



## MAYOR AND COUNCIL

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**MEETING NO. 10-20**  
**Monday, March 23, 2020 – 6:00 PM**

### AGENDA

Agenda item times are estimates only. Items may be considered at times other than those indicated.

Any person who requires assistance in order to attend a city meeting should call the ADA Coordinator at 240-314-8108.

Rockville City Hall will be closed until March 27, due to recent issued State directives for slowing down the spread of the coronavirus COVID-19 and social distancing.

The Mayor and Council are not conducting meetings in person. If you wish to submit comments in writing for Community Forum or Public Hearings, please email [mayorandcouncil@rockvillemd.gov](mailto:mayorandcouncil@rockvillemd.gov) by 2:00 p.m. on Monday, March 23.

All comments will be acknowledged by the Mayor and Council at the meeting and added to the agenda for public viewing on the website.

- 6:00 PM 1. Convene
  - 2. Pledge of Allegiance
  - 3. Agenda Review
  - 6:05 PM 4. City Manager's Report
  - 6:10 PM 4A. Coronavirus (COVID-19) Update
  - 6:40 PM 5. Community Forum - submit written comments by email to [mayorandcouncil@rockvillemd.gov](mailto:mayorandcouncil@rockvillemd.gov)
  - 6. Mayor and Council's Response to Community Forum
  - 6:55 PM 7. Consent
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- A. Award of IFB #09-20 for Temporary Labor and Staffing Services to CMT Services Inc. and Pollen Scape Design, through June 30, 2021, in the Amount Not to Exceed \$215,000
  - B. An Amendment to the MPDU Regulations to Provide Clarifying Language on Affordability Structuring for the Homeownership Component of the MPDU Program
  - C. Award of IFB #01-20, Scott Drive and Crofton Hill Lane Bridge Rehabilitation, to Concrete General, Inc. in the Amount Not to Exceed \$460,906
  - D. Award of Sourcewell (NJPA) Rider Contract #081716-NAF, Rear Loader Refuse Truck, to National Auto Fleet Group in the Amount Not to Exceed \$250,785
  - E. Award of Sourcewell/NJPA Rider Contract #030817-JHN for HVAC Systems, Installation and Service with Related Products and Supplies
- 7:00 PM 8. FY 2021 Budget Public Hearing - submit written comments by email to [mayorandcouncil@rockvillemd.gov](mailto:mayorandcouncil@rockvillemd.gov)
- 7:45 PM 9. Presentation and Discussion of the Recreation and Parks Strategic Plan
- 8:45 PM 10. Fiscal Year 2021 Mayor and Council Budget Worksession
- 9:30 PM 11. Review and Comment - Mayor and Council Action Report
- A. Action Report
12. Review and Comment - Future Agendas
- A. Future Agenda
13. Old/New Business
- 9:45 PM 14. Adjournment
-

**Additional Information**

**A. Community Forum Comments**

**B. FY21 Budget Public Hearing Comments**

The Mayor and Council Rules and Procedures and Operating Guidelines establish procedures and practices for Mayor and Council meetings, including public hearing procedures. They are available at: <http://www.rockvillemd.gov/mcguidelines>.



Mayor & Council Meeting Date: March 23, 2020  
Agenda Item Type: Consent  
Department: PW - Environmental Management  
Responsible Staff: Erica Shingara

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## Subject

Award of IFB #09-20 for Temporary Labor and Staffing Services to CMT Services Inc. and Pollen Scape Design, through June 30, 2021, in the Amount Not to Exceed \$215,000

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## Recommendation

Staff recommends the award of IFB #09-20 for Temporary Labor and Staffing Services to CMT Services Inc. and Pollen Scape Design through June 30, 2021, with an option to extend the contract for up to four additional one year periods, in an amount not to exceed \$215,000 annually, subject to funding.

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## Discussion

Rockville has historically contracted for temporary workers to support several programs, including recycling and refuse collection, leaf collection, street maintenance, and parks and land management work. These temporary workers are used to support job functions when permanent staff is on leave, injured, or in training.

Staff recommends award of these contracts to provide temporary labor services on an as-needed basis. Temporary labor services are needed to support Public Work's recycling, refuse, yard waste, leaf removal, and special waste collection efforts, as well as the Recreation and Parks' mowing, edging, trash removal, and other landscaping needs. Temporary workers support daily operations and provide seasonal support, but are not authorized to operate City vehicles. The vendors must be able to provide on-call workers to perform outdoor manual labor tasks and meet the City's quality and personal safety standards, including supplying steel-toed shoes, reflective safety vests, work gloves, etc.

Staff estimates the City needs approximately 5,000 labor hours of temporary labor staffing services annually. The annual number of hours may change (increase or decrease) from year-to-year, depending on the actual needs of the City and annual appropriation by the Mayor and Council. Work sites include various locations throughout Rockville, Maryland.

The unit prices received were determined to be favorable and a multi-year contract will save City resources by avoiding the preparation of separate bids for each year. Additionally, a multi-year contract is beneficial as it minimizes the “learning curve” and the impact to continuously hiring new contractors unfamiliar with the City’s requirements.

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## Mayor and Council History

This is the first time this item has been brought before the Mayor and Council.

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## Procurement

Staff prepared and publicly advertised IFB #09-20 on January 17, 2020, in accordance with Rockville City Code section 17-61. IFB #09-20 was posted on the City’s website, and electronically provided to 193 prospective bidders via the State of Maryland new eMaryland Marketplace Advantage (eMMA) system. Of the 193 prospective bidders, using the new systems reporting capabilities, 28 were Disadvantaged Business Enterprises (DBE), and 49 were Minority Business Enterprises (MBE).

The proposed contract secures fixed, firm rates for workers through June 30, 2021. Price adjustments from the Contractor may be considered at renewal or at other times as required due to changes in federal, state or county law. Rate increases beyond that period are tied to the Consumer Price Index (CPI). The contract also requires compliance with the Immigration Reform and Control Act of 1986.

Bids were reviewed for compliance with the minimum of 2 years prior experience of providing those types of services as detailed in the specifications for each job category. Additionally, the provided services must conform to applicable Federal, State, County and City laws, statutes, rules and regulations (including minimum wage laws). Bid pricing was required to include all overhead, profit, taxes, insurance and other applicable fees and costs.

The IFB initially requested bids for two separate job categories: labor services and administrative services. However, after further review, the City will only elect to award the labor category at this time. Should the City seek temporary administrative services, it will issue another IFB for this specific service in the future.

The following sealed bids were received and opened on February 11, 2020:

### Item I – Laborer (estimated 5,000 annual hours)

Bidder	MFD Status	Location	Hourly Rate	Extended Price Annually
Athena Consulting	MBE	Gaithersburg, MD	\$14.00	\$70,000*

StrategicHire	Non-DBE/MBE	Laurel, MD	\$17.00	\$85,000*
Vidhwan dba E-Solutions	Non-DBE/MBE	San Jose, CA	\$17.00	\$ *
<b>CMT Services Inc.</b>	<b>Non-DBE/MBE</b>	<b>Hyattsville, MD</b>	<b>\$19.15</b>	<b>\$95,750</b>
<b>Pollen Scape Design</b>	<b>Non-DBE/MBE</b>	<b>Westminster, MD</b>	<b>\$19.25</b>	<b>\$96,250</b>
Devine Professional Consulting Group	MBE/DBE	Silver Spring, MD	\$20.00	\$100,000
Pacen King Services, LLC	MBE/DBE	Lanham, MD	\$20.00	\$100,000
LanceSoft, Inc.	MBE	Herndon, VA	\$20.00	\$100,000
Phoenix Staffing Services	Non-DBE/MBE	Hyattsville, MD	\$20.55	\$102,750
Madison Avenue Support Services	Non-DBE/MBE	Baltimore, MD	\$21.00	\$105,000
Atmos Solutions Inc	DBE	Washington DC	\$21.00	\$105,000
Diskriter Inc.	Non-DBE/MBE	Pittsburg, PA	\$21.25	\$106,250
EJJ Corporation	MBE/DBE	Columbia, MD	\$24.50	\$122,500
Centropolis Property Staffing	Non-DBE/MBE	Baltimore, MD	\$28.00	\$140,000

\*Upon evaluation of the submissions, the bids for Athena Consulting, StrategicHire, and Vidhwan dba E-Solutions were deemed non-responsive. After inquiring about compliance with Montgomery County minimum wage requirements, Athena Consulting withdrew their bid on March 6, 2020. StrategicHire indicated only one year in business, which does not meet the minimum two-year requirement in the IFB. Vidhwan dba E-Solutions bid did not provide an extended price or written evidence (through references) of two years prior experience providing on-call labor services as detailed in the IFB specifications. Nor did the vendor provide additional substantiated information through subsequent investigations.

The lowest responsive bidders for the Labor category were CMT Services Inc. of Hyattsville, MD and Pollen Scape Design of Westminster, MD. Both firms included references of at least two years of prior labor services involving on-call refuse and recycling and/or landscaping services in Maryland. Given Montgomery County's minimum wage increases to \$14.00 per hour on July 1, 2020, the rates provided are reasonable. References were contacted for each awardee, all of which were satisfactory.

The bid amounts shown above are estimated annual quantities used for bid evaluation purposes only.

In accordance with Section 17-39 (a) of the City Code, Awarding Authority, all contracts involving more than one hundred thousand dollars (\$100,000.00) shall be awarded by the Mayor and Council.

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## **Fiscal Impact**

The Environmental Management Division of the Department Public Works is the primary user of this contract for labor services. Annual needs vary by year, depending on staffing levels and market conditions. Environmental Management's FY 2019 actual budget for temporary agency

personnel was \$176,599 and the adopted FY 2020 budget is \$104,240. The Department of Recreation and Parks also uses this contract during the fiscal year.

Upon satisfactory service and by mutual agreement, the contract is renewable annually for up to four years. Annual funding is subject to appropriation approval by the Mayor and Council.

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### Next Steps

Upon Mayor and Council approval, the Procurement Division will issue contracts and secure necessary insurance. The City Manager will execute the contracts once signed by contractors and approved by the City Attorney's Office. Service requests will be issued via a Master Agreement on an as-needed basis.



Rob DiSpirito, City Manager

3/18/2020



Mayor & Council Meeting Date: March 23, 2020  
 Agenda Item Type: Consent  
 Department: PDS - Housing  
 Responsible Staff: Asmara Habte

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## Subject

An Amendment to the MPDU Regulations to Provide Clarifying Language on Affordability Structuring for the Homeownership Component of the MPDU Program

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## Recommendation

Staff recommends that the Mayor and Council approve the proposed language for incorporation into the MPDU regulations.

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## Discussion

On April 1, 2019, the Mayor and Council approved the expansion of the MPDU income limits from a maximum of 60% of Area Median Income (AMI) to a maximum of 120% of AMI. The purpose of expansion was to incentivize developers to provide units affordable at a wider range of incomes. The higher MPDU income limit applied to both rental and for-sale (homeownership) MPDUs.

The 2019 amendment to the implementation MPDU regulations provided guidance to developers on pricing structure for rental products to correspond with the expanded income limits. It made no change in the implementation regulations with respect to for-sale (homeownership) units. The language in the regulations for the rental component, as reflected in Section 6(B)(d) &(e) of the MPDU regulations, is as follows:

*d. To obtain the value for each bedroom count, the family size factor is multiplied by the income band (0.3, 0.4, 0.5, 0.6, 0.7, 0.8, 0.9, 1.0, 1.1, or 1.2) depending on the income band applicable to the specific unit, and then multiplied by 0.25 (or 0.30 if utilities are paid by the landlord). This formula provides a value for the monthly rent for each type of unit.*

*e. The final distribution of dwelling units at the various income band levels (i) is subject to City approval, and (ii) must be detailed in an MPDU agreement.*

The proposed language for the homeownership is:

*Homeownership Affordability Structuring*

- a. Applicants must provide homeownership MPDUs at affordability levels between 50% and 120% of Area Median Income (AMI). A variety of income tiering within the income band will be acceptable, subject to demand and other factors as determined by the City. For example, a development with 15 MPDUs may include two (2) units at 50% of AMI, five (5) units at 60% of AMI, and eight (8) units at 80% of AMI. Alternatively, the units can be broken into five (5) units at 50% of AMI, five (5) units at 60%, and three (3) units at 80% and two (2) units of at 120% of AMI.
- b. The final distribution of dwelling units at the various income band levels (i) is subject to City approval, and (ii) must be detailed in an MPDU agreement.

Attached to this report, as Attachment A, is a redlined version of the MPDU Regulations. There are no related amendments to the MPDU ordinance.

Staff recommends the Mayor and Council approve the proposed language.

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## Mayor and Council History

The Mayor and Council discussed this item at the February 3, 2020, Mayor and Council work session and directed staff to provide proposed language for potential approval.

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## Next Steps

If the Mayor and Council approves the staff recommendation, the revised regulations will be applied immediately to applicable residential development projects.

## Attachments

Attachment 7.B.a: Attachment A\_MPDU REGULATIONS--Feb. 2020 (DOCX)



Rob DiSpirito, City Manager

3/18/2020

# MODERATELY PRICED HOUSING REGULATIONS



City of Rockville  
Department of Community Planning and  
Development Services  
111 Maryland Avenue  
Rockville, Maryland 20850-2364

Main: 240-314-8200 Fax:  
 240-314-8210  
[www.rockvillemd.gov](http://www.rockvillemd.gov)

Revision History

Date	Revision
February 13, 2001	Original MPDU Regulations
March 30, 2014	Section 5 revised to accommodate senior housing with services
June 30, 2018	Changes to include income tiering of MPDUs; calculation of MPDU rents
April 1, 2019	The following changes: <ul style="list-style-type: none"> <li>▪ Delegate the application intake and eligibility determination to the properties.</li> <li>▪ Amend the definition of eligible person.</li> <li>▪ Add Life Care Facilities as defined in Chapter 25 in the definition section of the MPDU Ordinance and requirements for such development product.</li> <li>▪ Add a provision in the regulations that would allow owners of MPDUs to sell their units.</li> <li>▪ Update Zoning Density text to reflect the current Zoning Ordinance.</li> <li>▪ Eliminate "fair market value of improvements made" for MPDUs</li> </ul>
<u>March 16, 2020</u>	<u>Added clarifying language to the affordability structure of the homeownership component under Section 6(B).</u>

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## SECTION 1.

### A. Purpose

To provide policies and procedures for the administration of the Moderately Priced Housing Ordinance.

### B. Addresses and Staff

For further information or to receive a copy of this regulation, contact the Department of Community Planning and the Department, 240-314-8200, or write to the Department, City Hall, 111 Maryland Avenue, Rockville, Maryland, 20850 or [RockvilleMPDU@rockvillemd.gov](mailto:RockvilleMPDU@rockvillemd.gov)

## SECTION 2.      **APPLICABILITY**

These policies and procedures are applicable to dwelling units built, sold or leased through the Moderately Priced Dwelling Unit (MPDU) Program and to those people applying for eligibility for purchase or lease of such dwelling units.

## SECTION 3.      **DEFINITIONS**

The following words and phrases as used in this regulation have the meanings stated below:

### A. Certificate of Eligibility

A certificate, which is valid for a specified period of time, issued by the Department to those who meet the income requirement for eligibility for participation in the MPDU purchase program and are placed on the eligibility list maintained by the Department.

### B. Department

The Department of Community Planning and Development Services.

### C. Eligible person

A person or household whose income qualifies the person or household to participate in the MPDU program.

### D. Housing Agency

A provider designated by the Mayor and Council, which has purchased a moderately priced dwelling unit in accordance with the allocation provided in the Moderately Priced Housing Ordinance.

E. Moderately Priced Housing Ordinance

Chapter 13.5 of the Rockville City Code, as amended

F. Priority Marketing Period

The period during which eligible persons or households have an exclusive right to purchase or rent an MPDU from the applicant. The period may not be less than ninety days and may be extended for an additional time to permit eligible persons who have indicated an interest in the MPDUs to acquire or rent the units.

**SECTION 4. ELIGIBILITY AND OCCUPANCY REQUIREMENT**A. Application and Certification

A person seeking to purchase a Moderately Priced Dwelling Units MPDUs must apply to the Department for placement on the eligibility list. In order to become eligible under this program, an interested person must satisfy the maximum MPDU income limits published in executive regulations. It is the responsibility of the individual or family to demonstrate eligibility under the requirements of the MPDU program. In order to verify that an individual or family satisfies program requirements, the Department may request information and documentation that is appropriate, including but not limited to copies of federal and state income tax returns, W-2 forms, and copies of paychecks.

A person determined to be eligible for the purchase program is placed on the eligibility list and is issued a non-transferable certificate valid for a specified period of time, usually two years. This certificate is used to demonstrate eligibility for the purchase of available MPDUs. When developers or builders offer new MPDUs, certificate holders are notified by the developer or builder of the availability of units with sufficient bedrooms to meet their housing needs. Certificate holders have the opportunity to purchase available MPDUs. Those who contract for an MPDU are required to turn in their eligibility certificates to the builder or developer who will submit these certificates to the along with copies of the sales contracts and settlement sheets

Eligibility certificates for the MPDU purchase program may be renewed upon expiration if the person can demonstrate eligibility under the income limits in effect at the time of renewal. The individual must apply for renewal of the certification.

Applicants interested in renting an MPDU unit must apply at the property of their interest containing MPDUs. For a complete listing of the properties, please visit the city's website at:  
<http://www.rockvillemd.gov/836/Affordable-Rental-Housing>

**B. Income**

The maximum permitted moderate income is defined as the gross income received annually from all sources by all wage earners in a family or household unit. Sources of income include, but are not necessarily limited to, the following:

1. Wages and salary (full and part-time employment)
2. Child support
3. Alimony
4. Interest on savings and checking accounts
5. Dividends from stocks, bonds and certificates of deposit
6. Social security benefits
7. V.A. benefits
8. Overtime and bonus payments
9. Unemployment insurance
10. Pension/retirement payments
11. Disability payments
12. Any other annuities or stipends received
13. Income from real estate investments (losses generated from investments in real estate will not be used reduce gross annual income)
14. Income from business or partnership owned, associated with or operated.
15. Welfare - AFDC payments including money received pursuant to the Temporary Assistance for Needy Families program excluding SNAP benefit also known as "food stamps").

When the requirement to provide moderately priced housing is met through the construction of public housing or through housing built under other federal, state, or local programs to assist low- and moderate-income families, the income limits of the appropriate program shall prevail.

**C. Occupancy of MPDUs**

Purchasers or renters of MPDUs must occupy the units as their primary place of residence and must sign an affidavit certifying to their occupancy of the unit. Renters of MPDUs must not sublease their units.

**D. Rental of Units Previously Sold Under the MPDU Program**

1. Owners of MPDUs, except a housing agency, are not permitted to vacate and lease MPDUs to other parties without a prior written waiver. The owner must demonstrate sufficient cause to the city manager to allow a waiver to be issued. The following procedures govern the requests for waivers:
  - a. MPDU owners must prove that they are forced to temporarily vacate and rent their unit due to circumstance beyond their control. The fact that there might be a loss of appreciation resulting from the prohibition to rent and having to sell the MPDU does not constitute an economic hardship.

- b. Owners must certify that they will reoccupy their MPDU no later than 24 months from the date the unit is first rented. An owner that does not reoccupy their MPDU must sell their unit at the conclusion of the 24 months.
  - c. If not satisfied after a determination by the city manager or the designee, the owner has the right of appeal to the Board of Appeals in accordance with Section 13.5-12 of the Moderately Priced Housing Ordinance.
2. If the request to temporarily rent is granted, the following procedures are followed to establish the maximum allowable rent:
    - a. The owner must request a rental rate determination in writing from the Department and provide the information required by the Department to carry out the rental rate determination described in 2(b).
    - b. The Department must make a rental rate determination which will be equal to the fixed costs associated with maintaining the unit, including but not necessarily limited to principal and interest payments on the mortgage, real estate taxes, homeowners' insurance, water/sewer front foot benefit and deferred connection charges and homeowners' association fees. Appropriate allowances will be made if the owner retains responsibility for the payment of some or all of the utility charges. In such an event, a record of prior monthly utility expenses must be submitted so that an allowance for these charges can be included in the rental rate determination.
    - c. When making a rental rate determination, the Department may not consider any mortgage other than the original mortgage that was used for the purchase of the unit. If an owner has refinanced the unit, taken a second mortgage, or otherwise placed a monetary encumbrance on the unit, any costs associated with such mortgages or encumbrances may not be factored into the rental rate determination. If a unit has been refinanced, then the Department may include in its rental rate determination a cost that is equal to or a reasonable approximation of the principal and interest payments of the original mortgage.
  3. Additional requirements for rental of MPDUs previously sold are as follows:
    - a. The owner must send a copy of the lease agreement and the name of the managing agent to the Department.
    - b. Each rental request will be judged on its own merit, and every effort will be made to limit such rentals.
    - c. Units can only be rented to an eligible person who has been approved by the Department.

## SECTION 5. STANDARDS FOR MPDU DEVELOPERS AND BUILDERS

### A. Number of MPDUs Required

Chapter 13.5 of the Rockville City Code requires that a minimum percentage of the dwelling units in subdivisions of 50 or more units be provided as moderately priced housing. Where the application of the percentage of MPDU requirement results in a fraction of a unit, the required number of MPDUs is rounded up to the next whole number.

