



THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION
Planning Department, Montgomery County, Maryland
8787 Georgia Avenue Silver Spring, Maryland 20910

MCPB Date: 11/5/15
Agenda Item # 3

MEMORANDUM

DATE: November 3, 2015

TO: Montgomery County Planning Board

VIA: Gwen Wright, Planning Director *GW*
Rose Krasnow, Deputy Director *RK*

FROM: Karen Warnick, Chief, Management Services *KW*
Anjali Sood, Budget Manager

SUBJECT: Worksession #2 - Planning Department FY17 Operating Budget

STAFF RECOMMENDATION:

Discussion of Planning Department budget options to meet the FY17 work program needs.

BACKGROUND:

At its October 8 meeting, the Planning Board discussed the Planning Department's request to prepare the FY17 operating budget at the base budget plus new initiative level. At that meeting, the Planning Board supported the Department's proposed work program generally, but expressed some concern regarding the \$927,000 for new initiatives, most of which involved one-time expenditures for technical consulting services to support specific work program items. The Board requested that the Department explore various options, including using consultants, hiring career staff, or using existing staff to achieve the Department's proposed work plan.

The Planning Department has used the month since our last worksession with the Board to explore the options described above and to follow up on several other issues that the Board raised. A discussion of the options is included below.

In addition, we have reached out to the District of Columbia Office of Planning and will be prepared to discuss coordination with them on the proposed South Silver Spring Small Area Plan at the November 5 worksession.

Finally, we have followed up on the Chair's suggestion to explore ways to improve and enhance the Planning Department's economic analysis skills and expertise. To this end, we are proposing 1) on-call services for economic analysis and financial expertise to assist us with projects in FY17 and 2) real estate economic pro forma training for staff to better understand development, investment and valuation decisions.

These proposals are discussed in more detail below.

OPTIONS FOR MEETING FY17 WORK PROGRAM NEEDS:

To address the Board’s request to explore options regarding how to implement the \$927,000 in new initiatives, the Planning Department looked again at each initiative to determine the best method to meet this need.

As a reminder, this is the list of new initiatives that was discussed in the first worksession:

1.	Consulting assistance for the Bikeways Plan Update – University of Maryland	\$125,000
2.	Partnership with University of Maryland for Master Plan Reality Check	\$82,000
3.	Consulting funding for Study of Employment Trends – University of Maryland	\$125,000
4.	Continuation of New Dynamic Transportation Modeling Tool	\$75,000
5.	Multi-modal Transportation Analysis for Montgomery Hills/Forest Glen Sector Plan	\$60,000
6.	Consulting funding for Silver Spring Streetscape	\$75,000
7.	Consulting funds for Design Studies for Veirs Mill Corridor Small Area Plan	\$40,000
8.	Retail and Economic Study for Montgomery Hills/Forest Glen Sector Plan	\$50,000
9.	Consulting funding for Retail Study in South Silver Spring	\$50,000
10.	Consulting funding for Corridor Study for MD 355 from Gaithersburg to COMSAT	\$75,000
11.	Placemaking Initiatives	\$50,000
12.	Consulting funding for Regional Transportation Model Network Development/Management	\$30,000
	One-time Initiatives	\$837,000
13.	Design Excellence Initiative	\$10,000
14.	Consulting funding for Bicycle Plan Implementation Activities	\$80,000
	On-going Initiatives	\$90,000
	TOTAL NEW INITIATIVES	\$927,000

It should be noted that, in looking at the new initiatives, there is one that does not involve consulting dollars: the **Design Excellence Awards event (\$10,000)**. This recent, very successful event recognizes and promotes design excellence throughout the county through an annual awards program in partnership with the American Institute of Architects (AIA). The requested funding would be used for support of the awards jury, supplies and materials, and facility rental costs.

Because this does not involve consulting dollars, this new initiative is not addressed in the three options described in detail below.

Option #1 – Hire Additional Career Staff

In order to address the Board’s suggestion that we consider implementing these new initiatives by bringing on additional professional staff to do the work rather than using consultants, we have evaluated the need for new staffing. Not all initiatives lend themselves to being conducted in house due to the need for a specialized skill and/or expertise. If the Department were to recommend new positions, the following two positions would meet some of the FY17 needs.

