. Ovid Hazen Wells RP - Carousel & Recreation
 - Relocates carousel from Wheaton Regional Park and provides supporting recreational amenities and parking to create destination recreational area.
 - Proposed carousel and other amenities in the vicinity of the existing ballfields along Skylark Road to create a family destination
 - Planning Board scheduled for September 17, 2015.
 - Cost estimate is still forthcoming
 - Project will be costly and may need to be phased
 - GO Bonds
 - Design in FY21
 - Construction begins beyond FY22
4. Wheaton RP – Parking the Shorefield & Carousel areas
 - Improvements and renovations near the existing train and carousel area and North of the playground in the Shorefield House reactivation area
 - \$3 million
 - GO Bonds
 - Design beings FY18
 - Construction FY19-20

5. Little Bennett Trail Connector

- Hard surface trail along and near MD 355 from Snowden Farm Parkway to the Day Use Area to connect to the Clarksburg Greenway Trail and town center.
- Approximately one mile of trail with raised concrete boardwalks, includes stream restoration and crossing at Comus Road to connect with natural surface trail system to Black Hill Park.
- Planning Board scheduled for September 2015.
- Cost Estimate: \$2,780,000
- GO Bonds
- Design begins FY18
- Construction FY19-21
- Trail should be completed in same fiscal year as day use area

Park and Planning Bond-funded Projects

1. Hillandale Local Park

- Renovation of existing park in White Oak
- Includes
 - Athletic Fields
 - Playground relocation
 - Basketball courts replacement
 - Tennis courts
 - Picnic shelter
 - Park activity building removal
 - Parking renovation
 - Park trails
 - Open area for gatherings and informal play
 - Volleyball courts
 - Community garden
 - Sitting areas
 - Environmental and storm water improvements
 - ADA improvements
 - Safety enhancements through design
 - Anticipation of future expansion
- Planning Board approved the facility plan July 9, 2015
- Cost Estimate: \$7,500,000
- Park and Planning Bonds and POS
- Timing also needs to be coordinated with Wheaton Headquarters.
- Design begins FY18
- Construction FY19-21

2. Caroline Freeland Urban Park

- Renovation of existing park in Bethesda
- Includes:

- Playground
- Community Open Space
- Seating/Site Furnishings
- Pathway Improvements
- Streetscape Improvements along Arlington Road
- Landscape Buffer
- Site Lighting for Security
- Tree Preservation
- Existing Sculpture
- Planning Board approved the facility plan July 16, 2015
- Cost Estimate: \$3,771,000
- Park and Planning Bonds
- Assume design begins FY21, due to lack of fiscal capacity
- Construction FY23-24
- Start project sooner if possible

In addition to funding sources identified for these and other projects in the CIP, we will also be working with the Parks Foundation to find opportunities where projects could be partially funded with donations.

Inquiry: Due to limits on SAG for both GO bonds and Park and Planning bonds, Staff request feedback regarding the above listed potential projects and priorities.

Potential Changes to Level-of-Effort Projects

Level-of-effort projects (LOE) are projects that are funded annually and have multiple subprojects. The subprojects are usually smaller in scope or involve similar types of work at various sites in the county. During the CIP season these subprojects are reviewed by staff and prioritized as per the CIP Evaluation Criteria and other factors.

Typically, each CIP season there are discussions about increasing the funding of some of the level of effort projects due to factors that include changing market conditions, regulatory and permitting costs, increases in construction labor and materials, growth of the park system and park development, renovations and lifecycle replacements, backlog of projects due deferred maintenance during fiscally lean years, or restoring cuts from previous years.

1. Potential Funding Level Changes for LOEs

Typically, level-of-effort projects are funded at similar levels year to year throughout the six year CIP program unless there is compelling reason to increase or decrease the level of funding based on cost changes or shifting priorities. During this CIP, staff is recommending keeping many level-of-effort projects funded at their existing levels. However, during the CIP review process with the Evaluation Committee, staff have identified several level of effort projects that are candidates for increases. We will present recommendations for specific funding levels

during September work sessions, but will highlight those recommended by staff for consideration:

- **Legacy Open Space** – 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.
- **ADA Compliance (local and nonlocal parks)** - Park Audits were completed during the initial years of the current CIP and the Department has submitted its transition plan to address ADA deficiencies in the County to the Department of Justice. Estimated barrier removal costs are at \$26.4million for about 6,000 barriers identified for removal. Looking at a window of 15 years and other adjustments, staff anticipates a need of about \$2.1 million per year whereas it is currently funded at about \$1.4 million.
- **Enterprise Facilities Improvements** – Activities of the Enterprise Division are funded fully by Enterprise Funds and is self-sustaining. They are currently appropriated \$800k per year, but have projects and funding that exceed that.
- **Minor New Construction** – 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.
- **Planned Life-cycle Asset Replacement (PLAR)** – This is a master project with several subprojects that include:
 - Play Equipment - The current average cost for a local park playground with wood fiber surfacing (not poured rubber) is \$175,000 per playground. Current funding is at \$1,030,000 per year, which would fund only 6 playgrounds per year at current costs. This creates a 37-year life-cycle replacement schedule. We should implement 10-11 playgrounds per year to keep up with life-cycle of inventory.
 - 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. The Non-Local side of this project is funded at about \$1.2 million per year. If the component annual programs for projects such as bridges, fuel tanks, water fountains, Horticulture and Facilities Maintenance are fully funded for their minimum needs, there is only about \$136k per year to meet the needs of all other minor renovations throughout our non-local parks, such as Wheaton Regional Park, which tend to be our largest and most used parks.