### B. Review of Development Plans

Where the review of plans by the City Planning Commission is required by zoning, subdivision, or other ordinance, the review should include the following:

1. The number of MPDUs to be provided, dwelling unit type, location in the subdivision, community facilities and other plan features;
2. The number and location of bonus units and their impact with regard to site plan, density of development, topography, and other physical features;
3. The conformity of the project to zoning provisions under the zoning and subdivision regulations.

### C. Waivers of MPDU Requirements

Requests for full or partial waiver of MPDU requirements shall be made to the Mayor and Council in accordance with Section 13.5-6(b) of the Moderately Priced Housing Ordinance.

### D. MPDU Construction Agreement Procedures

1. At the time of building permit application, all applicants who are required to provide MPDUs must file a written agreement with the Department that contains the following:
  - a. The number and type of MPDUs;
  - b. The identifying designation for each MPDU (e.g., subdivision, apartment or condominium name; location; and address, lot and block as applicable); and
  - c. A plan for the staging of construction of all dwellings that must be arranged so that MPDUs are constructed along with or preceding other units. If the applicant proposes single-family attached or detached development, one-half of the MPDUs must be under construction before the second half of the market units are granted permits.
2. The MPDU agreement requires that the applicant provide in the sales contract or lease and to record with the deed for each MPDU sold or rented, a covenant running with the land stating that the dwelling unit will not be resold or re-rented for an amount that exceeds the limits set by the City for a period of thirty years (30) from the date of original sale or rental of the unit.
3. The applicant must file with the MPDU agreement a statement of all land owned and available for development. Available for development includes the following:

- a. Any land owned or under contract to the applicant, presently zoned for any type of development to which the optional MPDU zoning provisions apply;
  - b. Any land which is within the area that is to be served by public water and sewerage as defined in the Ten-Year Water and Sewerage Plan for Montgomery County; and
  - c. Any land for which an application for subdivision, development, or building permit has been submitted to the appropriate City agency. The applicant need only update the original statement when additional MPDU agreements are submitted.
4. The MPDU agreement template may be obtained from the Department. After approval, the Department will verify that the agreement satisfies the terms of the Moderately Priced Housing Ordinance and these regulations. The Department will submit the agreement to the Office of the City Attorney for review and approval prior to execution of the agreement by the city manager.
  5. After the MPDU agreement is approved, it is forwarded to the Division of Inspection Services for submission along with the applicant's request for building permits. The Division of Inspection Services may then issue permits for those units covered by the agreement provided that all other requirements necessary for the issuance of permits are satisfied.
  6. Any revisions to the agreement must be approved by Mayor and Council and must be in writing and signed by both the applicant and the city manager.

E. Housing Programs That May be Used to Fulfill MPDU Requirements

1. Certain federal, state or local housing programs may be used to fulfill MPDU requirements when the Mayor and Council approve such programs. Programs submitted for approval include but are not necessarily limited to those housing programs that require the following:
  - a. Incomes for eligible households at or below the MPDU income limits;
  - b. Prices which are at or below the maximum MPDU sales prices or rents; and
  - c. Long-term controls over the sales prices or rents that are deemed to be appropriate by the director of the Department.
2. The Montgomery County HOC Mortgage Purchase Program and the State Community Development Administration's Homeownership Development Program do not satisfy MPDU obligations.

F. Procedures for Considering and Implementing Alternative MPDU Offers

In accordance with the provisions of Chapter 13.5-5(f) of the City Code, an applicant may propose an alternative to building the required percentage of MPDUs onsite.

1. Request for alternative MPDU agreement

The applicant must submit a request for an alternative MPDU agreement to the Department director in writing along with the submission of a development application for the project for which the alternative agreement is being requested. The request should include the following:

- a. The applicant's justification and need for an alternative MPDU agreement. The justification shall contain all pertinent material and analysis that will assist in evaluating the request, including relevant zoning and site conditions, and financial feasibility.
- b. The applicant's request for an alternative offer shall include one or more of the following options:
  - i. Building Significantly More MPDUs (as defined in Chapter 13.5-3) at one or more other sites in the city. See Section 5G.
  - ii. Conveying land in the city that is suitable in size, location, and physical condition for Significantly More MPDUs (as defined in Chapter 13.5-3). See Section 5H.
  - iii. Contributing a payment in lieu of MPDUs to the Moderately Priced Housing Fund that will result in building Significantly More MPDUs (as defined in Chapter 13.5-3). See Section 5I.

## 2. Review of alternative offer

- a. The applicant and the Department must negotiate the terms of the alternative MPDU agreement to present to and be approved by Mayor and Council. The final agreement must be in a form acceptable to the city attorney and will be signed by the city manager on behalf of the city. The applicant will furnish a copy of the executed agreement with the application for building permits.
- b. The Mayor and Council may reject any offer by an applicant for an alternative MPDU offer either in part or in whole if the Mayor and Council determines that the public interest would best be served in that manner.

## 3. Alternative MPDU agreements for Senior or Special Needs Housing with Services

- a. Required alternative agreement. When an applicant proposes Senior or Special Needs Housing with Services as defined in Chapter 13.5-3 the applicant must request an alternative agreement.
- b. When a project proposes Senior or Special Needs Housing with Services as defined in Chapter 13.5-3, the maximum monthly fee must be calculated using the then current income levels established for qualifying households for the City of Rockville MPDU Program.
  - i. The maximum monthly fee for a one-bedroom unit is based on the then-current income range for a one-person household. The maximum monthly fee for a two-bedroom unit is based on the then-current income range for a two-person household.
  - ii. The maximum monthly fee is calculated as follows:
    - 1) The difference between the then-current minimum gross income and maximum gross income levels is divided into three equal income tiers.
    - 2) For Income Tier 1, the monthly fee must not exceed 70 percent (70%) of the average of the monthly minimum gross income and maximum gross income for the tier.
    - 3) For Income Tiers 2 and 3, the monthly fee must not exceed 75 percent (75%) of the average of the monthly minimum gross income and maximum gross income for each tier.

The following example illustrates a calculation for a one-bedroom unit:

MPDU Minimum Gross Annual Household Income for One Person: \$22,000

MPDU Maximum Gross Annual Household Income for One Person: \$45,100

Tier	Income Range	Average Income of the Minimum and Maximum	Maximum Monthly Fee
1	\$22,000 – \$29,700	\$25,850	\$1,508
2	\$29,701 – \$37,400	\$33,551	\$2,097
3	\$37,401 – \$45,100	\$41,251	\$2,578

- iii. The Applicant must offer the following:
  - 1) At least one unit in each tier; and
  - 2) At least 30% of the MPDUs must be offered in a combination of Tier 1 and 2 units, but the applicant is not required to provide an equal number of units in each tier.
- iv. The monthly fee for services for an additional occupant must not exceed 75 percent (75%) of the monthly fee charged to an additional occupant of a market-rate unit.

c. Options for providing less than the required number of MPDUs onsite. As part of the applicant’s request for an alternative agreement and only when MPDUs are provided onsite, the applicant may request permission to provide a lower percentage of MPDUs if the applicant can demonstrate that providing the reduction will result in furthering the objective of providing a broad range of housing opportunities throughout the City. The maximum percentage reduction is limited to two and one-half percentage points (2.5%) from the required percentage of MPDU units. The justification must be documented by verifiable data and is subject to review and approval by the Mayor and Council.

G. MPDU Off-Site Development Option

An applicant may satisfy a project’s MPDU requirements by providing Significantly More MPDUs as defined in Chapter 13.5-3 at an alternative location.

- 1. An applicant may
  - a. Build or convert from nonresidential use, the required number of MPDUs at a site approved by Mayor and Council;
  - b. Buy or encumber, and rehabilitate as necessary, other existing residential units to meet the MPDU requirement.
- 2. Each agreement under this option must include a schedule, binding on the applicant, for timely completion or acquisition of the required number of MPDUs.
- 3. In reviewing an alternative location proposal, the Department will take into consideration the following factors:
  - a. Whether the proposed site has comparable access to amenities and services as onsite MPDUs would have had.

- b. Whether the proposed units will be of comparable quality to MPDUs that would have been provided onsite.

#### H. MPDU Land Transfer Option

An applicant may satisfy the MPDU requirements of a development by transferring land to the city which is suitable for the construction of Significantly More MPDUs as defined in Chapter 13.5-3. Land transferred to the city must be conveyed in the form of finished lots unless otherwise agreed to by the Mayor and Council. The transferred land must be of sufficient area to construct the number of MPDUs required. A request to transfer land to the city is considered an alternative MPDU agreement and must follow the timeline and procedures in Section 5F of these regulations.

##### 1. Conditions for Transfer:

Land offered to the city will be evaluated by the Department for meeting the following minimum conditions:

- a. The lots must be capable of being built upon without undue or excessive costs;
- b. In single-family detached developments, land may be transferred as individual scattered lots, as several groups of lots, or as a single parcel;
- c. In semi-detached developments, land may be transferred as scattered pairs of lots for adjoining homes, as a single parcel, or as multiple parcels;
- d. In fourplex or townhouse developments, land may be transferred as a group of lots sufficient in number to develop a fourplex building or group of townhouses.
- e. In multi-family apartment projects, land may be transferred if it is of sufficient size to support the development of an independent rental or sales project including parking, open space and amenities.

##### 2. Notification Process

A land transfer request must include the following:

- a. A description of the property to be transferred;
- b. Available development plans, record plats, topographical maps, and title reports; and
- c. An itemized estimate of the development costs for such lots.

##### 3. Review Process

For a land transfer proposal, the Department will consult with other departments as may be appropriate. The Department will take into consideration the following factors:

- a. The feasibility of constructing housing on the property to be transferred based upon a comprehensive examination of the soils, slopes, and other physical characteristics.
- b. Whether sufficient land is available to meet the MPDU requirements; and
- c. The availability of funds for reimbursement of the estimated lot finishing and settlement costs.

#### 4. Land Transfer Agreement

- a. The Department will arrange for preparation of the necessary deeds, arrange for settlement, and ensure that the deeds are properly recorded.
- b. The Mayor and Council may enter into an agreement to sell the transferred property to a builder who will construct housing that will achieve the objectives of the Moderately Priced Housing Ordinance. The prices to be charged for the transferred land should take into consideration any city costs, and the prices must reflect the concept that little or no raw land cost is included in the MPDU price.

#### 5. Compensation

- a. A finished lot is defined as one that has been adequately prepared to allow the construction of a dwelling without major additional site preparation. After the submission of supporting documentation and review and approval by the city for the transfer of finished lots, the city shall reimburse the applicant for the costs the applicant actually incurred, which are directly attributable to the finishing of the MPDU lots so transferred. Reimbursable costs include but are not limited to engineering costs; clearing, grading, and paving streets, including any required bonds and permits; installation of curbs, gutters and sidewalks; sodding of public right-of-way; erection of barricades and signs; installation of storm sewers and street lighting; and park and other open space and recreational development directly benefitting the MPDU lots transferred. The city shall not reimburse an applicant for the cost or value of the transferred lots.
- b. Closing costs shall be paid by the city.
- c. If no funds have been appropriated to reimburse the applicant for finishing costs, the city may elect to accept from the applicant undeveloped land rather than finished lots.

#### 6. Inspection of Land

The city or its agents, will have the right to enter onto all or any part of the property at any time prior to closing for the purposes of surveying, engineering, soil testing and boring, and such other studies as may be desirable or necessary. The costs for this work will be borne by the city and will not result in a change in the present character of the property.

#### 7. Disposition of Land by City

The city may cause MPDUs to be constructed on land transferred by selling these lots to one or more builders under terms that will carry out the objectives of the Moderately Priced Housing Ordinance or to contract directly for the construction of the units.

#### I. MPDU Fee-in-Lieu to the Moderately Priced Housing Fund

- A. An applicant may satisfy the MPDU requirement by making a cash contribution to the city's Moderately Priced Housing Fund instead of building some or all of the required number of MPDUs in the proposed development.

- B. Except as provided in subsection C., the fee per unit will be paid for each MPDU that was required to be built onsite, plus an additional 15% of the number of MPDUs that were required to be built onsite. For example, if 20 MPDUs are required onsite, the fee-in-lieu payment is calculated for 23 MPDUs.
- a. For-sale units: The fee per unit will be 90% of the difference between the market rate purchase price of a dwelling unit and the sales price affordable to an MPDU household earning the maximum MPDU household income. The amount affordable to a household shall be based on common definitions of affordability, such as that provided by the U.S. Department of Housing and Urban Development (HUD), and the standard costs of ownership, such as principal, interest, taxes, insurance, and homeowner association dues. City staff will use the following assumptions to determine affordability: the most recent average regional 30-year fixed mortgage rate as reported by the Freddie Mac Primary Mortgage Market Survey or similar reputable source at the time of the applicant's request, local property tax rates, a reasonable estimate for insurance costs based on unit construction type, and a 5% borrower down payment.
  - b. Rental units: The fee per unit will be calculated using the same basis for the for-sale units. Instead of sales prices, alternative payments will be based on appraisals of individual rental market units of each required bedroom type, as if the units were for-sale units. The necessary appraisals will be at the applicant's expense.
  - c. The affordability gap will be calculated on a case-by-case basis by city staff. One-half of the total fee will be due upon the applicant's application for building permits and the remaining fee will be due before issuance of the certificate of occupancy for the project.
- C.
- a. For a project that contains a life care facilities component, the fee-in-lieu will be calculated by multiplying the monthly rent for a one-bedroom unit at 60% of the median income (as determined in accordance with Section 6) by 360<sup>1</sup>, and then by the total number of units required. For example, in 2018 the MPDU monthly rental rate for a one-bedroom unit at 60% of the median income was \$1,125.00. For a development that was required to provide five (5) life care facility units, the fee would be calculated as follows:  $\$1,125 * 360 * 5 = \$2,025,000.00$ .
  - b. One-half of the total fee is due when the applicant submits the first application for a building permit for the project. The remaining fee will be due before the issuance of any certificate of occupancy for the project.
  - c. For any project or development that provides MPDUs in a life care facility as of April 1, 2019 the developer or property owner may request to pay a fee-in-lieu in accordance with subsection C.a. of this section rather than continue to provide the MPDUs in the life care facility. The developer or property owner will be released from their obligation to provide MPDUs at the life care facility once the entire fee that is due is deposited into the Moderately Priced Housing Fund.

<sup>1</sup> 360 equals the total months that the Moderately Priced Housing Ordinance requires a unit to remain in the MPDU program.

#### J. Waiver of MPDU Requirements

Requests for waivers from requirements of the Moderately Priced Housing Ordinance must be submitted concurrently with the submission of an application for development review. All requests for waivers shall be submitted to the director of the Department for referral to the Mayor and Council. Such requests must be in writing and clearly state the reason for such a waiver and should be substantiated with documentation, plans, and all other pertinent material that will assist in making a decision on the request.

The Department staff will make recommendations to the Mayor and Council prior to the granting or denying of waivers. All waiver requests are considered individually and granting of waivers will be kept to a minimum.

## SECTION 6. SALE OR RENTAL PROCEDURES

The Moderately Priced Housing Ordinance regulates the sale and rental of units built according to its requirements, both in the method of sale or rental and the price at which they can be offered. The current sales prices and rents are available from the Department. The maximum sales prices are established by regulation, and more information can be found in Section 13 of these regulations. Rental rates are revised annually by June 1<sup>st</sup> and can be found by visiting <http://www.rockvillemd.gov/836/Affordable-Rental-Housing>.

#### A. Sales Price Limits for MPDUs

1. The sales prices for housing constructed as a requirement of the MPDU law must not exceed the applicable maximum limits established by the Mayor and Council. Sales prices may include all real estate brokerage fees, builder-paid permanent mortgage placement and buy-down fees, and closing costs, except pre-paid expenses required at settlement.
2. The following are closing costs that are calculated in the MPDU pricing process and included in the maximum allowable sales prices:
  - a. One-half of the loan origination fee;
  - b. County tax certificates, transfer charges, revenue stamps and recordation charges;
  - c. Appraisal fees and credit report charges;
  - d. Title examination, settlement and attorneys' fees;
  - e. Notary fees, document preparation (which shall include only: deed of conveyance, deed of trust/mortgage ad note/bond) and house location plat; and
  - f. FNMA review charges and the amount escrowed for water bill.
3. The following items are considered to be prepaid expenses and are not included in the maximum sales price. These charges must be paid by the purchaser:
  - a. One-half the loan origination fee;
  - b. Real estate taxes and front foot benefits;
  - c. Hazard and mortgage insurance;
  - d. Prepaid interest on mortgage loans;

- e. Homeowner association or condominium fees;
  - f. Title insurance and binder fees; and
  - g. Lender's inspection and other fees required by the lender.
4. The sale price limits for MPDUs are those in effect at the time the ninety-day priority offering period to the City's eligibility list commences in accordance with the procedures described in these regulations. In the event that MPDUs offered in this manner have not been sold to eligible persons during the 90-day priority offering period and the applicant then markets the units to the general public, the price limits may be adjusted upward by the Department to reflect the increased carrying costs incurred by the applicant. The units, however, must be completed and available for occupancy, and the applicant must demonstrate that a good faith effort was made to market the units to eligible households during the 90-day offering period. The monthly carrying costs allowance is based upon the cost of construction financing as calculated in the sales price limits established in the offering agreement.
  5. MPDUs developed under the programs identified in Article 5-D of this regulation must be offered and marketed according to the procedures established for those programs.

**B. Rental/Homeownership Pricing Limits for MPDUs**

Rental

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1. Rental rates shall be based on the U.S. Department of Housing and Urban Development (HUD) median income calculation for a family of four in the Washington, D.C. Metropolitan Statistical Area that are released yearly around March 1. The rental rates for housing constructed as a requirement of the Moderately Priced Housing Ordinance must not exceed the applicable maximum limits according to the following:
  - a. For dwelling units subject to an MPDU Agreement with an effective date on or before June 2018, the following chart shows the information to be used to calculate the rents on a yearly basis:

Monthly Type of unit	# of Persons	Family Size Factor	Median Income	60% of Median	% of Income for Housing <sup>2</sup>	Monthly Rent
Efficiency	1	.70	HUD#	HUD x 0.60	0.25	Value
One Bedroom	2	.80	HUD#	HUD x 0.60	0.25	Value
Two Bedroom	3	.90	HUD#	HUD x 0.60	0.25	Value
Three Bedroom	4+	1.00	HUD#	HUD x 0.60	0.25	Value

- b. To obtain the value for each bedroom count, the family size factor is multiplied by 60% of median income number, and then multiplied by 0.25 (or 0.30 if utilities are paid by the landlord). This formula provides a value for the monthly rent for each type of unit.

<sup>2</sup> This assumes tenant paid utilities. If utilities are paid by landlord, rental rates should be calculated at 0.30 instead of 0.25.

- c. For dwelling units subject to an MPDU Agreement with an effective date after July 2018, the following chart shows the information to be used to calculate the rents on a yearly basis:

Monthly Type of unit	# of Persons	Family Size Factor	Median Income	% of Median	% of Income for Housing <sup>3</sup>	Monthly Rent
Efficiency	1	.70	HUD#	HUD x Income Band	0.25	Value
One Bedroom	2	.80	HUD#	HUD x Income Band	0.25	Value
Two Bedroom	3	.90	HUD#	HUD x Income Band	0.25	Value
Three Bedroom	4+	1.00	HUD#	HUD x Income Band	0.25	Value

- d. To obtain the value for each bedroom count, the family size factor is multiplied by the income band (0.3, 0.4, 0.5, 0.6, 0.7, 0.8, 0.9, 1.0, 1.1, or 1.2) depending on the income band applicable to the specific unit, and then multiplied by 0.25 (or 0.30 if utilities are paid by the landlord). This formula provides a value for the monthly rent for each type of unit.
- e. The final distribution of dwelling units at the various income band levels (i) is subject to City approval, and (ii) must be detailed in an MPDU agreement.
- f. The formulas set forth in this Section shall be applied and rates calculated by the staff of the Department each year for approval of the city manager. Sixty days prior to implementing the annual adjustment, the city manager shall inform the Mayor and Council of the amount of the adjustment in the maximum rent.
- h. The Mayor and Council may, if desired, establish a different maximum rent than provided by the formula, in accordance with the Moderately Priced Housing Ordinance. The rents are those in effect at the time the 90-day priority offering period to the city's eligibility list commences in accordance with the procedures described in Article 6C. In the event that the MPDUs offered in this manner have not been rented to eligible persons during the 90-day priority offering period and the applicant then markets the units to the general public, the applicant may offer the units at the rental rates currently in effect for new units. The applicant, however, must demonstrate that a good-faith effort was made to market the units to eligible households during the initial 90-day offering period.

<sup>3</sup> This assumes tenant paid utilities. If utilities are paid by landlord, rental rates should be calculated at 0.30 instead of 0.25.

2. Homeownership Affordability Structuring

- a. Applicants must provide homeownership MPDU units at affordability levels between 50% and 120% of Area Median Income (AMI). A variety of income tiering within the income band will be acceptable, subject to demand and other factors as determined by the City. For example, a development with 15 MPDU units may include two (2) units at 50% of AMI, five (5) units at 60% of AMI, and eight (8) units at 80% of AMI. Alternatively, the units can be broken into five (5) units at 50% of AMI, five (5) units at 60%, and three (3) units at 80% and two (2) units of at 120% of AMI.
- b. The final distribution of dwelling units at the various income band levels (i) is subject to City approval, and (ii) must be detailed in an MPDU agreement.

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- 3.i. MPDUs developed under the programs identified in Article 5D of this regulation are to be offered and marketed according to the procedures established for those programs.