1. Planner Coordinator – Research and Economic Analysis (\$133,500 – Fully Loaded – Salary/Benefits) - Research and Special Projects

Currently, staff from the Research and Special Projects Division (RSP) are involved and participate in all Master Plans. RSP staff members provide information on existing economic conditions, write requests for proposals for consultants, and regularly attend team strategy meetings as well as evening and community meetings. Staying attuned to the Master Plans, as well as keeping in close dialogue with the Master Planning team, is critical to understanding the environmental and political context for RSP staff to comprehensively address market and economic issues.

The Department has the in-house expertise to address several economic studies that are Master Plan-specific. Recently, economic studies for the Sandy Spring Rural Village Plan and the Aspen Hill Minor Master Plan Amendment were completed entirely in-house. Other plans are more complex, however, and would benefit from deeper industry understanding (retail strategy and design for the Bethesda Downtown Plan) or technical expertise (forecasting impacts to the industrial district in the Lyttonsville Sector Plan).

Once Master Plan issues come into focus, RSP staff assist Master Plan teams in identifying the critical market and economic questions that need to be studied, and recommend whether this should be completed in-house or contracted out, based on desired expertise as well as available man-hours of relevant staff. Many times certain economic issues within a Master Plan will be studied in-house, but for other economic issues, a consultant will be engaged.

Adding an additional staff member well-versed in market and development economics may be beneficial, particularly as staff has observed an increased emphasis on ensuring economic "due diligence" across all Master Plans, ad-hoc feasibility studies, and an increasing number of regulatory negotiations. Staff expects workload to increase in the future, as infill redevelopment and a greater reliance on private contributions to fund public amenities become more central to Master Plans.

For FY17, the following studies could possibly be completed in house with a new Planner Coordinator to share the work load: a retail and economic study for Montgomery Hills/Forest Glen Sector Plan (\$50,000), a retail study for South Silver Spring Plan (\$50,000), and some portions of the Corridor Study for MD 355 from Gaithersburg to COMSAT (part of \$75,000).

Depending on the duties involved, a Planner Coordinator position could be filled by a real estate professional with solid experience in market and development feasibility analysis, who could conduct independent analyses and help offset workload. It is possible, although not a given at this grade level, that such applicants will already possess extensive experience obtained from working in private development. However, in order to get the expertise needed to tackle the wide breath of important economic issues, it is possible that this position would need to be upgraded to a Master Planner/Supervisor and/or consultants may still need to be retained for certain studies.

Alternatively, instead of locking in a full-time career staff member and restricting flexibility, another option would be to negotiate with an economic/real estate consulting firm to have one of their professionals work at M-NCPPC full-time for a desired length of time, such as 1 year plus annual renewal options, and afterwards return to their company. Such a position could provide specialized expertise in a particular subject area, and the person could draw on the experience of staff and case studies already done within their company. According to glassdoor.com, a real estate economist at AECOM (an economic advisory firm) earns about \$107,000 annually; it is possible that the Department could obtain such a person at less than a typical 2.5x overhead multiplier that is normally charged as part of their hourly rate. Regardless of the decision for new hires, staff believes that consultants should continue to be used judiciously as the breath of their knowledge would benefit the County as we face an ever more complex set of economic issues that do not lend well to "standardization".

2. Planner Coordinator – Landscape Architect/Urban Designer (\$133,500 – Fully Loaded – Salary/Benefits) – Area 1

Two FY17 new initiatives, Placemaking (\$50,000) and Silver Spring Streetscape (\$75,000) require the knowledge/expertise of an Urban Designer. We have a select group of Urban Designers on staff who could complete these projects, but we do not currently have the workload capacity. By hiring an additional Planner Coordinator/Urban Designer, the workload could be allocated to staff to meet the requirements. While the new position costs more than the two proposed initiatives, the person selected would also be available to help with other studies and projects in the Department.

The Placemaking Initiatives began as a pilot program in late FY15 at the request of the County Council. To date, these programs have been very successful and very well received. While we are proposing

\$50,000 in one-time consulting funding for FY17, it is quite possible that such Placemaking activities could become a more long-term effort as we seek to activate other urban areas.

Placemaking inspires people to collectively reimagine and reinvent public spaces at the heart of every community. To do it right takes a lot of coordination among staff, citizens and other agencies.. Since the Silver Spring Placemaking was a new work program effort requested by the County Council, we pulled staff from other programs to work on it. Although they were more than capable of conducting the charrettes, developing the ideas, and implementing the concepts, it spread our staff thin and took time away from other master plan and regulatory plan efforts.