- 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.
- 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 about 260 acres of paving in the park system, or an equivalent of about 38,000 parking spaces. At current funding the life-cycle replacement schedule is about 250 years, when it should be about 25 years.
- 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.
- **Pollution Prevention and Repairs to Ponds and Lakes** – This project addresses pollution discharge from various sources, storm water management, non-storm water pond rehabilitation, storm drain mapping and unplanned drainage or erosion repairs. Based on the current backlog of projects staff may recommend some gradual increase.
- **Restoration of Historic Structures** – This project funds restoration of historic resources throughout the park system. 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. During the shift from the FY11-16 CIP to FY13-18, this project took a funding hit of \$200,000 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 elements, animals, and vandalism. Staff may propose an increase in FY17 to cover ongoing project at the Seneca Store and stabilization at the Jesup Blair House and then lower to a modest increase thereafter.
- **Roof Replacement** – This project funds roof renovations to park buildings. Based on candidate projects during the CIP cycle, staff may propose a slight increase in this PDF.

- **Stream Protection** – This project funds repairs to streams that are degraded by development. It includes projects that address issues such as channel erosion, addressing structures that impede fish migration, floodplain disconnection from stream downcutting, excessive scour from culverts and bridges, debris jams and degraded riparian buffers. The current list of candidate includes at least six projects of \$500k to \$1million, but the PDF is only funded at \$533k per year.
- **Trails: Natural Surface Design, Construction & Renovation** – This funds the Natural Surface Trail Program. A large portion of this work is done by volunteer and non-profit organizations. Staff would like to consider a modest increase for additional trail enhancements/optional obstacles along existing trails.
- **Urban Park Elements** – This was a new level of effort project in the FY15-20 CIP which was a recommendation coming out of the 2012 Park, Recreation, and Open Space Plan (PROS). Urban parks tend to be smaller than many other parks, but the uses are typically more intense and draw a population from a larger area than many other park types. The Urban Park Elements level of effort project would create a specific funding source that could be used to fund the various urban parks that are envisioned in county master plans as well as to renovate existing urban spaces. Due to budget constraints last cycle, the County Executive recommended not funding this project. However, the Council approved funding for the first two years after the Department agreed to fund it initially with money that was otherwise to be used for Ballfields. This would allow it to be a pilot project with the hope that it would be funded fully in future CIPs. The first project funded by Urban Park Elements was the Ellsworth Dog Park that will be complete this fiscal year. Future projects would include other amenities such as skate parks, shelters, exercise equipment, etc. Staff will recommend fully funding this project for all six years of the CIP.

Inquiry: Staff request feedback regarding the above listed potential increases in level of effort projects

A New Approach

Based on the information presented in the first Strategy Session about economic conditions and challenges affecting the creation of the next CIP, Board feedback, and fiscal and other considerations discussed above, staff recommends trying a new approach to project delivery. This would include:

- Focus on Renovation and Maintenance in the FY17-22 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.

Inquiry: Staff request feedback from the Board regarding trying the new approach outlined above.

Attachment

ATTACHMENT A

Attachment A

Continuing Stand-alone Projects from FY15-20 CIP

	Project Name	Location	Description	Budget*	Status
1	Battery Lane Urban Park	Bethesda	Renovation of park, including tennis court, enlarged playground, walking path, basketball court, improved entryway, lighting, seating, drinking fountain, landscaping, and bike racks.	\$2,499,000	FY17 Design; FY18-22 Construction
2	Brookside Gardens Master Plan Impl.	Silver Spring	Greenhouse and Plant Propagation Area improvements	\$3,575,000	FY15-17 Construction
3	Elm Street Urban park	Bethesda	Renovation of an existing urban park	\$650,000	Des FY16/ Constr FY17
4	Falls Road Local Park	Potomac	Parking lot expansion	\$2,438,000	FY16 Construction
5	Josiah Henson Historic Park	N Bethesda	Rehabilitation of existing park and renovation of the Riley/Bolten House to a museum, new visitor center, bus dropoff, small parking lot and landscaping	\$5,850,000	FY16 Design; FY18 Construction
6	Kemp Mill Local park	Silver Spring	Renovation of existing local park	\$5,810,000	FY15-17 Construction
7	Laytonia Recreational Park	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
8	Little Bennett Day Use Area	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.	\$14,253,000	FY17 Design; FY19 Construction
9	Magruder Branch Trail Extension	Damascus	Extension of trail (.75 miles) to existing 3.1-mile trail that begins at Damascus Recreational Park	\$2,671,000	Design FY20-21
10	North Branch Trail	Rockville	Hiker-biker trail through Lake Frank and the North Branch of Rock Creek	\$4,290,000	FY17-20 Construction
11	Northwest Branch Recreation Park Athletic Area	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.	\$4,800,000	Design FY17; Construction FY18-19
12	Rock Creek Maintenance Facility	Derwood	Renovation of maintenance facility	\$9,655,000	FY15-18 Construction
13	Seneca Crossing Local Park	Germantown	New 28-acre local park with rectangular playing field, playground, sand volleyball courts, skate spot, trails, parking, picnic shelter.	\$8,773,000	FY18 Design; FY TBD Construction
14	Warner Circle Special Park	Kensington	Renovation of historic buildings and surrounding park	\$11,129,000	FY21-22 Construction
15	Western Grove Urban Park	Chevy Chase	New Park with paths seating and landscaped areas	\$1,105,000	FY15-18 Construction
16	Woodside Urban Park	Silver Spring	Design and renovation of urban park	\$6,459,000	FY15-16 Design; FY 18 begin construction

*This is the overall Budget that may only partially lie within the FY17-22 CIP