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C. Sale and Rental Procedures

1. Qualifying and Marketing MPDUs to Eligible Persons

a. The actions that the Department will take in qualifying eligible persons are as follows:

- 1) Take applications from households and individuals to determine their eligibility for MPDUs;
- 2) Maintain a list of eligible persons according to their preference for sale housing, number of bedrooms required, place of residency and place of employment;
- 3) Provide a list of eligible persons to the builder or developer who will notify eligible persons of the availability of MPDUs adequate to meet their housing needs and preferences; and
- 4) Determine whether a potential MPDU buyer has previously owned an MPDU or occupied a residence that the buyer has owned in the Washington, D.C. Metropolitan Area within the previous five years. An eligible person may not buy an MPDU if that person has previously owned an MPDU or other residence in the Washington, D.C. Metropolitan Area as defined by HUD within the previous five years, unless there are no other eligible persons who are first-time buyers interested in purchasing the unit. The city manager may waive this restriction for good cause.

2. Offering MPDUs for Sale or Rent

a. The applicant must notify the Department of the intent to offer MPDUs for sale or rent by completing an MPDU offering agreement on the form provided by the city manager. The following information must be provided:

- 1) A description of the MPDUs including the number, unit types, and size by area and number of bedrooms, and other relevant details of the MPDUs;

- 2) The addresses, legal descriptions, and tax account numbers of MPDUs;
- 3) A recorded subdivision plat, a copy of the approved preliminary plan, and two copies of the site development plan designating the location of the MPDUs;
- 4) A copy of the recorded Declaration of Covenants, or covenants fully executed and ready for recording;
- 5) A completed sale price calculation sheet and price list of options if the houses are to be sold and a copy of the floor plans of each unit type;
- 6) The date(s) when MPDUs will be delivered for settlement or rental occupancy; and
- 7) Other information the Department may deem necessary.

b. MPDU sale units must be available for settlement and occupancy in compliance with all code requirements within one year of the date of acceptance of the offering agreement by the Department.

c. MPDU rental units must be available for rental occupancy in compliance with all code requirements within one year of the date of acceptance of the offering agreement by the Department.

### 3. Selection Process for Offering Units for Sale

a. The Department shall maintain a list of all eligible persons interested in buying MPDUs based on those persons holding Certificates of Eligibility. This list will be provided to the builder or developer for marketing the units during the priority marketing period.

- i. The list shall be divided into two parts, the first part being individuals or households who currently live or work within the Rockville city limits, and the second part being those individuals or households who do not live or work within the Rockville city limits. The builder or developer shall first offer the units for sale to those persons who live or work within the Rockville city limits.
- ii. Reserved.
- iii. The builder or developer shall, in accordance with the above sections, contact eligible persons to offer units for sale in the order in which they appear on the list. Eligible persons must be given a reasonable amount of time to respond to the notification prior to the builder or developer moving forward on the list to offer the units to additional certificate holders. The applicant may not begin marketing or reserving MPDUs prior to approval of the offering agreement and the date established by the Department for marketing the MPDUs. The applicant must comply with all federal, state, and local fair housing laws.

- iv. If an applicant offers MPDUs for sale within six months after the date of acceptance by the Department of a previous offering of MPDUs in the same subdivision, then the priority list established for the previous offering will be used until all eligible households on the list have been exhausted. The following provisions apply to the subsequent offering:
  1. The applicant's offering contains the same type(s) unit(s) with the same number of bedrooms per unit as were in the prior offering; and
  2. Purchasers must have a valid MPDU eligibility certificate and meet the approved maximum MPDU income limits at the time of the second offering.
  3. The priority marketing period for subsequent offerings begins on the date of approval of the offering agreement.
  4. For offerings where no lottery is to be held, eligible persons will be notified and advised to contact the applicant directly to arrange for the purchase of an available unit. The applicant will be responsible for marketing the units. The applicant may not begin marketing or reserving MPDUs prior to approval of the offering agreement and the date established by the Department for marketing the MPDUs on a "first-come, first-served" basis. The applicant must comply with all federal, state, and local fair housing laws.

#### 4. Rental Procedures

- a. An applicant must offer units first to eligible persons over age 55 or families with a member over age 55. The builder or developer must contact such individuals first when marketing the multifamily MPDUs for rent.
- b. MPDUs offered for rent by the applicant may be leased without utilizing the lottery process unless otherwise required by the director. The applicant must comply with all applicable fair housing laws and must rent the available MPDUs only to eligible persons during the priority marketing period. If a lottery process is used to rent the MPDUs the same point system described in Section 3(b) will be used for ranking eligible person's or household.

#### 5. MPDU Covenants

- b. a. Before the first sale or rental of an MPDU, the applicant must sign and forward MPDU covenants to the Department. The covenants must be in the form required by the Department and include the restrictions contained in the Moderately Priced Housing Ordinance. The covenants will run with the land for the entire period of control and until all requirements of the Moderately Priced Housing Ordinance have been complied with. The covenants will be binding on the applicant, all assignees, mortgagees, buyers, and all other parties that receive title to the property.
- c.
- d. b. MPDU covenants will be recorded by the Department and must be recorded so that they are senior to all instruments securing permanent financing. Every deed transferring the MPDU must contain the reference to the covenants citing where the covenants are recorded in the Land Records by liber and folio reference. If covenants cannot be recorded on the MPDU in

conformance with this regulation, then the unit will not be considered as having met the requirements section 13.5 of the Moderately Priced Housing Ordinance.

#### h. Sales and Rental Documentation

Within fourteen (14) days following the sale or rental of each MPDU, the applicant must submit to the Department a copy of the initial sales contract or lease agreement and the MPDU Certificate of Use Form. The final settlement sheet and a copy of the deed must be sent to the Department within 21 days after settlement on the sale of the property. The applicant must submit all of the required documents in correct form to consider the unit as fulfilling the requirements of the Moderately Priced Housing Ordinance.

#### D. Units Available to the housing agency

1. Under the Moderately Priced Housing Ordinance, the housing agency is entitled to purchase or lease, for its own programs, up to thirty-three percent (33%) of all MPDUs to be sold or rented in each development. Concurrently with the eligible candidates, the Department must notify the housing agency of the availability of MPDUs.

The housing agency then has 21 days to designate to the applicant those units, if any, it is considering acquiring or renting. For the units under consideration, the housing agency then has the remainder of the 45-day period to notify the applicant of its final decision. Units not designated by the housing agency within the appropriate time limits may be marketed by the applicant according to the Moderately Priced Housing Ordinance guidelines.

2. For the units under consideration, the housing agency is considered to have exercised its option and to have exclusive right to those units designated by the housing agency for sale or rental if the housing agency has within the 45-day period provided the applicant with a written notification of its intent to purchase or rent. In all cases, the applicant must deliver all necessary documents to the housing agency within the 45-day period in order that the housing agency or its assigns might contract to purchase or lease, as appropriate, the available MPDUs as expeditiously as possible.
3. The housing agency should negotiate the acquisition or rental of MPDUs directly with the applicant. The housing agency is subject to the maximum sales prices or rental rates included in regulations issued by the Mayor and Council.
4. The housing agency may assign its one-third option described above to persons of low or moderate income who are eligible for assistance under any federal, state or local program identified in section 13.5-3 of the Moderately Priced Housing Ordinance, as amended, or in regulations. If the housing agency assigns its option in this manner, it must notify the Department and the applicant of the person to whom the option has been assigned and must also inform the Department of the subsequent exercise of the option so assigned.

#### E. Control of sale price and rental rate of MPDUs

The price at which MPDUs may be sold is controlled by covenants recorded with the deeds of those properties for a period of thirty (30) years from the date of original sale or rental of such unit.

The price at which MPDUs may be rented is controlled by covenants recorded with the deeds of those properties for a period of thirty (30) years from the date of original rental of such unit.

**F. Restrictions on Rental of MPDUs**

1. MPDUs, other than those specifically described in Article 6-D and 6-F (3), must not be offered for rent by an applicant during the priority offering period, except when located in subdivisions consisting entirely of rental units. Applicants must make a good faith effort to enter into contracts with those having the exclusive right to contract.
2. Applicants who make a good faith effort to sell their MPDUs in accordance with the restriction described in paragraph F-1 above, but are unable to sell the MPDUs during the priority of offering period, may, after notifying the Department, re-offer unsold units for rent. These units must then be marketed and leased in accordance with the procedures and requirements imposed by this regulation.
3. In any subdivision in which the applicant designates one or more sections of the subdivision or a particular housing type to be marketed as rental units, the applicant may elect to meet the MPDU requirement for the rental section with rental MPDUs in accordance with the following provisions:
  - a. The designation of rental sections must be made at the time of submission of either the MPDU construction agreement or the offering agreement to the city for approval.
  - b. A plan for the entire subdivision, designating the location and number of units in the rental sections and the MPDUs, must be attached and made part of the agreement.
  - c. The number of rental MPDUs as proportion of the total number of rental units must not exceed (but may be less than) the proportion of total MPDUs to the total number of dwelling units in the subdivision. Rental MPDUs must be the same housing type as the market rate rental units.

**G. Requirements for MPDU Rentals**

Rental MPDUs are administered in the following manner:

1. Every lease for a rental MPDU must include a provision that states, "the rental price may not exceed the maximum rental rate as established by regulation from time to time pursuant to the Moderately Priced Housing Ordinance, as amended, or as determined by any system of rental controls enacted by the Mayor and Council of Rockville." The rental rates established for each MPDU may not be modified except as permitted by executive regulation.
2. If the owner of any rental MPDU decides to sell the unit at any time during the control period, the owner must notify the Department in writing of such intent. The sale of the unit will be treated as if it were an original offer to sell and the sale and purchase of the unit will be governed by the Moderately Priced Housing Ordinance and appropriate regulations. The sales price will be the price listed in the current regulation governing the initial sales price of MPDUs.
3. If the unit is converted to condominium status during the control period, it is subject to the requirements of Chapter 11A of the Montgomery County Code, 1994, as amended.

H. Re-rental of MPDUs by Applicants

During the control period, if an applicant has rental MPDUs to be re-rented, the applicant must offer them to eligible persons for sixty (60) days prior to marketing to the general public.

## SECTION 7. SUBSEQUENT SALES OF MPDUs

The city exercises control over resale prices of previously purchased MPDUs in accordance with the following procedures:

### A. Request for Price Determination

An owner of an MPDU must notify the Department in writing of the owner's intent to sell and request a resale price determination. The owner must provide the Department with an itemized list of all capital improvements for which an allowance is requested as part of the resale price determination. All improvements claimed must be documented with receipts. The owner must permit the Department to inspect the improvements.

### B. Establishment of Maximum Resale Price

1. Upon receiving a request for a resale price determination, the Department will establish a maximum resale price, which will include the following factors:
  - a. The original price paid for the unit plus an allowance for the increase in value of the unit during the period between the date of original settlement and the date of resale. The allowance is based upon the rate of increase in the U.S. Department of Labor Consumer Price Index (CPI) for the Washington, D.C. metropolitan area.
  - b. An allowance will be given for certain capital improvements made to a unit subsequent to the date of purchase as determined by the Department. An allowance may not exceed 10% of the selling price as calculated in accordance with Section 13.59(a)(1).
  - c. Upgrades of existing house components, normal owner maintenance and general repair work will not be included in the resale price determination. Improvements must be permanent in nature and clearly add to the market value of the house or property.
2. Any personal property, including equipment, not considered an improvement by the Department may be sold as an option; however, the value of such options may not be added to the final sales price of the dwelling unit. The purchaser of an MPDU is under no obligation to purchase personal property or equipment. Household appliances purchased as an option at original sale or added subsequent to the original sale will be depreciated over a five-year life cycle. The depreciation is subtracted from the final resale price.
3. Closing costs are treated as follows:
  - a. The seller must pay all closing costs when such costs were included (i.e., paid by the original seller) in the original purchase price.
  - b. When an MPDU owner has paid all closing costs as may be required by government mortgage financing programs, then the purchaser must pay closing costs on the resale.

- c. Prepaid items are not considered closing costs.
  - d. No increase in the resale price is allowed for the payment of brokerage fees associated with the sale of a unit.
4. The Department will notify the owner, in writing, of the approved resale price within 21 days of receipt of the request for price determination. Items not approved will be noted with the reason given for the disapproval.

#### C. Offering an MPDU for Resale

MPDU resales must be offered in accordance with the following procedures:

1. An MPDU cannot be offered, advertised, or sold for a price greater than the maximum resale price determined by the Department. The seller must notify the Department whenever a sales contract is executed by forwarding a copy to the Department. The seller must also furnish the Department with an executed copy of the settlement sheet.
2. An MPDU may only be sold to a purchaser who will occupy the unit as the purchaser's primary place of residence for the balance of the existing control period or to the designated housing agency. Purchase of an MPDU for speculative purposes prohibited. The seller will be given a certificate of personal use form which must be completed by the intended purchaser and returned to the Department.
3. Upon establishing a maximum resale price, the unit must be offered first exclusively to the designated housing agency which will have a 45-day period in which to notify the seller of its decision. If the designated housing agency does not wish to purchase the unit, it will then be offered to persons determined by the Department to be of moderate income. These persons will have an exclusive opportunity to contract for the unit for sixty days. The Department has permission to inform certificate holders of the availability of these units.
4. If the unit has not been sold during the sixty (60) days after the Department established the maximum resale price, the MPDU owner may offer the unit to the general public at the price previously determined by the city manager.
5. If the MPDU remains unsold one hundred eighty (180) days after the unit is offered for sale to the general public, the City Manager may permit the owner of the MPDU to sell the MPDU at market price. If a unit is sold a market price, the seller must pay to the Moderately Priced Housing Fund all sales proceeds in excess of the price calculated in accordance with Section 13.5-9(a). Once the sales proceeds are deposited in the Moderately Priced Housing Fund, the City will release the covenants applicable to the unit.

#### D. Appeal of Resale Price

If a seller does not agree with the determination issued by the Department regarding the eligibility of improvements and their value, the seller will have fourteen (14) days from the date of the determination to request reconsideration by the Department. The request must cite the basis for the request and should

include documentation that the seller wishes to use in support of the request. If a seller does not agree with the determination made by the city manager as to the fair market value of eligible improvements, the seller has the right to have an appraisal conducted by a certified appraiser, the cost of which is borne by the seller. Upon submission of such appraisal, the city manager must make a final determination as to the fair market value of improvements. The director of the Department must send a written final determination of the approved maximum resale price to the seller within thirty (30) days of the receipt of the request.

## SECTION 8. ENFORCEMENT

The city enforces the provisions of the Moderately Priced Housing Ordinance and regulations in accordance with the following conditions:

- A. The Department is responsible for enforcing the provisions of the Moderately Priced Housing Ordinance. In the event that an applicant does not construct the MPDUs according to the terms of an approved MPDU agreement, the Department will contact the applicant to determine the reasons for such noncompliance. If the applicant can demonstrate sufficient reason why the MPDUs have not been constructed, the Mayor and Council may agree to renegotiate the applicant's MPDU agreement.

Sufficient reason for the failure to construct MPDUs according to the approved MPDU agreement include but are not limited to the following:

1. Economic conditions have caused the applicant to postpone the development of the entire project including both the MPDUs and market rate units. An applicant may not postpone the construction of the MPDUs unless the city has given prior approval to such a change in the approved agreement.
  2. Sewer and water service has been delayed for all or a portion of the subdivision.
  3. Unusual weather conditions or physical site conditions have rendered part or all of the site temporarily undevelopable.
  4. A failure by a public agency has forced a deviation from the approved staging plan.
  5. Such other good reasons as may be accepted by the Mayor and Council on a case-by-case basis.
- B. Revisions to an approved MPDU agreement are the responsibility of the applicant and should be requested as soon as the applicant recognizes that the terms of an approved MPDU agreement cannot be met.
- C. If the applicant cannot demonstrate sufficient reason why the terms of the approved MPDU agreement have not been met, or can demonstrate good cause but does not negotiate an amended agreement with, the Department may request that the city take formal action against the applicant to ensure that the MPDUs are constructed along with or preceding the market rate units in the subdivision. The city Manager is authorized to withhold the issuance of subsequent building or occupancy permits to the applicant until the MPDUs contained in the currently approved agreement are constructed, or until the applicant has amended his agreement. Once the issuance of a building permit for the subdivision has been halted, or existing building or occupancy permits suspended or revoked, the issuance of permits by the Department may not be resumed until the city manager is satisfied that the terms of the approved MPDU agreement are being met.

## SECTION 9. RENTAL AGREEMENT OFFERING

- A. The rental limits for MPDUs offered for rent are those in effect at the time that the ninety (90) day priority offering period to eligible persons. This ninety (90) day priority offering period commences in accordance with the procedure described in the regulation.
- B. The offering of rental MPDUs to the Department will not be considered a bona fide offering unless such units are available for occupancy within 120 days of the acceptance of the offering by the Department. In the event that the units are not rented to eligible persons during the 90-day period referred to above, and the applicant (i.e., developer) has proved to the satisfaction of the Department that a good faith effort was made to rent the units to eligible persons, the applicant may then market the units to the general public at the rental price limits currently in effect for new units. Unit must be offered to eligible persons at each lease conclusion.
- C. Landlords offering MPDUs for rent are required to send copies of the initial rental contract and rental certification form indicating whether utilities are included in the rent or paid separately by the tenant and notice of rent increases and renewal leases to the Department.
- D. The rent listed above cover all operating expenses and utilities, except as noted. Operating expenses include all costs associated with the operation and maintenance of the rental property. Where operating costs assumed in the establishment of these prices are the responsibility of the owner/developer but are paid by the tenant, the maximum allowable rent may be adjusted downward by the Department. This provision applies to all units rented according to Section 13.5-7, Rockville City Code as amended.

**SECTION 10. MAXIMUM INCOME LIMITS**

In accordance with Section 13.5-4 of the Moderately Priced Housing Ordinance, the maximum household income limits are established by the city manager and will be used to determine eligibility for the Moderately Priced Housing Program.

## SECTION 11. SOURCES OF INCOME

Maximum permitted moderate income is defined as the gross income received annually from all sources by the members of a family or household unit. Sources of income include, but are not necessarily limited to the following:

- A. Wages and Salary
- B. Child Support
- C. Alimony
- D. Interest from Savings/Checking
- E. Dividends from Stocks/Bonds Certificate of Deposits.
- F. Social Security Benefits.
- G. Veterans Administration Benefits
- H. Overtime-
- I. Unemployment Insurance.
- J. Bonus Payments.
- K. Pension/Retirements Payments
- L. Disability Benefits.
- M. Any Other Annuities or Stipends Received.
- N. Income from Real Estate Investments
- O. Welfare/AFDC (including money received pursuant to the Temporary Assistance for Needy Families program; but excluding SNAP benefit also known as "food stamps")

Losses generated from investments in real estate will not be used to reduce gross annual income.

**SECTION 12. APPLICABILITY**

These prices and price calculation procedures are applicable to new houses constructed and sold in fulfillment of the Moderately Priced Housing Ordinance requirements. This regulation is being promulgated after obtaining and considering information and data dealing with current general market and economic conditions and the current minimum sale prices of privately produced market priced housing. The Mayor and Council has obtained information relative to housing prices and construction costs from the building industry, employers and professional and citizen groups having information relative to moderate income housing.

**SECTION 13. MAXIMUM, ALLOWABLE SALES PRICES OF MPDU'S**

The maximum, allowable sales prices of basic units, including closing costs and sales commission fees for moderately priced dwelling units sold in accordance with the requirements of Chapter 13.5 of the Rockville City Code, as amended, are the same as the applicable maximum sales prices established from time to time by Montgomery County pursuant to Chapter 25A of the Montgomery County Code. However, these prices are subject to the adjustments contained in Sections 6 and 14.

## SECTION 14. PRICE ADJUSTMENTS FOR VARIATIONS FROM BASIC UNIT STANDARDS

- A. For units differing in size (square foot area) from the basic unit, the structure cost will be increased or decreased at one-half the unit type square foot cost.
- B. The construction loan interest rate used to calculate construction financing costs is based upon a prime interest rate of ten (10) percent plus two percentage points. Variations from this construction loan interest rate will be adjusted to the prime interest rate that exists at the time of the offering plus two percentage points.
- C. The following costs, in addition to the construction loan expenses, are included in the allowable sales price and are expressed as a percentage of the total price as follows:
1. Construction loan placement fee – 1.5 percent
  2. Legal and closing costs – 3.5 percent
  3. Marketing expenses and sales commissions – 4.5 percent
  4. Builder's overhead expenses – 8 percent
  5. Pre-development expenses and contingencies – 5 percent
- D. The allowable sales price includes the following closing costs that are to be paid by the seller:
1. One-half percent for a permanent loan origination fee;
  2. County tax certificate, transfer charges, revenue stamps and recordation charges;
  3. Title examination, settlement, and attorney fees;
  4. Notary fees and fees for preparation of a deed of conveyance, a deed of trust or mortgage, and the deed of trust or mortgage note;
  5. House location survey plat; and
  6. Appraisal fees and credit report charges.
- E. Fees required to place permanent financing will be permitted to be added to the allowable sales price to determine the final sales price to the purchaser. These fees may include the seller's permanent loan fees (points) that are in excess of one-half percent and any buy-down fees paid to a financial institution to reduce mortgage interest rates on the purchaser's loan below current market interest rates. There will be no additions if the buyers secure their own financing.
- F. The above prices for single-family, semi-detached, and townhouses include the cost of a basement. A basement cost will not be permitted on back-to-back or piggyback townhouses unless one or more of the following criteria are satisfied:
1. The MPDUs are attached units and are scattered among market rate units with basements; or
  2. The MPDUs are constructed on land where the topography necessitates the construction of basements and the developer can demonstrate such topographical requirements to the satisfaction of the Department.