For the Silver Spring Streetscape guidelines, a Planner Coordinator specializing in Landscape Architecture/Urban Design would be able to conduct the background work to do the inventory, analysis and precedent work to compare the 1992 guidelines to what is actually on the ground. Again, we already have Urban Designers on staff who can do this complex work, but this would take time away from master plans such as Lyttonsville, Bethesda, and Westbard. While the Silver Spring Streetscape will be completed in FY17, staff expects that other urban design projects will be in the work program for FY18 and beyond.

Staff is not opposed to requesting additional career staff positions. However, it should be noted that permanent career positions are frequently difficult to get approved in tough budget years. It also takes time to recruit and hire the best staff – particularly for highly skilled and technical positions. It could delay getting certain FY17 new initiatives underway if the Department is not able to hire new staff quickly. Another consideration that should be noted is that, of the Department's \$19.5M request, only \$837,000 or 4% is for one-time consulting services. From a budgetary standpoint, lowering this amount by \$267,000 (for the 2 new positions) would reduce the ability and nimbleness of the Department to respond to unplanned work requests that may occur during the year.

Option #2 – Use Consultants

The majority of the 12 one-time initiatives and 2 on-going initiatives are in direct support of the proposed work program. Several of these studies are a continuation of contracts already in place or for on-call consultants that the Commission already has under contract, or for studies similar to ones already completed such that we only need to modify the scope of work for the RFP. Other contracts are for short term technical assistance/training. Therefore, if the Board was concerned about our ability to procure and oversee the contracts for the proposed new initiatives, staff can confirm that not only is this possible, but it is also relatively straightforward from a procurement perspective.

CONTINUATION OF CONTRACTS ALREADY IN PLACE

Continue the University of Maryland's National Center for Smart Growth Contract (\$289,000)

In 2008, the Planning Department initiated a partnership with the University of Maryland that was designed to be a win-win for both parties. Through a contract with the University's National Center for Smart Growth, the Planning Department was able to hire a number of planning students or recent graduates to help us on a variety of projects as assigned. We believe that a continued partnership with the University is in everyone's interest. In FY16, these contractual staff are helping with the proposed Master Plan Reality Check, the Bicycle Master Plan, as well as the Makeover Montgomery 3 planning conference scheduled for May 2016.

In order to ensure that this partnership will continue moving forward, we are requesting \$289,000 which will cover the costs of three contractual staff from the University of Maryland.

In FY17, the 3 proposed initiatives using the National Center for Smart Growth contract are:

1. Bikeways Plan Update (\$125,000) - Significant work and community outreach will be done on the Bikeways Master Plan during FY16, but more work is needed in FY17 to complete the project.
2. Master Plan Reality Check (\$82,000) – The work to be provided by the National Center for Smart Growth is critical to the successful completion of the Reality Check.

3. Studies of Employment Trends: Emerging Industries; Future Job Types; Future Workplaces; Design and Planning Implications (\$125,000) – \$82,000 of these studies will be conducted by an employee from the National Center for Smart Growth. The remaining \$43,000 would be used to engage another vendor with specialized knowledge and skill in these areas.

Continuation of New Dynamic Transportation Modeling Tool (\$75,000)

Following the completion of the current study underway by Fehr & Peers, the "Assessment of Transportation Modeling Tools and Analysis Approaches", we anticipate the need to further adjust our transportation forecasting model to incorporate a potential new modeling approach. To implement a new modeling approach, it is anticipated that Functional Planning and Policy (FPP) will need specialized technical expertise and guidance from the applicable model software developer. FPP has talented staff well educated in the field of modeling; however, staff will need some basic training to use the new model. This type of assistance would be short term in nature and would not necessitate the need for an additional staff person.

ON-CALL CONSULTANTS

The Commission has several on-call contracts with pre-qualified consultants to do specific identified tasks. When the Department needs a consultant for one of those tasks, we release an RFP to those pre-qualified consultants. This reduces the amount of work and time involved in evaluating bids from unqualified contractors and significantly reduces, if not eliminates, problems associated with low prices submitted by bidders of doubtful capability.

Multi-modal Transportation Analysis - Montgomery Hills/Forest Glen Sector Plan (\$60,000)

The Planning Department has on-call contracts with pre-qualified traffic modeling consultants to perform various traffic/transportation analyses. For the Montgomery Hills/Forest Glen Sector Plan, the Department is seeking consulting services to do analysis that goes beyond the typical transportation modeling to focus on pedestrian, bicycle and vehicular safety and accessibility in coordination with the local area transportation modeling for Georgia Avenue and surrounding street network.