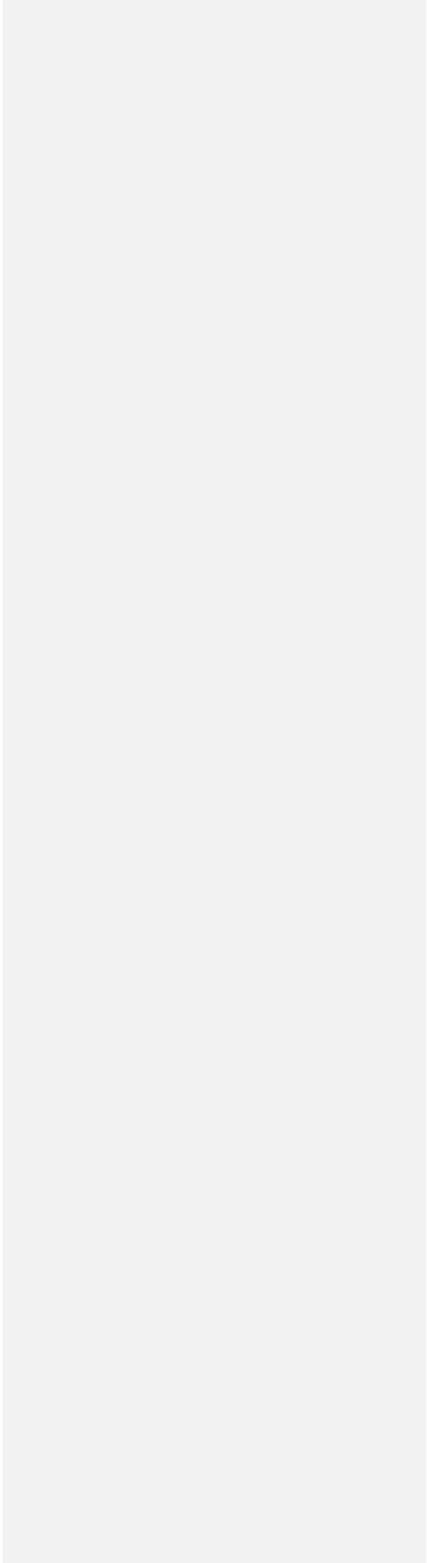
- G. In any instance where a townhouse MPDU is constructed as an end unit dwelling, the allowable structure cost will be adjusted to reflect the increased costs associated with the construction of the end unit.
- H. The allowable sales prices listed in Section 14 may be adjusted for the dwellings where space for future bedrooms that can be finished by the purchaser is provided. For each potential additional bedroom where adequate space is provided, the square foot price for this area will be reduced by ten (10) dollars per square foot from the square foot price. The minimum area, height, lighting, and ventilation must be provided in an MPDU in order to meet the requirements of the MPH ordinance. Expandable space must include the installation of heating and air conditioning ductwork, rough electrical wiring, rough-in plumbing, and insulation. Walkout basements will not be considered as expandable space.
- I. Water and sewer house connection fees are not included in the calculation of the MPDU base sales price. In any instance where water and sewer connection charges are not deferred, the allowable sales price will be adjusted to reflect this increased cost to the developer.
- J. When permitted by the city manager, significant items included in the minimum MPDU specifications, but which are not constructed in a unit will result in an adjustment to the allowable sales prices to reflect these omissions. Minimum specifications for MPDUs that exceed building code requirements are shown on the attached Addendum 1. It is the responsibility of the developer/builder to provide these items, or otherwise to obtain permission from the city manager not to meet the minimum standards.
- K. When a gas heating and air conditioning system is substituted for an electric system in an MPDU, the allowable sales price will be adjusted by the city manager.
- L. When the buyer and seller of an MPDU agree to modify the unit structurally to facilitate access or use by a disabled person(s), the city manager may adjust the allowable sales price by the amount of the additional costs. The builder/developer must obtain approval of the price from the City Manager prior to executing a sales contract.
- M. The city manager may adjust the allowable sales price of an MPDU if the developer/builder can demonstrate that additional unusual costs have been incurred (i.e., costs not already included in the allowable structure or lot development costs) which are directly attributable to and benefit the MPDUs and which are the result of the following:
1. conditions or fees, such as impact or similar fees imposed by a governmental unit or as condition for building permit approvals;
  2. additional considerations or fees as a condition of obtaining governmental financing programs; or
  3. additional fees imposed by public utilities.

Documentation for such costs must accompany the sales offering agreement submitted to the Department. Requests for price adjustments must be initiated by the builder/developer. Additional costs for correcting or adapting the usability of marginal land, soils, or topography will not result in an increase to the allowable sales price.

- N. The city manager may permit an increase in the allowable sales price of an MPDU in exceptional cases when the city manager finds that a price increase is justified to cover the cost of modifying the external design of the MPDU that is necessary to reduce excessive visual and marketing impact of the MPDUs on

the market-rate units in the subdivision. The increase in the allowable sales price will only be permitted in accordance with the following conditions:

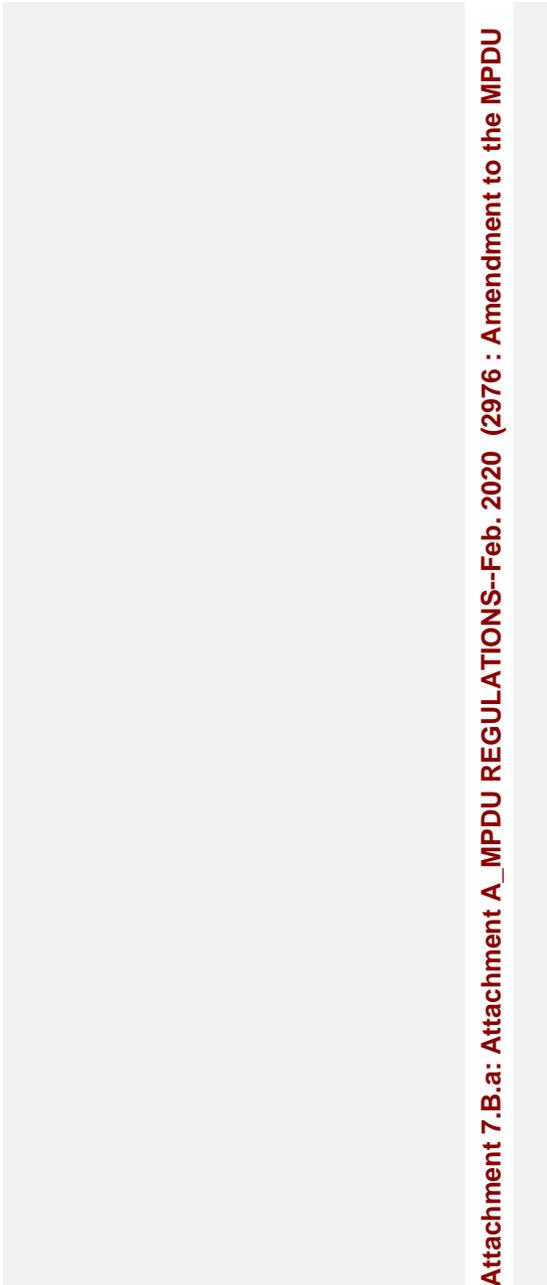
1. The MPDUs are interspersed among or adjacent to the market rate houses and are plainly visible to
  2. the occupants of the market rate housing. A site plan must be submitted which shows the location of the MPDUs and the market priced units.
  3. The design elements requested will be similar to those elements used on the market-rate housing units in order to reduce substantial differences in appearance. Compensation may be allowed for full or half brick veneer facades and the sides of end units, roofing material, window and door treatments, materials for walkways, and similar architectural elements approved on a case-by- case basis.
  4. Compensation will be based upon the cost difference between the design elements included in the calculation of the MPDU allowable structure cost and those design elements for which the builder is requesting compensation. Cost estimates for construction bids must be submitted that will establish this difference in cost. The city manager may establish standard costs for approved design elements. The final determination of the amount of the compensation will be made by the city manager
  5. The increase approved for architectural compatibility will be limited to ten (10) percent of the allowable base cost for each unit increased by the direct cost percentages listed below. The allowable base cost will be determined using the square foot and lot development costs contained in Section 3 of this regulation.
    - a. Construction loan interest – prime rate plus 2 percent;
    - b. Construction loan expenses – 1.5 percent;
    - c. Builder's overhead expenses – 8 percent;
    - d. Pre-development expenses and overhead – 5 percent
- O. When the State of Maryland Community Development Administration's Homeownership Development Program is utilized to provide permanent financing for purchasers of MPDUs, the seller must exclude closing costs from the authorized sales price. The resulting sales price must reflect a deduction which equals the actual closing costs paid by the buyer. This provision only applies to those MPDUs for which a commitment of permanent financing has been received from the State of Maryland Development Administration in association with the Homeownership Development Program.
- P. The maximum, allowable sales price for new MPDUs sold to the housing agency, or to a non-profit corporation approved and certified by the Mayor and Council will be reduced to reflect the reduced selling and marketing costs associated with these units. In such cases, the maximum allowable sales price will be reduced by 4.5 percent.
- Q. The loan amount, but not the final sales price, may be increased to cover the cost of amortizing the mortgage insurance premium on FHA and Commission/FHA loans.
- R. The MPDU Pricing Standards and provisions of this regulation apply to all MPDUs offered for sale through Department on or after the effective date of this regulation. The maximum allowable sales price for the MPDUs will be fixed when the city signs the offering agreement.



### MPDU PRICING STANDARDS

For pricing standards, please use the following link to the MPDU Pricing Standards.

[https://montgomerycountymd.gov/DHCA/Resources/Files/min\\_specs\\_and\\_standards\\_0217.pdf](https://montgomerycountymd.gov/DHCA/Resources/Files/min_specs_and_standards_0217.pdf)



Attachment 7.B.a: Attachment A\_MPDU REGULATIONS--Feb. 2020 (2976 : A amendment to the MPDU

### MPDU SPECIFICATIONS

ITEM	SFD	SEMIDETACHED TOWNHOUSES	BACK TO BACK TOWNHOUSES	PIGGYBACK TOWNHOUSES	GARDENS	
No. Bdrms	2, 3, 4, 5	2, 3	1, 2, 3, 4	1, 2, 2, 3, 4	0, 1, 2, 3	
No. Baths	1, 1.5, 2, 2	1, 1.5				
Electric Hot Water Heater (gallon)	40, 50, 50, 80	40, 50	30, 40, 50, 50	40, 50, 50, 50	50, 50, 40, 40	40, 40, 50, 50
Gas Hot Water Heater (gallon)	30, 40, 40, 50	30, 40	30, 30, 40, 40	40, 40, 30, 30	30, 30, 30, 40	30, 30, 30, 40

Note:

- a. Square foot prices are based upon heat pump systems for heating and air conditioning. Sales prices may be adjusted for units having other HVAC systems.
- b. Rough-in plumbing and electrical installation must meet the following conditions to qualify for a pricing addition:
  - 1) Plumbing rough-in: the installation of all parts of the plumbing system that can be completed prior to the installation of fixtures, appliances, or equipment must be included. This includes drainage, water supply, vent piping, and necessary supports and backboards. All piping must be tied-in and capped off after penetrating the wall or floor surface. Ductwork for the future installation of exhaust fans must be installed. Rough-in must pass air or water tests as required by the BOCA or WSSC Codes.
  - 2) Electrical rough-in: Wiring must be installed from service panel box to the location of item to be served (e.g. appliance, junction box switch or outlet) of the appliance to be and terminated at an outlet of the appliance to be serve.



Mayor & Council Meeting Date: March 23, 2020  
 Agenda Item Type: Consent  
 Department: PW - Engineering  
 Responsible Staff: John W. Hollida

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## Subject

Award of IFB #01-20, Scott Drive and Crofton Hill Lane Bridge Rehabilitation, to Concrete General, Inc. in the Amount Not to Exceed \$460,906

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## Recommendation

Staff recommends that the Mayor and Council award IFB #01-20, Bridge Improvements: Crofton Hill Lane and Scott Drive Bridges, to Concrete General, Inc. of Gaithersburg, Maryland in the amount not to exceed \$460,906.

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## Discussion

As part of the City's Bridge Rehabilitation Program, the Department of Public Works repairs bridges within City rights-of-way. Inspections of the 19 City-owned long span bridges (spans greater than 20-feet) are federally funded and occur every two years. Bridge repair priorities are based on structural improvements recommended in the bridge inspection reports.

Crofton Hill Lane and Scott Drive Bridge are both long span bridges. This rehabilitation project will repair steel beams and concrete on the underneath of these structures, as well as various other improvements. This project will achieve Public Works' goal to protect existing bridges, which will reduce bridge rehabilitation costs over the life cycle by avoiding significant and expensive repairs.

### Crofton Hill Lane Bridge

The Crofton Hill Lane Bridge is located west of West Montgomery Avenue (MD28) and is a dead-end roadway leading into and out of Cambridge Heights, which is a 38-unit townhouse community. Crofton Hill Lane transitions to a private street immediately after the bridge. This vehicular bridge was constructed in 1990 and spans over a Watts Branch tributary stream. This bridge was last inspected in February 2017; the report identified several repairs, all of which are included in the rehabilitation project. The scope of work includes cleaning and painting structural steel and bearings, replacing compression seals, concrete repairs, traffic barrier upgrades and roadway asphalt repairs, which will require a temporary lane closure on this three-lane bridge.

### Scott Drive Bridge

The Scott Drive Bridge is located between Glen Mill Road and Wootton Parkway. This vehicular bridge was constructed in 1990 and spans over the Watts Branch stream. This bridge was last inspected in January 2017; the report identified several repairs, all of which are included in the rehabilitation project. This bridge is currently posted for weight restrictions, since it was under-designed at the time of construction based upon today's load and design standards, and not due to structural deterioration or defects. The scope of work includes replacing spalled (deteriorated) concrete, sealing cracks in concrete, traffic barrier upgrades, drainage improvements, and asphalt milling and overlay, which will require a temporary lane closure on this two-lane bridge. Also included is the installation of a Carbon Fiber Reinforced Polymer (CRFP) Strengthening System to the underside of the bridge's concrete beams. This system will increase the bridge's load-carrying capacity, which will allow for the removal of current weight restrictions.

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### Public Notification and Engagement

As part of the Crofton Hill Lane Bridge project, the Cambridge Heights community granted the City an easement for bridge maintenance and repair, and staff has communicated with the homeowner's association on project status. Staff will mail neighborhood advisories to residents at least two weeks prior to construction for both projects. Staff also will work with the City's Public Information Office to communicate project details with Rockville residents due to traffic impacts associated with the bridge rehabilitation projects.

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### Mayor and Council History

This is the first time this item has been brought before the Mayor and Council.

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### Procurement

Staff prepared and publicly issued IFB #01-20 on August 16, 2019 in accordance with Rockville City Code section 17-61. IFB #01-20 was posted on the City website, and electronically provided to 547 prospective bidders via the State of Maryland e-Marketplace. Of the 547 prospective bidders, using the new systems reporting capabilities, 45 were Disadvantaged Business Enterprises (DBE), and 75 were Minority Business Enterprises (MBE).

Sealed bids were received and opened on September 10, 2019. The following bids were received:

Vendor	MFD Status	Location	Bid Amount
*Franco's Liberty Bridge	MBE	Clinton, MD	\$347,109.50
Concrete General	Non-DBE/MBE	Gaithersburg, MD	\$460,906.00

Brawner Builders	Non-DBE/MBE	Hunt Valley, MD	\$746,742.00
Fort Myer	Non-DBE/MBE	Washington, D.C.	\$836,643.77
American Siteworks	Non-DBE/MBE	Linthicum, MD	\$865,060.00
Sagres Construction	MBE	Alexandria, VA	\$1,014,263.50

\* Franco's Liberty Bridge was deemed non-responsible during staff's evaluation of the bids as per City Code Section 17-67 (d) – Responsibility of bidders and offerors, Failure to provide information.

Concrete General, Inc. is the lowest, responsive, and responsible bidder. They submitted the low bid for individual projects and for the bid total. Their bid price was \$244,406.50 and \$216,499.50 for Crofton Hill Lane and Scott Drive Bridges, respectfully. The proposed unit prices have been deemed fair and reasonable by staff, and their total bid amount was 7.6 percent less than the Engineer's estimate for the project construction. Staff found their references for this bid to be satisfactory.

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### Fiscal Impact

The Bridge Rehabilitation (TB16) CIP project funds the assessment, design, inspection and construction of bridge repairs. The Crofton Hill Lane and Scott Drive Bridge repairs were planned and funded in the Bridge Rehab CIP as shown on the attached project sheet. Sufficient funding is available in this project for award plus a 20 percent contingency, which is consistent with other bridge projects.

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### Next Steps

Upon Mayor and Council approval, the Procurement Division will obtain insurance certificates, one hundred percent performance and payment bonds, appropriate contract signatures, and issue a contract to Concrete General, Inc.

### Attachments

Attachment 7.C.a: FY 2020 ADOPTED Bridge Rehab (TB16) (PDF)



Rob DiSpirito, City Manager

3/18/2020



## Bridge Rehabilitation: FY16-FY20 (TB16)



**Description:** This project funds a sustainable program to assess, design, rehabilitate, and replace bridges and structures. Condition assessment reports identify and prioritize maintenance work, including replacement; repainting structural steel; lining culvert inverts; and rehabilitating damaged concrete, bearing assemblies, support beams, expansion joints, guiderails, and other safety elements. Major projects are funded as separate CIP projects.

**Changes from Previous Year:** Crofton Hill was delayed to FY 2020 to provide additional funds for Edmonston Drive Bridge, which had scope increases. This change increased FY 2020 funding as well as WMATA's share of prior year funding.

### Current Project Appropriations

Prior Appropriations:	3,066,483
Less Expended as of 4/15/19:	1,741,360
Total Carryover:	1,325,123
New Funding:	800,000
Total FY 2020 Appropriations:	2,125,123

**Critical Success Factor:** Stewardship of Infrastructure and Env.

**Mandate/Plan:** National Bridge Inspection (NBI) Program

**Anticipated Project Outcome:** Safe carrying capacity and maximum useful service life for all City bridges and structures.

**Project Timeline and Total Cost by Type:** Project total reflects a decrease due to a transfer to First Street Culvert Replacement (TD16), which closed in FY 2019. Additional funding was added due to Edmonston Drive Bridge scope increases.

Type	Estimated Start		Estimated Completion		Estimated Cost (through FY 2020 only)			
	Original	Current	Original	Current	Original	Current	\$ Change	% Change
Planning / Design	FY 2016	FY 2016	FY 2020	FY 2020	923,000	923,000	-	-
Construction	FY 2016	FY 2016	FY 2020	FY 2020	3,217,000	2,943,483	(273,517)	-9%
Other	-	-	-	-	-	-	-	-
<b>Project Total (\$):</b>					<b>4,140,000</b>	<b>3,866,483</b>	<b>(273,517)</b>	<b>-7%</b>

**Project Funding:** This project is fully funded. This project is considered a routine capital maintenance project and is funded in five year increments. *Funding beyond FY 2020 will be included in a future project, but is shown here for consolidated planning purposes.*

Source	Prior	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future	Total
Paygo (Cap)	2,001,483	800,000	828,000	828,000	828,000	828,000	-	6,113,483
WMATA Share (Other-Cap)	1,065,000	-	-	-	-	-	-	1,065,000
<b>Total Funded (\$)</b>	<b>3,066,483</b>	<b>800,000</b>	<b>828,000</b>	<b>828,000</b>	<b>828,000</b>	<b>828,000</b>	-	<b>7,178,483</b>
Unfunded (Cap)	-	-	-	-	-	-	-	-
<b>Total w/Unfunded (\$)</b>	<b>3,066,483</b>	<b>800,000</b>	<b>828,000</b>	<b>828,000</b>	<b>828,000</b>	<b>828,000</b>	-	<b>7,178,483</b>

**Operating Cost Impact:** No measurable impact.

Fund	Prior	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future	Total
General	-	-	-	-	-	-	-	-

**Project Manager:** John W. Hollida, Principal Civil Engineer, 240-314-8526.

**Notes:** FY 2020 work includes Crofton Hill Lane and Scott Drive bridge rehabilitation and small structure assessments. West Gude Drive Bridge rehabilitation is deferred until SHA selects I-270 P3 alternative. Montgomery County manages assessment of all long span bridges and Recreation and Parks manages the design and rehabilitation of all pedestrian bridges, except for those in the right-of-way for which Public Works is responsible.



Mayor & Council Meeting Date: March 23, 2020  
Agenda Item Type: Consent  
Department: PW - Fleet Services  
Responsible Staff: John Davis

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### **Subject**

Award of Sourcewell (NJPA) Rider Contract #081716-NAF, Rear Loader Refuse Truck, to National Auto Fleet Group in the Amount Not to Exceed \$250,785

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### **Recommendation**

Staff recommends that the Mayor and Council award a contract in the amount not to exceed \$250,785 to National Auto Fleet Group of Watsonville, CA for one rear loader refuse truck.

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### **Discussion**

The replacement of one (1) rear loader refuse truck was approved in the FY 2020 Adopted Operating Budget (Attachment). The rear loading refuse truck is the main vehicle used in the collection of household waste and recycling products by the City's Recycling and Refuse Division.