Bicycle Plan Implementation Activities (\$80,000) (On-going)

With the approval of the Bicycle Master Plan, this on-going funding will be used for on-call consultants to conduct specific bicycle analyses such as concept plans (like we did for the Connecticut Ave cycle track), reviews of a facility plan (like we did for the Purple Line/Capital Crescent Trail/Silver Spring Green Trail projects), or to help work through difficult development issues. These studies are technical in nature, and rely heavily on expertise that is necessary for the acquisition and implementation of new software or expert technical evaluation that is not needed on a daily basis. In addition, as we implement the Bicycle Master Plan, we expect that there will be a need to look at best practices in other places and this may include sending staff to conferences and/or study tours. The goal would be to witness the bicycle infrastructure and the general approach to urban design and streets taken by other communities.

Silver Spring Streetscape (\$75,000)

The Planning Department is proposing to update the 1992 streetscape guidelines for Silver Spring to account for modification to streetscape elements including new technology and changes to tree species and street furniture. There is significant analytical background work needed to compare the 1992 guidelines to what is the actual current inventory on the ground. The Department of Parks has contracts with three on-call consultants to perform this type of work. We are currently using one of these consultants for our master planning efforts related to streetscape guidelines.

Design Studies for Veirs Mill Corridor Small Area Plan (\$40,000)

Montgomery County has undertaken master plans for the various transit station areas along both legs of the Metro Red Line. This plan would evaluate the heavily used corridor between the Wheaton and Rockville Metro stations, including the activity center at Randolph Road/Veirs Mill Road. This funding will be used for on-call consultants for design studies that explore how to integrate enhanced transit facilities and infill development to create a pedestrian friendly boulevard with discrete activity centers.

MODIFY RFP SCOPE of WORK of COMPLETED STUDIES to MEET NEEDS for NEW STUDIES

Master Plan Retail and Economic Studies

The Department completed detailed retail and economic studies for the Bethesda and Lyttonsville plans which looked to find ways to initiate more retail activities and to support existing businesses in these areas. The Request for Proposals for these two studies will be modified to meet the needs for the **Montgomery Hills/Forest Glen Sector Plan (\$50,000)**, **South Silver Spring Plan (\$50,000)**, and part of the **Corridor Study for MD 355 from Gaithersburg to COMSAT (portion of \$75,000)**.

Placemaking Initiatives (\$50,000)

The Planning Department began its Placemaking Program in late FY15 at the request of the County Council. We have had a number of successful pilot programs conducted in Silver Spring to date. The Department is proposing to build on this success in FY17 by using consultants to conduct Placemaking charrettes and develop the planning concepts in Montgomery Hills, Bethesda, and other areas. The RFPs for the other Placemaking Programs will be modified to meet the needs for these new programs.

TECHNICAL ASSISTANCE/TRAINING

Regional Transportation Model Network Development/Management (\$30,000)

The Planning Department anticipates that COG staff will provide the FPP with a copy of their new GIS-based network management tool and database (called "COG Tools") sometime this fall. This tool will allow us to develop and manage the roadway and transit networks used by the regional model in a more efficient and consistent manner.

After we acquire COGTools, we will occasionally need technical assistance from the software developer (Daniels Consultants, Inc.) to support our continued use of this tool. In particular, this may be the case when a new version/update of the ESRI GIS software comes on-line or as we try to implement specialized applications of COGTools. This type of support does not necessitate the need for a full-time staff position.

Option #3 – Use Existing Staff

With respect to using existing staff, we prepared the FY17 budget with the understanding that the proposed work program is very ambitious and with an understanding that the Department will work on several other small projects and studies which are part of our normal course of business and do not rise to the level of a new initiative (for example, ongoing monitoring of TDRs). This work program can be accommodated within our existing staff work years – but only with the consulting dollars requested or with the addition of new staff. Adding additional initiatives to the existing staff workload with consulting dollars or new staff would cause the work program to be delayed.

Silver Spring Streetscape (\$75,000)

The Planning Department has a select group of staff with Landscape Architect/Urban Design expertise that could do this complex work. These staff are currently assigned to the Lyttonsville, Bethesda, and Westbard plans. Adding the Silver Spring Streetscape project to their work program would cause a delay of approximately 3 months for each of these plans.