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### **Mayor and Council History**

This is the first time this item has been brought before the Mayor and Council.

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## Procurement

This is a rider contract through the Sourcwell (Formerly known as NJPA), which serves as a municipal contracting agency throughout the nation with competitively-awarded contracts. The City's Procurement Division has used the Sourcwell for the purchase of goods and services in the past.

Purchasing off a Sourcwell contract gives the City of Rockville the best pricing, as these contracts are for a large number of vehicles that are purchased nationwide. By using the Sourcwell contract, the City is able to benefit from the volume pricing that is offered instead of issuing a competitive solicitation for only one (1) vehicle.

In accordance with Section 17-71(b) of the Rockville City Code, Cooperative Procurement, the City may contract with any contractor who offers goods, services, insurance or construction on the same terms as provided to other State or local governments or agencies thereof, who have arrived at those terms through a competitive procurement procedure similar to the procedures used by the City.

National Auto Fleet Group is a non-Minority, Female, or Disabled (non-MFD) business.

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## Fiscal Impact

The FY20 adopted budget includes \$267,000 in the Refuse Fund for this purchase. This purchase totals \$250,785; the remaining \$16,215 will remain in this account to be used if additional funding is required for any of the other approved FY20 refuse vehicle purchases.

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## Next Steps

Upon Mayor and Council approval, the Procurement Department will issue a purchase order to National Auto Fleet Group.

## Attachments

Attachment 7.D.a: Vehicle Replacement FY2020 (PDF)



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Rob DiSpirito, City Manager

3/17/2020



## Fleet Replacement Schedule

The City's Fleet Services Division continually monitors and maintains the City's fleet to ensure maximum useful life. Staff review the fleet each year and recommend replacement for vehicles meeting specific age, mileage, meter hours, condition, and usefulness criteria. When possible, vehicles will be reassigned within or between departments in order to maximize full unit life under the replacement criteria. Factors such as serviceability and technological life are also taken into consideration when making recommendations for replacement. The vehicles shown below are scheduled for replacement in FY 2020. In addition to these replacements, the FY 2020 budget includes funding for one new vehicle for an additional Senior Construction Inspector position, as well as funding to lease 22 vehicles (in lieu of purchasing replacements) as part of a new lease program.\*

Fund	Depart.	Unit	Est. Cost	Fund	Depart.	Unit	Est. Cost
General	Police*	10 Dodge Charger	\$29,710	General	R&P	10 John Deere Skidsteer	\$52,280
General	Police*	11 Ford Crown Vic	\$29,710	General	PW	10 John Deere Skidsteer	\$52,280
General	Police*	11 Ford Crown Vic	\$29,710	General	PW	10 John Deere Skidsteer	\$52,280
General	Police*	11 Ford Crown Vic	\$29,710	General	PW	LD Saltbox (Pickup)	\$8,370
General	Police*	11 Ford Crown Vic	\$29,710	Sewer	PW	05 John Deere Backhoe	\$177,770
General	Police*	11 Ford Crown Vic	\$29,710	Refuse	PW	04 AutoCar WXML/Leach	\$267,000
General	Police*	11 Ford Crown Vic	\$29,710	Refuse	PW	08 Ford F750 Petersen GH	\$180,300
General	Police*	11 Ford Crown Vic	\$29,710	Refuse	PW	2003 Leaf Machine	\$63,790
General	R&P	00 MasterTrack	\$8,260				

\*Subsequent to the adoption of the FY 2020 budget the Mayor and Council approved the new vehicle lease program to include the 22 vehicles originally planned for lease in FY 2020, plus 16 Police vehicles in lieu of purchasing replacements. The 16 Police vehicles were budgeted for replacement in FY 2019 (8) and FY 2020 (8).



Mayor & Council Meeting Date: March 23, 2020  
 Agenda Item Type: Consent  
 Department: Rec & Parks - Parks & Facilities  
 Responsible Staff: Steve Mader

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## Subject

Award of Sourcewell/NJPA Rider Contract #030817-JHN for HVAC Systems, Installation and Service with Related Products and Supplies

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## Recommendation

Staff recommends that the Mayor and Council award Sourcewell contract #030817-JHN for HVAC systems, Installation and Service with Related Products and Supplies to Johnson Controls, Inc. of Capitol Heights, MD through May 8, 2021, with one (1) additional year renewal, in an annual amount not to exceed \$130,000 per year, subject to Mayor and Council appropriation.

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## Discussion

The City currently uses Johnson Controls, Inc. building automated system (BAS) to control, monitor, schedule, and adjust the HVAC systems located at City Hall, F. Scott Fitzgerald Theater, and the Social Hall. The current BAS is in excess of 15 years old and many of the existing controllers are no longer supported by the manufacturer.

An upgrade to the BAS will replace all of the obsolete controllers, add four (4) additional sites to the facilities' central monitoring station (Thomas Farm Community Center, Senior Center, Swim and Fitness Center, and Police Station), improve operational efficiency, provide the ability to monitor HVAC systems, set schedules, provide trend reporting, and make temperature adjustments remotely. Having the ability to monitor and adjust HVAC systems remotely not only decreases response time to HVAC service calls, but also aids in troubleshooting the HVAC systems, decreasing the amount of down time of the equipment.

The contract will also cover the monthly maintenance to the BAS, which includes program updates and assistance in troubleshooting of the sensors and controls.

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## Mayor and Council History

This is the first time this item has been brought before the Mayor and Council.

---

## Procurement

Sourcewell, formerly National Joint Powers Alliance (NJPA), is a public agency serving as a national municipal contracting agency established under the Service Cooperative statute by

Minnesota Legislative Statute with the authority to develop and offer, among other services, cooperative procurement services to its membership. Sourcewell serves over 50,000 members throughout the nation with competitively-awarded purchasing solutions from industry-leading vendors. Sourcewell provides state and local agencies with competitively-bid contract pricing, which represents a large national buying pool. The City has been a member of Sourcewell/NJPA since January 2007 and has utilized Sourcewell/NJPA contracts before.

In addition to the City of Rockville, this contract is being utilized by other area jurisdictions including Montgomery County, Montgomery College, City of Baltimore, Baltimore County, Anne Arundel County, and Fairfax County.

### **Price/Cost Analysis**

National procurement organizations or cooperatives often enter into contracts with various companies to establish the prices of items sold to the Government (i.e., Sourcewell, US Communities, HGAC). These contracting vehicles are presumed to be fair and reasonable. By using this Sourcewell contract, the City receives the best pricing, as this contract offers an extensive array of products at competitive, volume pricing.

Johnson Controls, Inc. is not a Minority, Female, or Disabled-owned business.

In accordance with Section 17-71 of the Rockville City Code, Cooperative Procurement, (b) The City may contract with any contractor who offers goods, services, insurance or construction on the same terms as provided other state or local governments or agencies thereof who have arrived at those terms through a competitive procurement procedure similar to the procedure used by the City.

In accordance with Section 17-39 of the Rockville City Code, Awarding Authority, (a) All contracts involving more than one hundred thousand dollars (\$100,000.00) shall be awarded by the Mayor and Council.

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### **Fiscal Impact**

Funds are available in the Recreation and Parks FY 2020 operating budget for the upgrade and the monthly maintenance. Continuation of the contract beyond June 30th of each year is subject to Mayor and Council appropriation.

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### **Next Steps**

Upon Mayor and Council approval, the Procurement Division will issue a contract to Johnson Controls, Inc.

  
Rob DiSpirito, City Manager 3/17/2020



Mayor & Council Meeting Date: March 23, 2020  
 Agenda Item Type: Public Hearing  
 Department: Finance  
 Responsible Staff: Stacey Webster

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## Subject

FY 2021 Budget Public Hearing

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## Recommendation

Staff recommends that the Mayor and Council conduct the public hearing and keep the record open until April 17, 2020.

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## Discussion

This is the final public hearing on the FY 2021 Operating Budget and Capital Improvements Program (CIP) that was presented to the Mayor and Council on February 24, 2020. Previous public hearings were held on December 16, 2019, January 13, and March 2, 2020.

### Budget Availability

The FY 2021 Operating Budget and Capital Improvements Program is available online at [www.rockvillemd.gov/budget](http://www.rockvillemd.gov/budget). Also on the website is a link to the Excel version of the budget, which details the budget in a line item format.

### Operating Budget Overview

The FY 2021 operating budget totals \$144.2 million for the City's 11 operating funds. This represents an overall increase of 3.8 percent from the FY 2020 adopted budget. Approximately 60 percent of the City's spending occurs in the tax-supported General Fund. The General Fund is the City's primary operating fund and is used to account for the City's activities that are not included in another fund. The total General Fund budget increased by 3.1 percent, from \$84.2 million to \$86.7 million.

Other major funds include the following City enterprise funds: Water, Sewer, Refuse, Stormwater Management, and Parking. Utility rates and other user fees charged to City households and businesses support the Water, Sewer, Refuse, and Stormwater Management funds. The City sets the rates for these utilities based on cash flow models that target specific cash levels after a certain period. The Parking Fund is supported by the special taxing district, parking meter, and parking violation revenue. For FY 2021, the stormwater management rate

will remain flat (as approved in May 2019), while the refuse and recycling, water, and sewer rates will increase (water and sewer rate increases were approved in May 2018).

### **FY 2021 Pedestrian Safety Priority**

A budgetary priority of the Mayor and Council in FY2021 is funding Vision Zero action items and implementing pedestrian safety projects. This includes installing pedestrian signals and flashing beacons; new signage; improved accessible sidewalks; repairs to crosswalks; construction of pedestrian refuges; line striping; additional and brighter overhead street lights; new crosswalks and “bump outs”; re-locating bus stops closer to existing crosswalks; more shared-use paths; new bike facilities; sidewalk installation to address “missing gaps”; more speed cameras; increased enforcement of speeding and violations related to crosswalks; more Leading Pedestrian Intervals (LPI’s); reduced speed limits; and a concerted educational campaign for both drivers and pedestrians, among others. The funds for these safety improvements will be drawn from numerous existing and well-funded City line items, including asphalt, concrete, electronic signals, paint, signs, labor (personnel, both regular duty and overtime), various equipment and construction accounts, and more. Also, some projects are embedded in current and proposed capital improvement project (CIP) budgets. Funds are available here for projects both presently defined, as well as those that will emerge during FY2021. The City will continue to work closely with the Rockville Pedestrian Advocacy Committee (RPAC), the Rockville Bicycle Advisory Committee (RBAC), Montgomery County, SHA and other valued partners to identify and address safety needs of pedestrians.

### **FY 2021 Budget Initiatives**

The FY 2021 budget includes several significant funding commitments that are supported by the General Fund and the Enterprise funds. The items described below are among the City Manager’s priorities based on Mayor and Council requests, staff recommendations, and input from the community. This list does not include annual contract increases and general increases in wages or overtime. These items represent changes of more than \$40,000 from the FY 2020 adopted budget to the FY 2021 proposed budget and they total \$2.4 million in new spending authority.

- **Increase for Regular Full Time Equivalent Positions (\$477,570)** – The FY 2021 budget includes a 7.0 net increase in the total number of regular full time equivalent (FTE) positions. The new FTEs include 3.0 FTEs in the Refuse Fund (refuse workers that were approved by the Mayor and Council due to increased service demands, via a December 2019 budget amendment) and a net 4.0 FTEs in the General Fund as presented in the proposed budget. The General Fund positions are budgeted in the departments of the City Manager (0.8 FTE Media Specialist and 1.0 FTE Arts and Culture Coordinator), Police (1.0 FTE Police Officer), Recreation and Parks (1.0 FTE Events Specialist and 0.2 FTE Senior Recreation Program Assistant), and Planning and Development Services (1.0 FTE Housing Specialist offset by the elimination of 1.0 FTE Senior Planner).
- **Minimum Wage (\$400,000)** – The General Fund personnel budget includes an additional \$400,000 in the Department of Recreation and Parks to support increasing wages for temporary employees. The County's minimum wage will equal \$14.00 for FY 2021, up

from \$13.00 during FY 2020. During the FY 2018 budget process, the Mayor and Council directed staff to pay the City's temporary employees at rates comparable to the County, helping the City to remain competitive in the regional labor market. The \$400,000 increase is needed to keep pace with the new minimum wage and to address some of the compression impact of the rapidly rising minimum wage rate.

- **Radio System (\$369,200)** – The FY 2021 budget includes a total of \$369,200 for an upgraded radio system that supports the departments of Public Works and Recreation and Parks (non-Police). The cost of this system is split between the General, Water, Sewer, Refuse, and Stormwater Management funds. The \$369,200 funds the transition from an unreliable 40-year-old analog radio system to a modern digital system capable of voice, text, and GPS tracking. The total cost covers the one-time purchase of the base station, desktop units, vehicle units, and portables units, as well as the ongoing operating costs. This new system will improve employee safety and customer service, increase operational efficiencies, and help to protect the City of Rockville in emergency situations.
- **Website Redesign and Setup (\$230,000)** – The General Fund budget includes a one-time appropriation of \$230,000 in the City Manager's Office for a custom, open source content management system that has the flexibility and adaptability to integrate with other City software solutions (e.g. Enterprise Resource Planning modules, Geographic Information System). The website would be cloud hosted and maintenance would be handled by the procured vendor to reduce costs and for quality assurance. Full implementation of this new solution would range from 12 to 18 months. Thus, a new system would come on-line in 2021/2022. The last significant re-design of the website occurred in 2012. It will improve user experience and foster an increase in online civic engagement.
- **Smart Meters (\$153,380)** – The Parking Fund budget includes a one-time appropriation of \$153,380 in the Police Department for the upgrade of 300 parking meters to smart meters. Smart meters offer multiple payment options to include pay-by-phone, coins, and credit/debit cards. Each meter is wireless and can provide the City with real-time usage data. This data will allow staff to more effectively analyze and manage the City's Parking Meter Program. New meters will be installed in the high turnover/high usage areas of the City.
- **Water Treatment Plant Security Cameras and Access Control (\$133,000)** – The Water Fund budget includes a one-time appropriation of \$133,000 in the Department of Public Works to upgrade the current antiquated closed-circuit television analog camera and access control systems at the Water Treatment Plant. Updating the video surveillance system to current standards will improve employee safety by providing modern Ethernet/Internet protocols and the latest technology, compatibility with video systems servicing other City facilities, and most importantly, access by the Rockville Police

Department. The surveillance system upgrade was recommended by the Department of Homeland Security in a recent inspection and report on the Water Treatment Plant site.

- **Operating Grant to Rockville Economic Development, Inc. (\$110,000)** – The General Fund budget includes additional funding of \$110,000 for the Rockville Economic Development, Inc. (REDI) operating grant in the City Manager’s Office. This increase covers \$60,000 in additional personnel expenditures for a new administrative support position, \$20,000 for business recruitment and retention efforts, and \$30,000 for research and marketing initiatives. Staff anticipates the Mayor and Council will incorporate these funding increases into the upcoming contract with REDI for the period beginning July 1, 2020.
- **Branding Consultant (\$100,000)** – The General Fund budget includes a one-time appropriation of \$100,000 in the City Manager’s Office for a branding initiative. The City last engaged a branding consultant approximately ten years ago. This funding would support engaging the community and the current Mayor and Council in a new branding exercise during FY 2021. A consultant would lead the effort to gather community information and input, establish options for the Mayor and Council's consideration, and support the Mayor and Council's decision-making process. Staff would engage the Mayor and Council in establishing the consultant’s specific scope of work in calendar year 2020.
- **Support for Compliance with America’s Water Infrastructure Act (\$86,520)** – The Water Fund budget includes a new appropriation of \$107,570 (offset by a reduction of \$21,050 in other funds) in the Department of Public Works for a temporary engineer and consultant support associated with fulfilling the US Congress unfunded mandates for compliance with US EPA America's Water Infrastructure Act (AWIA). The AWIA has two components: 1) the Risk and Resilience Assessment (RRA) that includes natural hazards, malevolent acts, water infrastructure resiliency, monitoring practices, financial billing systems, chemical storage and handling, and operations and maintenance; and 2) the Emergency Response Plan that addresses the strategies and resources to improve resiliency of the drinking water infrastructure including physical security and cybersecurity. The consultant support is for the emergency response plan and the temporary engineer funding is for project management of the AWIA components. This hybrid approach will allow the City to become familiar with the assessment of the water systems and developing the emergency response plans, while realizing significant cost savings.
- **Rubber Track Skid Loader (\$80,200)** – The Stormwater Management Fund budget includes a new one-time appropriation of \$80,200 in the Department of Public Works for a rubber track skid loader to perform maintenance and repairs in grassy and wet areas, wooded areas, easements, and rights-of-way. This type of equipment is less invasive and is very effective for maintaining City structures, drain systems, rights-of-

way, and other various easements. The City presently does not possess a tool with these capabilities, so it will be safer for employees and promote better customer service.

- **Debris Grinder Pump (\$65,000)** – The Sewer Fund budget includes a new one-time appropriation of \$65,000 in the Department of Public Works for the installation of a debris grinder pump at the Horner's Lane Wastewater Pump Station. There has been an uptick in costly repairs to the pumps due to the intrusion of foreign matter. The installation of a debris grinder pump would prevent these costly repairs and cut down on overtime maintenance calls to the wastewater station.
- **Grant to Rockville Volunteer Fire Department (\$50,000)** – The General Fund includes another one-time payment of \$50,000 to the Rockville Volunteer Fire Department (RVFD) in the Mayor and Council Department, which requested assistance with the debt service payments on their 2019 replacement aerial truck. This funding is in addition to an ongoing grant of \$10,000 for the reimbursement of the RVFD's water bills.
- **Special Events (\$50,000)** – The General Fund budget includes an additional ongoing appropriation of \$50,000 for Citywide special events in the Recreation and Parks Department. This funding helps support areas like security, sound systems, and equipment/supplies (bathrooms, tents, table, chairs, signage, etc.) for events that are growing beyond current capacity.
- **Fall Protection Solutions (\$40,000)** – The General Fund budget includes a one-time appropriation of \$40,000 in the Department of Public Works for fall protection solutions at the Motor Vehicle Maintenance (MVM) building. Pursuant to federal regulations promulgated by the occupational safety and health administration (OSHA), the City is required to provide fall protection when workers are at-risk of falling when working at elevations of four feet or more. At the MVM building employees regularly work on the top of equipment and vehicles more than four feet off the ground. The \$40,000 would cover the purchase of a monorail rigid lifeline system to be installed on the interior ceiling of the MVM building. This request for safety equipment for employees was a top request of the City's Human Resources Safety Program staff.
- **Urban Area Security Initiative Program Costs (\$40,000)** – The General Fund budget includes \$40,000 in ongoing funding in the Police Department for the cost of three programs previously supported by the Urban Area Security Initiative (UASI) grant. These programs are as follows: Automated Fingerprint Identification System (AFIS), License Plate Reader Program (LPR) and National Capital Region Geospatial Data Exchange (NCR). During the 2017/2018 regional solution development process, the Homeland Security Executive Committee determined the need to migrate these programs from the UASI grant to a regionally-funded model. As of July 2019, local jurisdictions are now responsible for bearing the full program costs. Montgomery County Police Department paid for Rockville's program in FY 2020.

### Capital Improvements Program (CIP) Overview

The FY 2021 CIP budget includes new funding of \$20.7 million to address the priorities of the Mayor and Council and residents of Rockville. This new funding, combined with prior year carryover funding of \$50.7 million, supports a total of 53 capital projects in FY 2021. There are eight new projects presented in the budget, which are listed here along with a basic description. More information, including the total budget and timeline, can be found on the individual project sheets in the CIP Projects section of this document.

- **Promenade Park Elevator and Park Redesign (RC21)** – Promenade Park serves as a major thoroughfare between the Rockville Metro Station and the Town Center. This project consists of two phases: Phase I funds the design and reconstruction of the elevator by replacing and upgrading all major components, including a new passenger cab, controls, motors, and safety devices. The elevator provides ADA access to Monroe Street from the Promenade and the Rockville Metro Station. Phase II (currently unfunded) funds the design and renovation of Promenade Park. The park was originally built in 1998 as part of the Town Center Development.
- **Spray Park (RE21)** – This project funds the design and construction of a spray park within Maryvale Park that was inspired by a request received from the East Rockville Civic Association. A neighborhood advisory team would assist in the design of this amenity. Bathroom facilities and water/sewer infrastructure would be required for this project. This would be the first spray amenity on the east side of State Route 355, and this would serve multiple neighborhoods.
- **Traffic Signal at E. Middle Lane/Helen Heneghan Way (TF21)** – This project constructs a new traffic signal at the intersection of E. Middle Lane and Helen Heneghan Way, including designing the traffic signal and installing a traffic signal cabinet, accessible pedestrian signals, handboxes, wire, poles, signal heads, conduits, and vehicle detection devices. The project removes existing flashing beacons at this intersection, closes the existing median vehicular opening at E. Middle Lane/Monroe Street, and removes the crosswalk at this location since the new signal at E. Middle Lane/Helen Heneghan Way will provide a safer location for pedestrians to cross.
- **Traffic Signal Upgrades (TG21)** – This project designs and constructs traffic signal rehabilitation and intersection modifications at Wootton Parkway/Hurley Avenue, Nelson Street/Mannakee Street, and Wootton Parkway/Tower Oaks Boulevard. Upgrades include designing traffic signals, reconstructing medians and concrete islands, and replacing traffic signal equipment such as traffic signal cabinets, poles, signal heads, detection loops, span wires, conduits, and other signal-related equipment.
- **Commercial Water Meter Replacements (UB21)** – This project plans, designs, and constructs commercial water meter replacements and other elements of the City's aging water metering system. Tasks include inspections and rehabilitation of vaults, piping, valves, and appurtenances, and the implementation of advanced metering

infrastructure (AMI). This project is for meters 3-inches and larger, which equates to approximately 700 water meters and vaults.