Placemaking Initiatives (\$50,000)

The Planning Department has talented Urban Designers on staff. Because Placemaking is more ad hoc, however, it is hard to identify the impact to our work program by not hiring a consultant to run the charrettes and develop the Placemaking ideas. As stated above in the Option #1 for a new Planner Coordinator position, without either a new position or consultant funding, our staff will be spread thin and will have less time for master plan and regulatory plan efforts. Also, if this pilot program becomes part of our long term work program, we will need either a new position or on-going funding to properly execute this program.

Bicycle Plan Implementation Activities (\$80,000) (On-going)

FPP has one primary bicycle planner, with support from other FPP and Area team planners. While some the implementation work could be done in house, it would require other ongoing work to be delayed. Even if the work was done in-house, there are some technical aspects that would still require outside assistance. The Department does not have enough staff to complete a concept plan for a bicycle facility (like we did for the Connecticut Ave cycle track), or to review a bicycle facility plan (like we did for the Purple Line/Capital Crescent Trail/Silver Spring Green Trail projects) without additional assistance in bike planning and implementation. This type of assistance should only require short term technical help, and would not necessitate the need for an additional staff person. Even with 2-3 projects a year, the necessary staff hours would be well below a full-time staffing level.

Master Plan Retail and Economic Studies

The Planning Department does have staff in RSP that can conduct Master Plan Retail and Economic Studies. However, these studies can require rethinking long-standing assumptions and providing creative solutions that are not easily conceived. Due to their complexity – which would require a greater learning curve for staff if they were to self-perform – and the amount of time and effort involved, it is suggested that these studies continue to utilize economic consultants, or dedicated staff assigned from partner institutions (e.g. University of Maryland), to be managed by staff. Not doing so would cause delays to Master Plan-specific market studies, ad-hoc economic requests, and possibly delays to Master Plan community meetings and Planning Board briefings given the high level of involvement from existing RSP staff.

Additional Proposal for New Initiative Raised at Worksession 1 - Improve and Enhance the Planning Department's Economic Analysis Skills and Expertise

With the increasingly complex development scenarios presented by infill projects and the imperative for economic development in the County, the Department is requesting funding for economic analysis and development expertise to identify the market feasibility and financial/economic implications from land use decisions.

On-Call Economic Services (\$54,000) – (On-going)

On-call services can provide a deeper level of real estate and economic expertise to address requests for individual economic studies. On-call services can also supplement existing staff efforts, when there are insufficient man-hours to internally analyze and complete a request.

Due to the sporadic nature of economic requests, each with an uncertain duration and scope, on-call services should be delivered through cost-reimbursement contracts based on hourly rates. Hourly rates of current real estate/economic consultants we have used in the past is about \$170/hour. In the past year we have received roughly 10 ad-hoc economic requests; we anticipate this to increase approximately 30% (to 13 requests) in this coming fiscal year, with the current internal staff having the time and expertise to complete approximately five of them. Requests for on-call vendors will likely be no longer than one week (40 hours) in length, resulting in a budget request of 8 requests x 40 hours x \$170/hour = \$54,400. This would be a continuous budget item year-to-year. Depending on the actual number of ad-hoc economic requests this coming fiscal year, future budgets will adjust for the anticipated number of requests accordingly.

Real Estate Development Process Training (\$12,650) – (On-going)

The Department realizes the benefits of staff developing knowledge in real estate and development economics, as land use regulations have an impact on development feasibility and the ability to provide public amenities.

The Urban Land Institute (ULI) offers a three-day program in Washington D.C. which provides public and private sector professionals a fundamental overview of the development process and the key considerations involved in development decisions. This course would offer an introduction into the principles of 1) market and financial analysis, 2) site selection, land acquisition, deal structure, entitlements and permitting, and 3) planning and design, construction, operations, and property management. Hands on

instruction in financial analysis also provides students with a fundamental understanding of pro forma modeling basics.

This training would be aimed at staff who currently, or expect to, have a significant role in planning and land use decision-making – both in Master Planning and Development Review – but lack a background in market and development economics.

The cost is \$950 for ULI members and \$1,265 for non-ULI members. This would be a continuous program from year-to-year. We anticipate 10 staff members would attend the first year, and depending on interest, adjust the number for future years.

Alternatively, the possibility of inviting the ULI to privately open this course strictly to M-NCPPC and/or County professionals at the Montgomery Regional Office could be explored. This would enable the Planning Department to include more professionals in the course, possibly at a lower cost per staff member. We have not yet discussed this prospect with ULI.