- **Core Financial, HR, & Procurement ERP (GA21)** –This project includes the analysis, purchase, and implementation of a comprehensive Financial, HR, and Procurement Enterprise Resource Planning (ERP) system for the City. The City has funded a consultant in the IT operating budget to provide guidance on a variety of IT projects, including refining this project's scope and identifying resources needed.
- **Data Center and Disaster Recovery Infrastructure (GB21)** – This project (currently unfunded) will make significant Data Center improvements and enhancements by giving access to more computing power and storage space as part of the seven year replacement cycle for Data Center infrastructure. The result will be improved performance and responsiveness of City systems; simplified operational and maintenance activities; quick disaster recovery; reduced carbon footprint; and a smaller, denser, and more efficient and reliable Data Center.
- **Financial System Upgrade (GC21)** – This project includes funding to upgrade the City’s current financial system to a supported, more user-friendly interface. This project is an interim solution that will keep the City operational until resources are available for the new Core Financial, HR, and Procurement ERP (GA21) project. The last financial system upgrade took place in FY 2016.

The CIP budget is funded by various sources, including paygo and proceeds from the issuance of general obligation bonds. The FY 2021 through FY 2025 CIP includes a new bond issue of \$7.9 million in FY 2024 for the Outdoor Recreation Pool Renovations (RC18) project. Capital bond issues are also planned for the Water and Sewer funds over this five year period. More information on the future bond issues can be found in the Financial Summaries section.

In addition to the capital funding needed to complete a CIP project, many projects require ongoing funding to operate or maintain the completed project. Ongoing operating cost impacts must be considered when determining if and when to include a particular project in the CIP. For FY 2021, a total of \$248,480 was added to the operating budget as a result of current projects. Most of this funding supports the following projects: Skate Park (RJ16), Swim and Fitness Center Locker Room (RK16), and the Maintenance and Emergency Operations Facility Improvements (GD19).

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### Mayor and Council History

Date	Action Item
December 9, 2019	Mayor and Council Budget Worksession
December 16, 2019	Budget Public Hearing
January 13, 2020	Budget Public Hearing
February 3, 2020	Discussion of Budget Survey Results and Priorities

February 24, 2020	Presentation of the FY 2021 Budget; Introduction of FY 2021 Budget Ordinance; Introduction of FY 2021 Refuse Resolution
March 2, 2020	Budget Public Hearing; Budget Worksession

---

### Public Notification and Engagement

This is the final scheduled public hearing on the FY 2021 budget. In addition to the public hearings, the public can submit comments about the budget via an online survey located on the City's website at [www.rockvillemd.gov/budget](http://www.rockvillemd.gov/budget).

The FY 2021 budget public record closes on April 17, 2020.

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### Fiscal Impact

There is no fiscal impact associated with this agenda item; however, the FY 2021 Operating Budget and CIP will establish the annual City budget and the programs that the City will fund starting on July 1, 2020.

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### Next Steps

Future Mayor and Council actions related to the FY 2021 budget include:

Date	Action Item
March 23, 2020	Budget Worksession
April 17, 2020	Close of Budget Public Record
April 20, 2020	Budget Worksession
May 4, 2020	Adoption of FY 2021 Budget Ordinance; Adoption of FY 2021 Refuse Resolution



Rob DiSpirito, City Manager

3/18/2020



Mayor & Council Meeting Date: March 23, 2020  
Agenda Item Type: Presentation and Discussion  
Department: Rec & Parks - Parks & Facilities  
Responsible Staff: Tim Chesnutt

---

## **Subject**

Presentation and Discussion of the Recreation and Parks Strategic Plan

---

## **Recommendation**

Staff recommends that the Mayor and Council receive a presentation from the City's consultant, followed by questions, answers and discussion of the PROS Consulting LLC's Recreation and Parks Strategic Plan.

---

## **Discussion**

PROS Consulting LLC's (PROS) "Recreation and Parks Strategic Plan" is provided (in Attachment A). Neelay Bhatt, Vice President and Principal Consultant from PROS will present the findings and recommendations of the strategic plan, and respond to Mayor and Council's questions.

The City of Rockville engaged the services of PROS Consulting LLC to develop the Recreation and Parks Strategic Plan (Plan) as a guide for ensuring an appropriate balance of programs, facilities and amenities that will represent the needs and desires of the community and key stakeholders, while also reflecting industry best practices. Developing the Plan included a statistically-valid survey of residents, and current data upon which future investments and programming can be based. The Plan development also included measurable strategies that were followed to establish recommendations, goals, policies, and guidelines. The results of this work will benefit the community by helping the Department of Recreation and Parks to identify priorities, focus our energy and resources, and strengthen our operations.

---

## **Mayor and Council History**

On January 7, 2019 the Mayor and Council discussed the Recreation and Parks Department's recommendation to fund a new strategic plan for FY20. The Mayor and Council supported the funding for this plan development.

---

## **Boards and Commissions Review**

The Recreation and Parks Advisory Board was included in the process, and the Environment Commission and Planning Board were aware of the Plan development.

---

## Fiscal Impact

The FY20 Adopted Budget included \$141,220 for the development of a statistically valid strategic plan. Implementing elements of the Strategic Plan would have a budgetary impact that could be considered as part of the annual budget process for the next 5-10 years.

---

## Next Steps

Following the consultant's presentation, the Mayor and Council may wish to adopt or accept the Strategic Plan as submitted. It is also anticipated that the Mayor and Council will consider the results and recommendations included in this Plan as they consider the future of RedGate Park, beginning with the discussion of the master planning scope of work on March 30, 2020.

Included in the Next Steps for staff is an intentional approach to Plan implementation that will manifest itself in a series of operational/implementation plans consistent with the elements of the Plan, and incorporated into the annual Department budget development. Similarly, at the five-year point, in FY25, staff Next Steps will include an update to the Plan based on community input, to ensure that our efforts continue to be responsive to current needs for recreation and parks, and reflective of our community's evolution.

## Attachments

Attachment 9.a: Rockville Strategic Plan Final Draft (PDF)



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Rob DiSpirito, City Manager

3/18/2020



City of  
**Rockville**  
Get Into It

# RECREATION AND PARKS

## STRATEGIC PLAN



Attachment 9.a: Rockville Strategic Plan Final Draft (2903 : Presentation and Discussion of the Recreation and Parks Strategic Plan)

[WWW.ROCKOURFUTURE.COM](http://WWW.ROCKOURFUTURE.COM)



## ACKNOWLEDGEMENTS

### City of Rockville

#### Mayor and Council

Bridget Donnell Newton, Mayor  
 Monique Ashton  
 Beryl L. Feinberg  
 David Myles  
 Mark Pierzchala

#### City Manager's Office

Robert DiSpirito, City Manager  
 Jenny Kimball, Deputy City Manager

#### Recreation and Parks Advisory Board

George Sushinsky, Chair  
 Vincent "Chip" Boylan  
 Robert Harriman  
 Maryann Kearns  
 Thomas Lynch  
 Eder Martinez  
 Stephanie Pankiewicz  
 Robert Taylor  
 Dirk Whatley II

#### Recreation and Parks Leadership Team

Tim Chesnutt, Director  
 Christine Henry, Deputy Director  
 Andrew Lett, Recreation Services Superintendent  
 Steve Mader, Parks and Facilities Superintendent  
 Carlos Aparicio, Community Services Manager  
 Elisabeth Deal, Marketing and Development Manager  
 Adam Goldstein, Swim and Fitness Center Superintendent  
 Noel Gonzalez, Facilities Property Manager  
 Terri Hilton, Senior Services Manager  
 Paige Janzen, Community Facilities Superintendent  
 Colleen McQuitty, Special Events Manager  
 Karla Sheehi, Program Support Supervisor

#### Consulting Team

##### PROS Consulting

Neelay Bhatt, Vice President and Principal Consultant  
 Phil Parnin, Associate Principal  
 Sarah Durham, Senior Project Manager

##### LPDA

Zac Lette, Principal

##### ETC Institute



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## CHAPTER ONE – INTRODUCTION

The City of Rockville Recreation and Parks Department (“Department”) Strategic Plan (“Plan”) provides the Department a roadmap for addressing community needs for the next five years. This plan details the current state of the system while identifying focus areas based on a comprehensive assessment of the community’s vision and their priorities.

This plan establishes recommendations for the Department to achieve the vision the community has for the recreation and park system, and to meet the needs of the community while ensuring long term financial sustainability and a high-quality experience for the Rockville community.

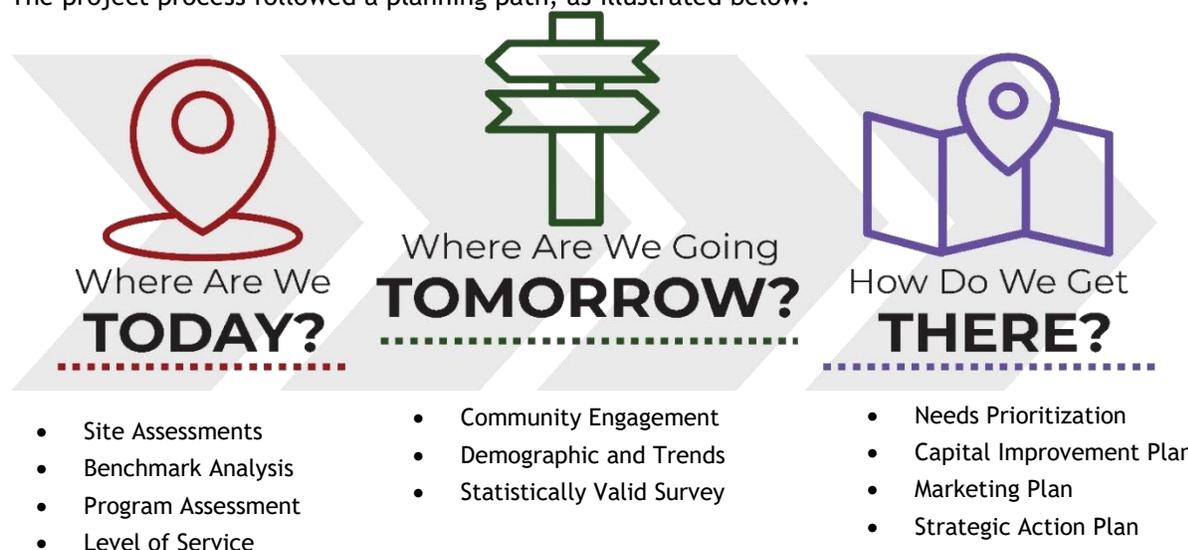
### 1.1 STRATEGIC PLAN GOALS

The foundation of this Plan is built on extensive community input which was received via focus groups, key stakeholder interviews, public forums, community online open survey, statistically valid survey and a multi-lingual crowd-sourcing website [www.rockourfuture.com](http://www.rockourfuture.com). The goals of the Plan include:

Strategic Plan Goals	
1	Engage the community, leadership and stakeholders through extensive outreach
2	Utilize a wide variety of data sources and best practices, including a statistically valid survey to predict trends and patterns of use and determine needs
3	Determine unique Level of Service Standards to develop appropriate actions for future offerings
4	Shape financial and operational preparedness through innovative and “next” practices
5	Develop a dynamic and realistic strategic action plan that creates a road map to ensure long-term success and financial sustainability

### 1.2 PROJECT PROCESS

The project process followed a planning path, as illustrated below:



## 1.3 RECOMMENDATIONS

### 1.3.1 VISION

The following vision presents how the Department desires to be viewed in the future:

*“To be THE place to make lifelong memories as you live, work, play and thrive.”*

### 1.3.2 MISSION

The following is the mission for how the Department will implement the vision:

*“To nurture community connections.”*

### 1.3.3 CORE VALUES

- Diversity, Equity & Inclusion
- Exceptional Customer Experience
- Stewardship of Resources
- Innovation
- Collaboration

### 1.3.4 BIG MOVES

- Build a standalone brand identity for the Recreation and Parks Department to tell its story and increase community awareness and participation
- Continue to identify new and dedicated funding sources to ensure long-term financial sustainability
- Design, develop and maximize the use of RedGate Park as a community asset and a regional destination
- Ensure equity of access in program and park / facility distribution throughout Rockville
- Evaluate the viability of multi-generational community facilities focused on new recreational programming, performing arts and cultural offerings

### 1.3.5 CONCLUSION

The Rockville community is fortunate to have the diversity and variety of offerings that the Department provides, a rarity for a City this size. The staff’s dedication, their commitment to serving the community and desire to constantly keep improving are key facets that differentiate the Department from others and will be vital components to ensure the successful implementation of this Plan.

This Plan provides a roadmap to help the Department evolve and innovate as the Rockville community diversifies and new trends emerge. From all indications, the Department is well-positioned to successfully continue impacting lives and nurturing community connections through recreation programs, parks and trails, special events and facilities ranging from sports to aquatics and from nature to culture.

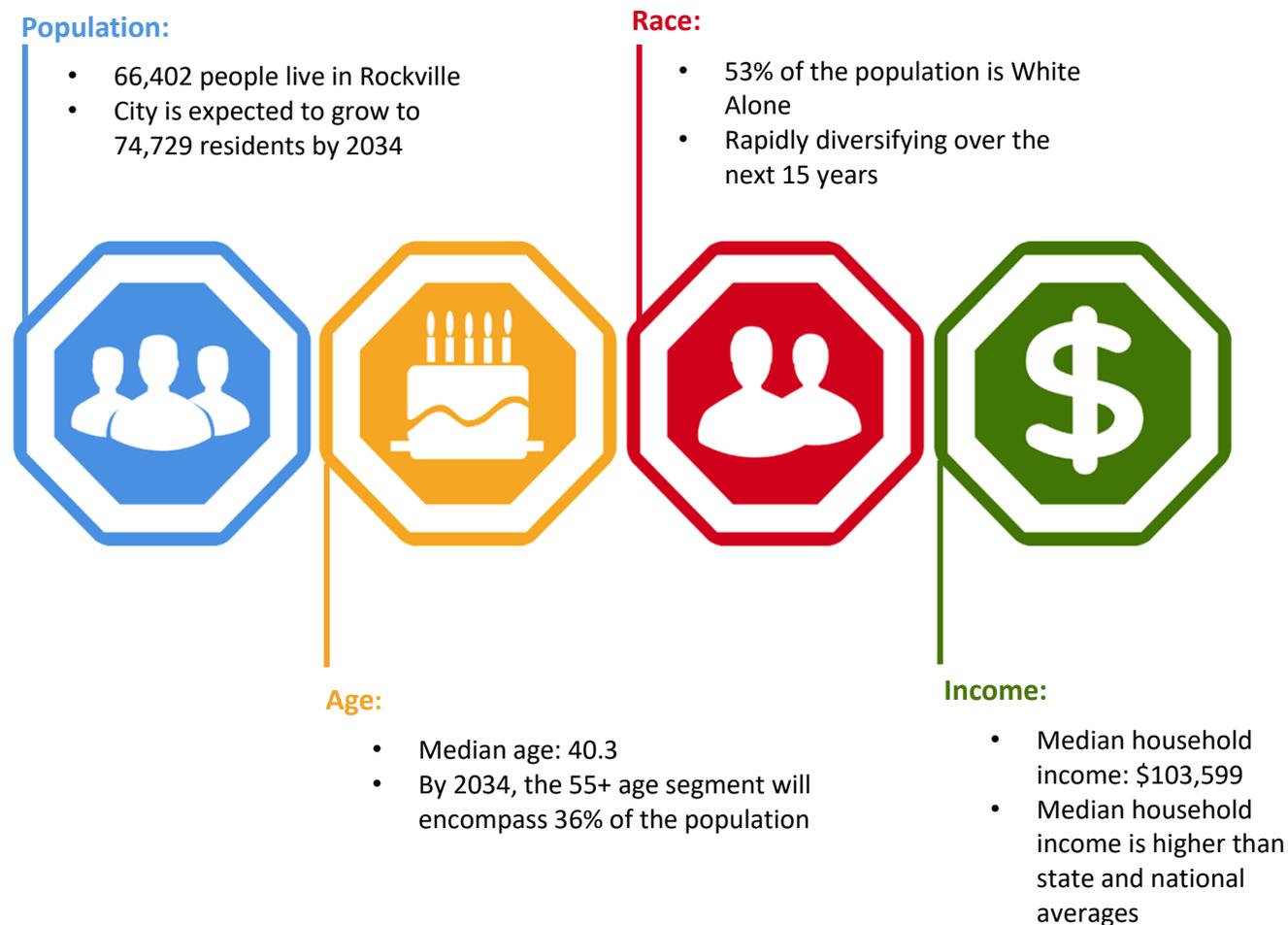
The Consulting Team has no doubt that the Department and its staff will leave no stone unturned to implement this plan and ensure that Rockville will achieve its vision of being

**THE place to make lifelong memories as you live, work, play and thrive**

## CHAPTER TWO – MARKET ANALYSIS

The Demographic Analysis describes the population within Rockville, Maryland. This assessment is reflective of the City's total population and its key characteristics such as age segments, race, ethnicity, and income levels. It is important to note that future projections are based on historical patterns and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures.

### 2.1 DEMOGRAPHICS



#### 2.1.1 DEMOGRAPHIC SUMMARY

- The City's population annual growth rate (0.92%) is higher than the national (0.85%) growth rate.
- Rockville's household annual growth rate (1.03%) is also significantly higher than the national (0.80%) average.
- The City's racial distribution has a lower White Alone (53.3%) population and higher Asian (23.5%) population when compared to national percentage distribution: White Alone (69.6%) and Asian (5.8%).
- The City's per capita income (\$55,055), as well as the median house income (\$103,599) is well above average when compared to the national income characteristics (\$33,028 and \$60,548).

## 2.2 BENCHMARK ANALYSIS

The Department staff chose key variables and identified comparable park and recreation systems to benchmark against. The agencies chosen were a mix of comparable industry leading Maryland-based or National Gold Medal agencies, and this analysis will help evaluate how Rockville is positioned among peer agencies on a variety of metrics.

The benchmark assessment is organized into specific categories based on peer agency responses to targeted questions that lend a holistic view of each system’s operating metrics in comparison to Rockville. In addition, the benchmark metrics are also compared to national data from the National Recreation and Parks Association’s (NRPA) Park Metrics database and/or recommended best practice standards.

Rockville’s staff provided their information used in this analysis, while information was obtained directly from each of the participating agencies. Due to differences in how each system collects, maintains, and reports data (such as how FTE’s are calculated, what is included in budgets, classification of recreation facilities, etc.), some variances and deviations may exist between the benchmark peer agencies. These variations impact all the points of comparison, including the per capita and percentage allocations, and the overall comparison must be viewed with this in mind. The benchmark data collection for all systems was complete as of December 2019 (data requested was from FY18 actuals), and it is possible that information may have changed since the original collection date.

The information sought was a combination of operating metrics that included budgets, staffing levels, and inventories. In some instances, the information was not tracked or not available and is denoted as such. Each system is unique in the types of parks, types of facilities, types of amenities, revenue generating facilities, the number of programs, events, government regulations, what they maintain in the parks, and what they maintain for their government agency. It is important to use this analysis as a single data point within a larger assessment.

The table below lists each benchmark agency in the study, arranged by jurisdiction size, and reveals key characteristics of each jurisdiction. The overview also indicates agencies that have achieved Gold Medal status along with the year won. The Gold Medal is one of the highest professional awards available to parks and recreation agencies throughout the country and involves a stringent qualification and judging process. Columns highlighted in red indicate the variable used to sort the table / chart.

Agency	State	Jurisdiction Type	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.	NRPA Gold Medal (Year)
Recreation - Montgomery County	MD	County	1,052,567	507.00	2,076	No
MNCPPC - Montgomery County	MD	County	1,052,567	507.00	2,076	Winner (2015, 2003, 1984, 1983, 1977, 1973)
City of Asheville Parks and Recreation	NC	City	91,902	43.00	2,137	No
Arlington County Department of Parks and Recreation	VA	County	226,400	26.00	8,708	No
<b>City of Rockville Department of Recreation and Parks</b>	<b>MD</b>	<b>City</b>	<b>66,402</b>	<b>13.50</b>	<b>4,919</b>	<b>Winner (1994)</b>
City of Westerville Parks and Recreation	OH	City	39,737	12.62	3,149	Winner (2019, 2013, 2007, 2001, 1974)
City of Gaithersburg Parks, Recreation and Culture	MD	City	70,000	10.00	7,000	No
Park District of Oak Park	IL	Park District	51,793	4.50	11,510	Winner (2015)

Figure 1 - Agency Overview

## RECREATION AND PARKS: STRATEGIC PLAN

## 2.2.1 KEY FINDINGS

Overall findings from this benchmark analysis reveal that the Department performs very well in comparison to its peers.

## STRENGTHS

Staffing levels, sustainability efforts, facility and program offerings emerge as significant strengths in comparison to the others.

**Operational efficiency** is outstanding when comparing the operating cost per resident.

**The Volunteer program** is another strength of the department, as its volunteers contribute over 97,499 hours each year.