SUMMARY:

At the Board's request, the Department explored various options, including using consultants, hiring career staff, or using existing staff to achieve the Department's proposed work plan. In addition, we followed up on the Chair's suggestion to explore ways to improve and enhance the Planning Department's economic analysis skills and expertise.

The conclusion of our analysis is that staff does not recommend hiring additional career staff at this time or using only existing staff as it will spread staff too thin to accomplish our work program on the proposed time schedule. We recommend proceeding with the new initiatives through the use of consultant contracts – most of which will utilize existing on-call contracts, the continuation of contracts already in place, or contracts for studies similar to ones already completed such that we only need to modify the scope work for the RFP.

Additionally, the Department proposes 1) on-call services for economic analysis and financial expertise to assist us with projects in FY17 and 2) real estate economic pro forma training for staff to better understand development, investment and valuation decisions. These two new initiatives would increase our FY17 budget proposal by \$66,650.

UPDATED PRELIMINARY FY17 OPERATING BUDGET REQUEST:

The chart below outlines the increases for known operating commitments and gives a snapshot of the base budget plus proposed essential needs/new initiatives including the 2 additional budget requests proposed in this memo.

**MONTGOMERY COUNTY PLANNING DEPARTMENT
PRELIMINARY FY17 OPERATING BUDGET REQUEST**

		FY16 Adopted Budget	\$19,494,792	% Change
FY17 BASE BUDGET CHANGES				
	Salaries & Benefits		(\$86,654)	
	Major known commitments		\$83,900	
	Risk Management, LTD, Unemployment, and CAS Chargebacks		TBD*	
	Increase in Chargebacks to Development Review Special Revenue Fund		(\$104,000)	
	Subtotal - Base Budget Changes		<u>(\$106,754)</u>	<u>(0.5%)</u>
Less: FY16 One-time Expenses			<u>(\$835,000)</u>	<u>(4.3%)</u>
Add: Proposed One-time Initiatives				
	Consulting assistance for the Bikeways Plan Update – Univ of MD	\$125,000		
	Partnership with Univ of MD for Master Plan Reality Check	\$82,000		
	Consulting funding for Study of Employment Trends – Univ of MD	\$125,000		
	Continuation of New Dynamic Transportation Modeling Tool	\$75,000		
	Multi-modal Transportation Analysis for Montgomery Hills/Forest Glen Sector Plan	\$60,000		
	Consulting funding for Silver Spring Streetscape	\$75,000		
	Consulting funds for Design Studies for Veirs Mill Corridor Small Area Plan	\$40,000		
	Retail and Economic Study for Montgomery Hills/Forest Glen Sector Plan	\$50,000		
	Consulting funding for Retail Study in South Silver Spring	\$50,000		
	Consulting funding for Corridor Study for MD 355 from Gaithersburg to COMSAT	\$75,000		
	Placemaking Initiatives	\$50,000		
	Consulting funding for Regional Transportation Model Network Development/Management	\$30,000		
	Subtotal – Proposed One-Time Changes		<u>\$837,000</u>	<u>4.3%</u>
Add: Proposed On-going Changes				
	Design Excellence Initiative	\$10,000		
	Consulting funding for Bicycle Plan Implementation Activities	\$80,000		
	On-Call Economic Services	\$54,000		
	Real Estate Development Process Training	\$12,650		
	Subtotal – Proposed On-going Changes		<u>\$156,650</u>	<u>0.8%</u>
	Net Change from FY16 Adopted to FY17 Proposed Budget		<u>\$51,896</u>	<u>0.3%</u>
	** FY17 Proposed Budget Plus Essential Needs/New Initiatives		<u>\$19,546,688</u>	<u>0.3%</u>

Notes:

* TBD Waiting for the schedule of Fees & Charges CAS in early November

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

NEXT STEPS:

The next steps in the FY17 budget process are:

Planning Board approves the FY17 Planning Department Operating Budget	November 19, 2015
Full Commission approves the FY17 Proposed Budget Resolution	December 16, 2015
M-NCPPC submits Proposed Budget in Brief according to statutory mandate to County Executive and County Council	January 15, 2016
County Executive makes recommendations	March 15, 2016
County Council hold Public Hearings on budget	April 2016
County Council Reviews M-NCPPC Budget	April & May 2016
Montgomery and Prince George's County Councils Meet	May 2016
County Councils Adopt Budget	May 2016