**The current cost recovery level** of 29% is just higher than NRPA median standard (27%).

## OPPORTUNITIES

**Marketing and communication spending** are an area for improvement, and nationally increased spending in these areas have resulted in increased awareness, participation and consequently, increased return on investment for agencies. Recommendations pertaining to this area are further outlined in **Chapter 7**.

**Capital investment** is lower than most peer agencies. Looking ahead, it would benefit the Department (and the City) by strategically looking at lifecycle replacements and renovations for existing facilities and amenities, while also exploring future developments based on the community's demographics, regional and national trends, and the community's vision and unmet needs as expressed in this document.

The Department should use this analysis as a baseline comparison that provides key information and standards to be tracked and measured over time. These benchmarks help Rockville understand where they stand today and brings forward areas of focus for the department as it continues to move toward its vision of being a world-class organization.



## CHAPTER THREE – COMMUNITY ENGAGEMENT

### 3.1 INTERVIEWS AND PUBLIC MEETINGS

As part of the process for the Plan, the Consulting team conducted a combination of focus groups, stakeholder interviews, two community forums, and a community forum survey hand-out which included over 235 participants representing over 20 groups.

These included representatives from:

Representative Groups	
City of Rockville Mayor & Council	Recreation & Park Advisory Board
Rockville Human Rights Commission	Lincoln Park Community Association
Twinbrook Community Association	Justice for Our Neighbors
East Rockville Civic Association	Hungerford Civic Association
Rockville Senior Center Members	Fallsgrove Community
Regent Square Condo Association	CCACC Rockville Evergreen
Rockville Swim & Fitness Center Advisory Committee & Members	Rockville Sister City Corporation
Rockville Civic Ballet	City of Rockville Planning & Development
Rose Hill Falls	Flint Ledge Estate
City of Rockville Employees	Rockville Musical Theatre
Rockville Residents	Environment Commission

The stakeholder and focus group interviews are an important component of community involvement that helps establish priorities for the future direction, enhancements, management and planning for Department’s recreation and parks offerings. The focus groups, stakeholder interviews, and community forums enable the Department to learn what users of the system value, are concerned about, and feel are unmet needs that the department could be providing.

Three primary questions were asked across all groups to spark conversations and gather information.

1. What are the strengths of Rockville’s Recreation and Parks System?
2. What are the opportunities for improvement?
3. What is the top priority that should be addressed through this Strategic Planning process?

#### 3.1.1 STRENGTHS

Focus group participants expressed that the Department does a fantastic job of balancing the various needs of the community with recreation, events, and parks services. Staff’s passion and commitment to community service is evident in their level of responsiveness to all facets of operations.

This also includes the Department’s focus on customer service, outreach, partnerships, programming, budget development, facility management, facility renovation and facility development. This approach

## RECREATION AND PARKS: STRATEGIC PLAN

to management has helped drive demand for Department services. The variety of recreation and parks facilities and services have been well received by the community over the years.

The variety of parks, facilities and amenities have helped create and sustain a sense of community with an intentional approach to acquire and develop gathering spaces for residents. This is evident in the signature facilities, distribution of parks, and walkability to parks and businesses. The reach of the system is an asset to residents and contributes to the positive impact of the Department. This reach is felt through the programs and special events (ranging from Farmers Market to Movies in the Parks) the Department creates to energize these spaces.

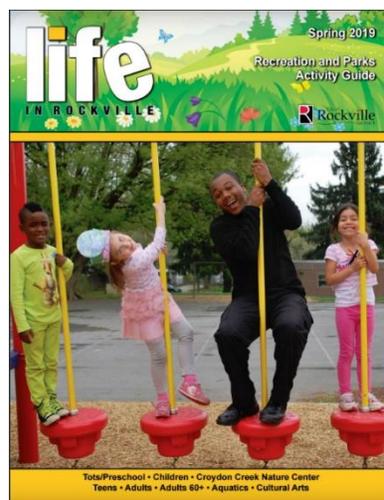
The diversity and distribution of programming that is available to residents adds value to the system. The cultural arts facilities, programs, and events add greatly to the quality of life with musical performances, theatrical performances, ballet, and facility rentals. There are programs for all age segments and the public festivals are outstanding. Many of these programs and events can be found in the Recreation and Parks Activity Guide and in Rockville Reports.

All of these strengths contribute to the overall charm that the City of Rockville exhibits making it feel like a small-town community despite its size and rate of population growth. The majority of community input participants want to see the charm continue as the system evolves.

### 3.1.2 OPPORTUNITIES

With its land locked situation, Rockville is not growing out but is instead growing up and is an increasingly desirable place for people to live. This situation will likely have an impact on the current level of service. The increase in population without any intentional action to maintain or improve the level of service will decrease the parkland and amenities per capita.

This challenge is seen as an opportunity to work with developers in placemaking and designing new public gathering spaces and park facilities. So, it is important that the City ensure the development standard details and requirements match the quality that has evolved in this market. One aspect that is important to residents with recent development is that the balance of natural areas, open spaces, and developed park spaces keep the small-town charm that people have come to appreciate and expect.



The biggest development opportunity for the system is the repurposing of the RedGate Golf Course to RedGate Park. All of the focus groups and interviews had expressed this opportunity as the one that will help shape and define the City well into the future.

While there were several personal preferences for use of the land, all agree this opportunity should not be overlooked or importance minimized. Programming opportunities should be explored when determining how best to repurpose the property. The outcome, as RedGate Park is designed, should help create a defining, premier outdoor gathering space in Rockville.

Partnerships continue to be an opportunity that participants want to see maximized in overall facility development. In addition to development, partnerships can continue to play a role in the system when

providing programs and events. Partnerships should be sought out to help reach diverse segments of the population.

Public awareness is both an area of success and an opportunity within Department operations. Participants are concerned that the Department is not always easily identifiable to the public and visitors. There is great competition with the high number of public recreation and park service providers (e.g. local, county, state, and federal agencies) and the Department suffers due to a lack of brand identity.

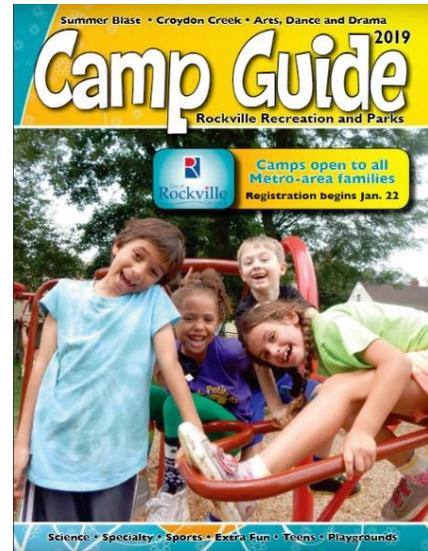
Participants expressed a need for a Department Logo, new signage at parks and consistency in the use of marketing methods, especially social media.

Another opportunity is to create a more prominent role for arts and culture. This would continue to build the brand and set the City apart from adjacent communities. The City has recently completed an arts and culture study to identify current conditions, challenges and the opportunities to develop a vision moving forward.

### 3.1.3 TOP PRIORITY

Stakeholders and focus group attendees recognize some opportunities within the system. The following reoccurring themes emerged as top priorities for this Strategic Plan:

- Ongoing outreach to the diverse community that will increase awareness of the system and promote offerings across cultures and languages.
- Allocate resources equitably across the City.
- Top Facility Priorities
  - Repurpose the RedGate Golf Course and develop signature facilities within the property (i.e., amphitheater, trails, open space, arboretum, etc.)
  - Multi-generational indoor recreation spaces, to replace older aging facilities
  - Connectivity and trails (Rockville Pike should be more bike and pedestrian friendly)
  - Existing restrooms need to be open and new ones need to be added to existing parks
  - Seasonal cover at the Swim Center Outdoor Competitive Pool for year-round use
- Top Recreational Priorities
  - Keep up on recreational trends and community needs as they evolve
  - Continue offering senior programs across the City to help address aging population
  - Continue to offer opportunities in the evening
  - Enhance performing arts and cultural event opportunities
  - More programming for developmentally challenged residents and seniors



## RECREATION AND PARKS: STRATEGIC PLAN

**3.1.4 CONCLUSION**

The Rockville community appreciates the value they receive from the Department. The value is present in distribution of parks across the City, the variety of facilities and programs offered by the Department, and the staff and management of the system. To enhance the system, the Department can develop RedGate Golf Course into a signature regional park, renovate aging infrastructure and facilities, increase connectivity, enhance public awareness efforts, and continue to monitor trends for developing new programs and events.

The insight gathered from the community input is extremely important to the planning process. This part of the process helps the PROS Consulting team gain an understanding of community values and unmet needs. These values (strengths, opportunities, and priorities) form into emerging themes across focus groups and interviews. These emerging themes are part of the foundation used to form questions for the statistically-valid survey.

The survey will help to gauge the level of support from the community through the scientific approach known as random sampling. The survey results in combination with the community input, consulting team observations, demographics and trends, and asset & services assessments will form the vision, direction, and recommendations in the Recreation and Parks Strategic Plan.



### 3.2 COMMUNITY ONLINE SURVEY

The Department administered an online survey to gain insight from the community members that may not have received the statistically-valid survey. This online survey emulated the statistically-valid survey that was administered by ETC Institute and received a total of 82 responses. This survey was designed to provide input opportunities regarding preferences for recreational programs, facilities and amenities within the City of Rockville and the results are provided in **Appendix D**.

### 3.3 STATISTICALLY-VALID SURVEY

#### 3.3.1 OVERVIEW

ETC Institute administered a parks and recreation needs assessment survey for the Department during the summer of 2019 to help identify community-wide priorities that can influence this Plan’s recommendations for the future of parks, trails, recreation facilities, programs and services in the community over the next 10 years.

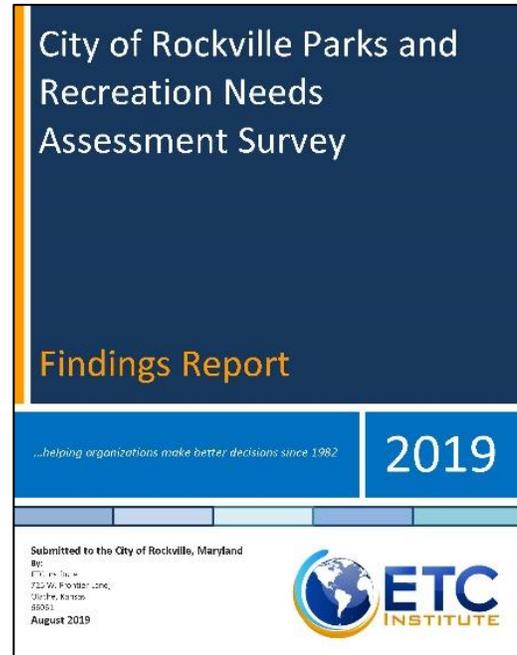
#### 3.3.2 METHODOLOGY

ETC Institute mailed 2,000 survey packets to a random sampling of households in the City of Rockville. Each survey packet contained a cover letter, a copy of the seven-page survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or to complete it on-line at [www.rockvillesurvey.org](http://www.rockvillesurvey.org).

Ten days after the surveys were mailed, ETC Institute sent emails to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of City of Rockville from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey.

ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

A total of 375 residents completed the survey and the overall results have a precision of at least +/-5.06% at the 95% level of confidence. A detailed report can be found in **Appendix I**.



RECREATION AND PARKS: STRATEGIC PLAN

3.3.3 FACILITY/AMENITY NEEDS AND PRIORITIES

**Facility/Amenity Needs:** Respondents were asked to identify if their household had a need for 32 recreation and parks facilities/amenities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various parks and facilities/amenities.

The five recreation facilities/amenities with the highest number of households that have an unmet need were:

1. Indoor walking & running tracks - 6,418 households,
2. Botanical gardens/arboretum - 5,939 households,
3. Mountain bike & hiking trails (natural surface) - 5,101 households,
4. Outdoor walking/running track -4,874 households and
5. Natural areas/wildlife habitats - 4,800 households.

The estimated number of households that have unmet needs for each of the 32 parks and facilities/amenities that were assessed is shown in the chart below.

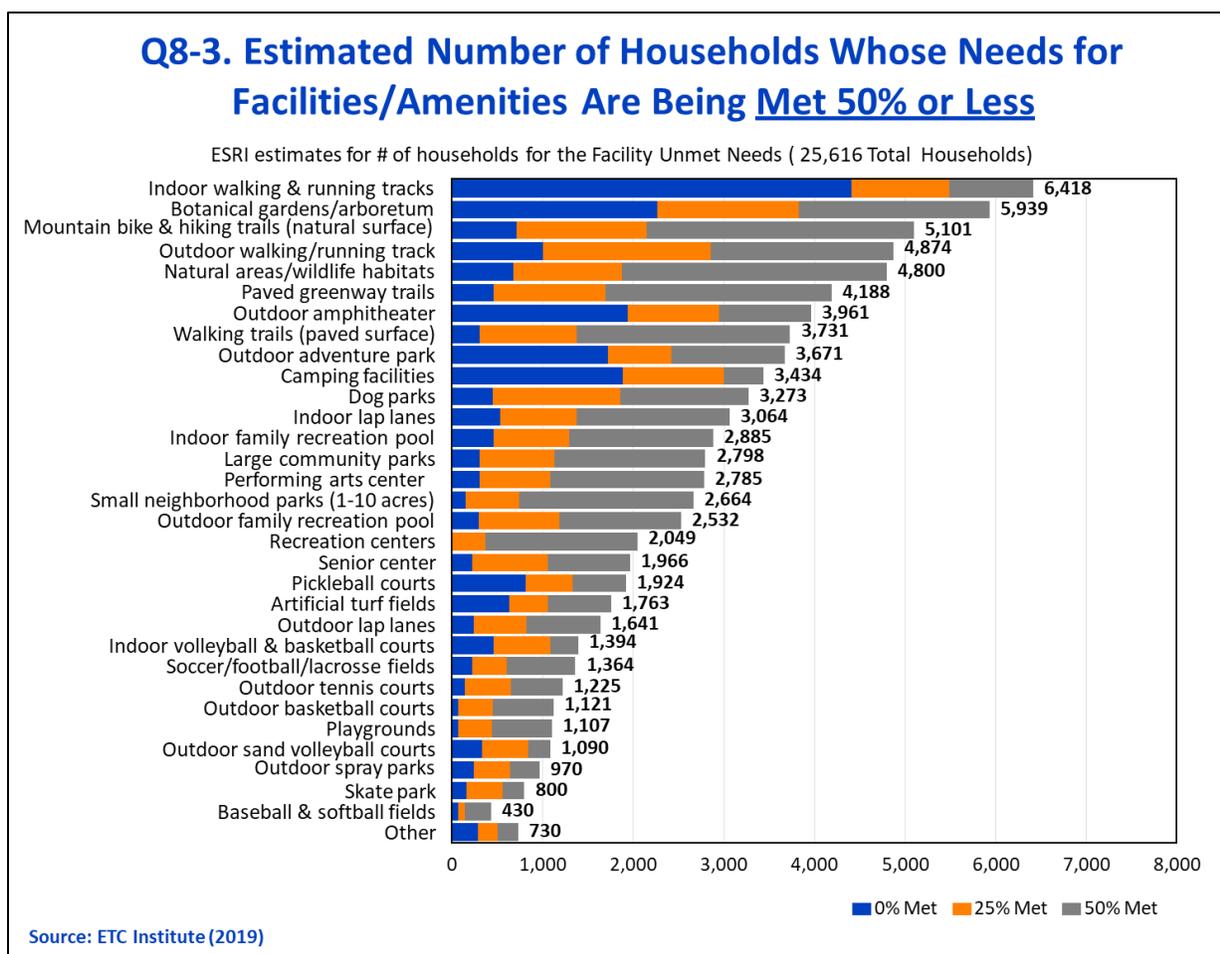


Figure 2 - Facilities/Amenities Needs

**Facility/Amenity Importance:** In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility/amenity. Based on the sum of respondents' top four choices, the five most important facilities/amenities to residents were:

- Walking trails (paved surface) - 33%
- Small neighborhood parks (1-10 acres) - 27%
- Natural areas/wildlife habitats - 20%
- Paved greenway trails - 19%
- Senior Center and Mountain bike & Hiking trails (natural surface) - 17%

The percentage of residents who selected each facility/amenity as one of their top four choices is shown in the chart below.

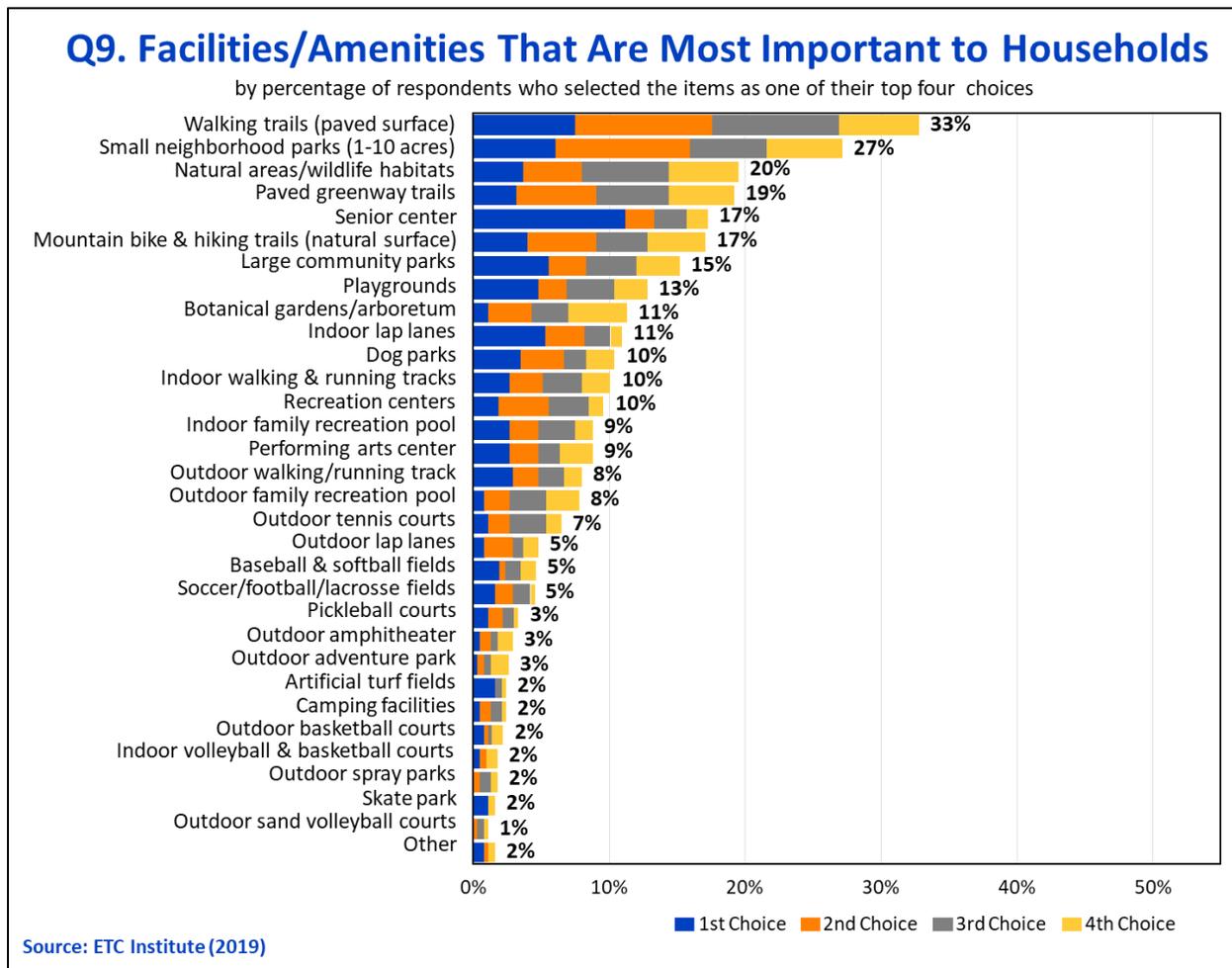


Figure 3 - Most Important Facilities/Amenities

RECREATION AND PARKS: STRATEGIC PLAN

**Priorities for Facility Investments:** The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that residents place on facilities/amenities and (2) how many residents have unmet needs for the facility.

Based on the Priority Investment Rating (PIR), the following eight facilities/amenities were rated as high priorities for investment:

- Walking trails (paved surface) (PIR=158)
- Natural areas/wildlife habitats (PIR=134)
- Mountain bike & hiking trails (natural surface) (PIR=132)
- Indoor walking & running tracks (PIR=131)
- Botanical gardens/arboretum (PIR=127)
- Small neighborhood parks (1-10 acres) (PIR=124)
- Paved greenway trails (PIR=124)
- Outdoor walking/running track (PIR=100)

The chart below shows the Priority Investment Rating for each of the 32 facilities/amenities that were assessed on the survey.

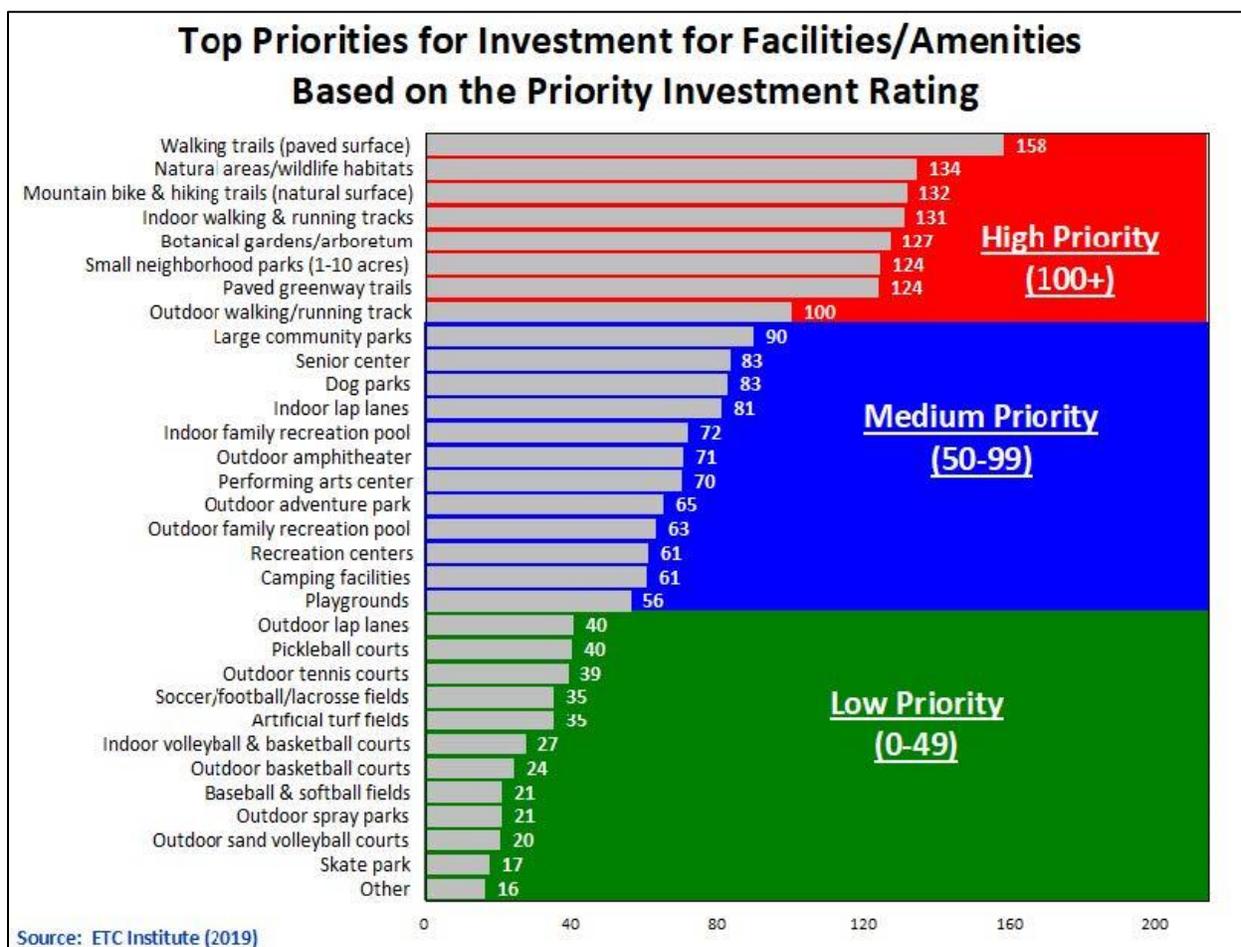


Figure 4 - Top Priorities for Facilities/Amenities

3.3.4 PROGRAM/ACTIVITY NEEDS AND PRIORITIES

**Programming Needs.** Respondents were also asked to identify if their household had a need for 29 programs/activities and rate how well their needs for each program/activity were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had “unmet” needs for each program.

The five programs with the highest number of households that had unmet needs were:

- Adult fitness & wellness programs/activities - 5,100
- Farmers market - 5,022
- Nature programs/activities - 4,329
- Adult trips - 3,655
- Outdoor adventure programs - 3,380

The estimated number of households that have unmet needs for each of the 29 programs/activities that were assessed is shown in the chart below.

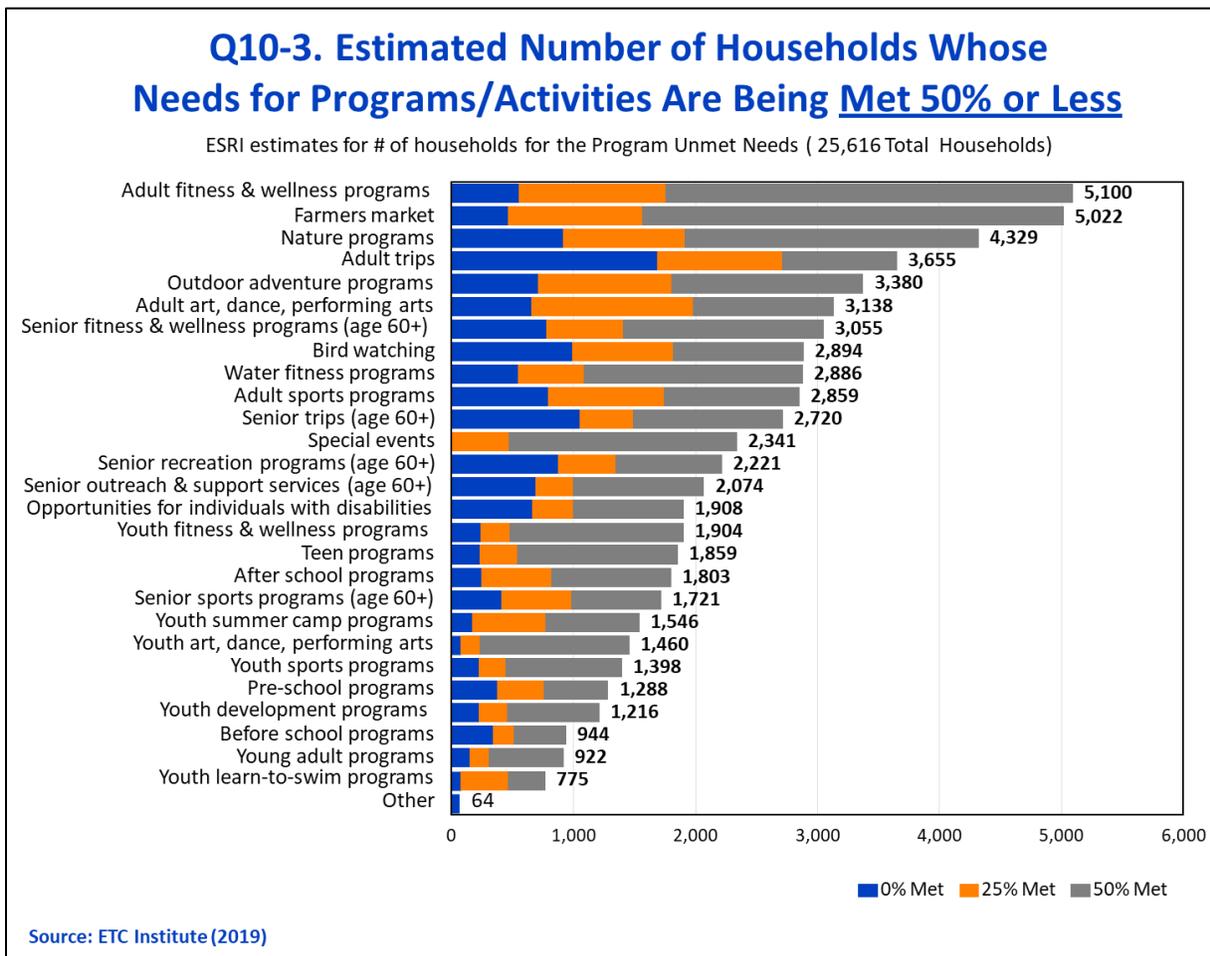


Figure 5 - Programs/Activities Needs

RECREATION AND PARKS: STRATEGIC PLAN

**Program/Activity Importance.** In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents place on each program/activity. Based on the sum of respondents’ top four choices, the most important program to residents is the Farmers Market (44%).

The percentage of residents who selected each program/activity as one of their top four choices is shown in the table below.

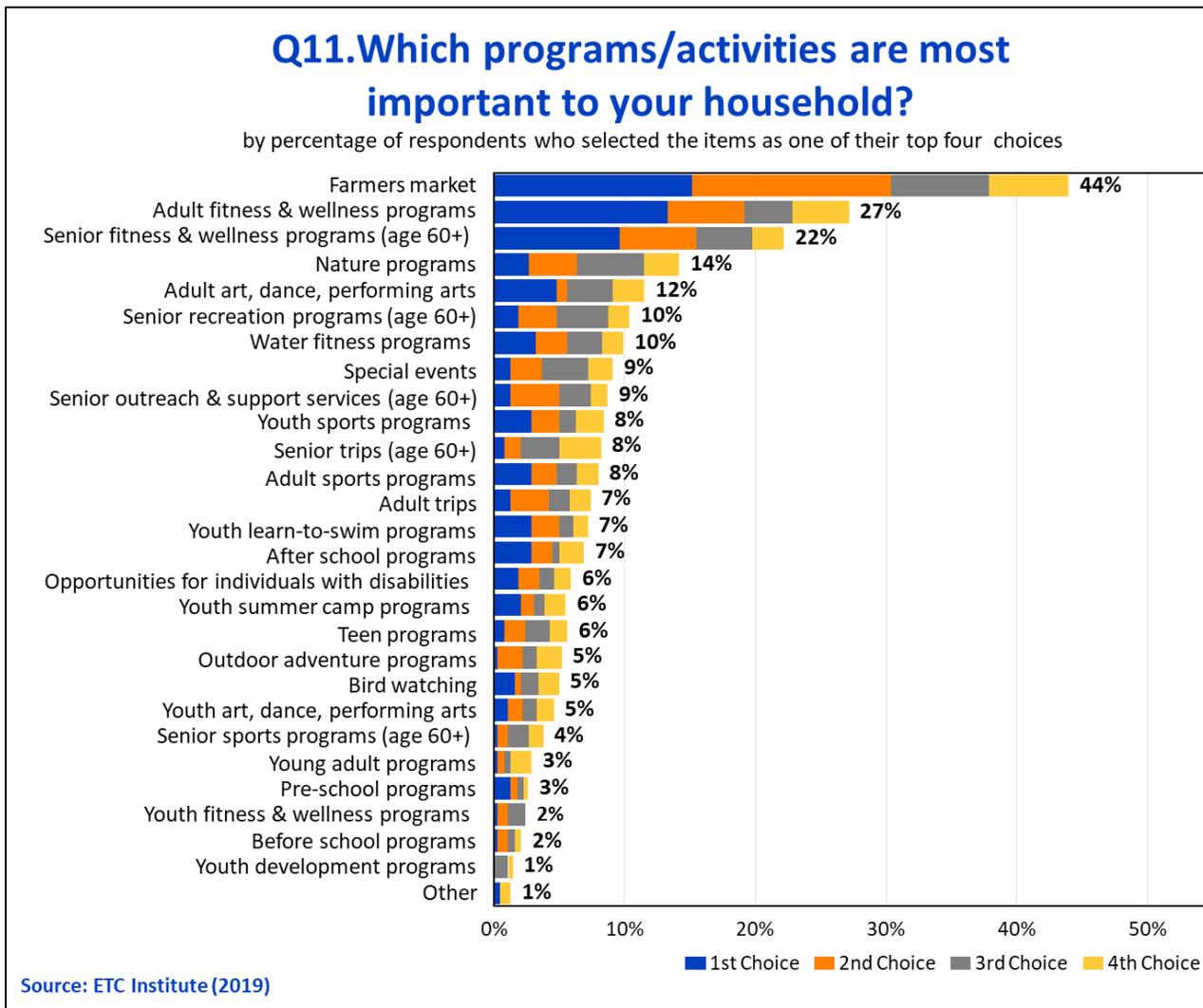


Figure 6 - Most Important Programs/Activities

**Priorities for Programming/Activities Investments.** Based on the priority investment rating (PIR), the following four programs/activities were rated as “high priorities” for investment:

- Farmers market (PIR=198)
- Adult fitness & wellness programs (PIR=162)
- Nature programs (PIR=117)
- Senior fitness & wellness programs (age 60+) (PIR=110)

The chart below shows the Priority Investment Rating (PIR) for each of the 28 programs/activities that were rated.

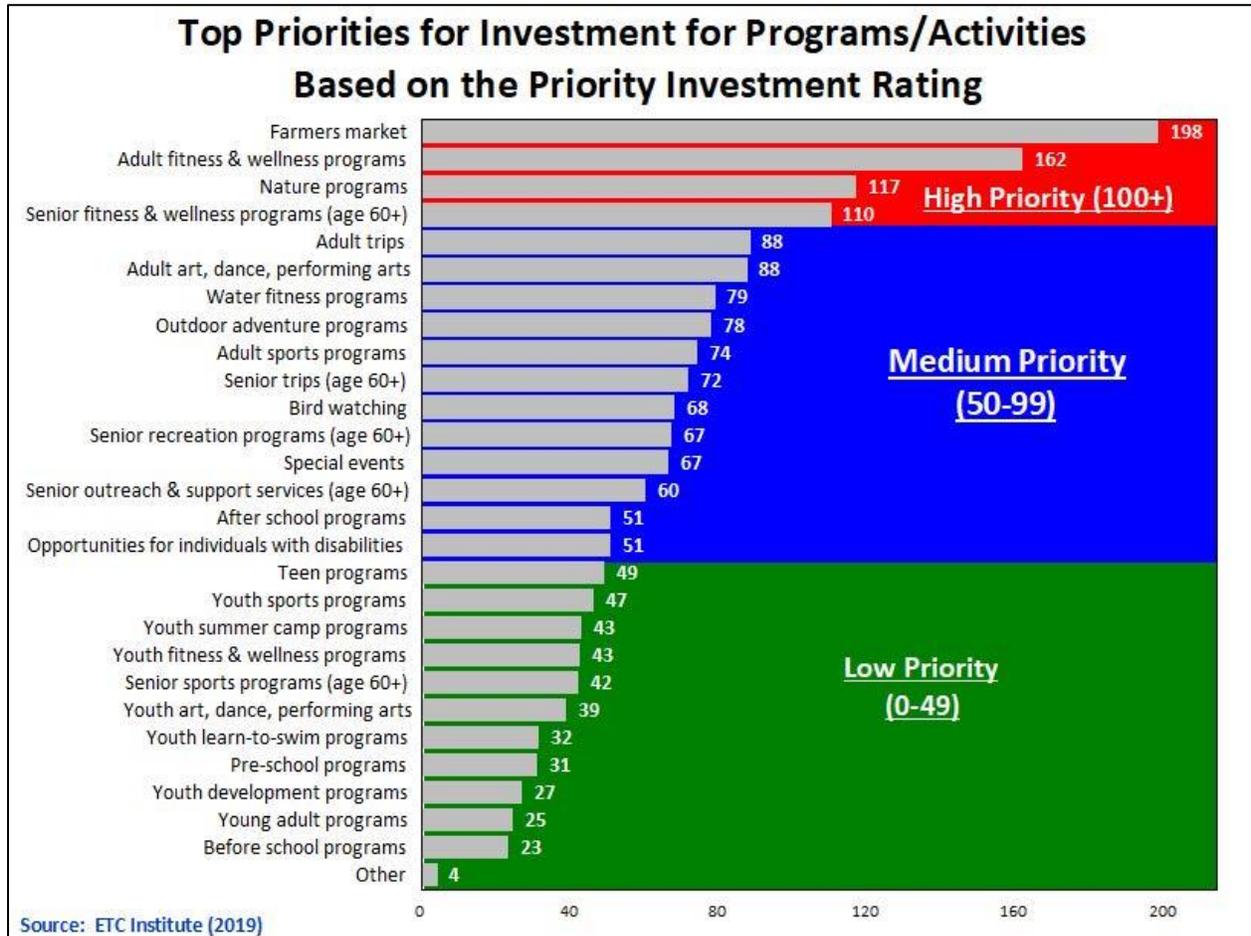


Figure 7 - Top Priorities for Programs/Activities

RECREATION AND PARKS: STRATEGIC PLAN

3.3.5 POTENTIAL IMPROVEMENTS TO THE PARK SYSTEM

Respondents were asked how supportive they would be of actions the City of Rockville could take to improve the parks and recreation system. Sixty-five percent (65%) of respondents indicated they would be “very supportive” or “somewhat supportive” of acquiring open space for passive activities. Sixty-three percent (63%) of respondents indicated they would be “very supportive” or “somewhat supportive” of both developing additional trails & connectivity of trails throughout the community and upgrading existing neighborhood & community parks.

The respondents were also asked to identify the major actions that the City of Rockville could take to improve the Recreation and Parks system and that they would be most willing to fund with their tax dollars. The top actions were: acquiring open space for passive activities (26.4%), developing additional trails & connectivity of trails throughout the community (26%) and additional access to restrooms (24%).

The chart below shows the percentage of residents who selected each action the City of Rockville could take to improve the parks and recreation system as one of their top four choices.

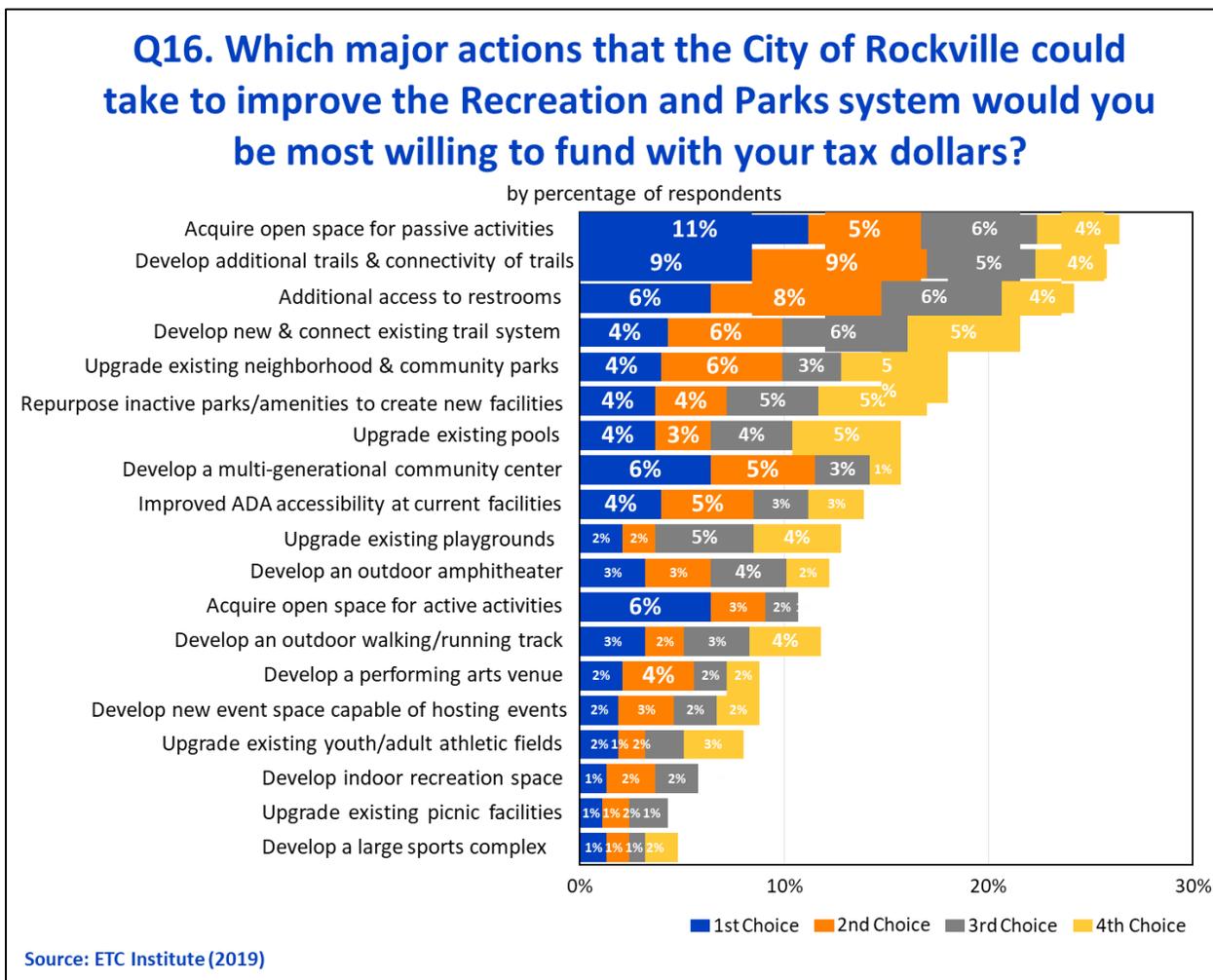


Figure 8 - Major Action

### 3.3.6 ADDITIONAL FINDINGS

- Eighty-nine percent (89%) of respondents indicated that they have visited a park or facility of the City of Rockville Department of Recreation and Parks during the past year.
- Ninety-five percent (95%) of respondents who have used a park or facility rated the quality as “excellent” or “good”.
- Seventy-three percent (73%) of respondents indicated that they have visited a neighborhood park (small).
- Thirty-seven percent (37%) of respondents indicated that they have participated in a program offered by the City of Rockville Department of Recreation and Parks.
- Ninety-two percent (92%) of respondents rated the quality of programs they participated in as “excellent” or “good”.
- Respondents indicated they used Life in Rockville (55%) and the City of Rockville website (54%) most to learn about City of Rockville Department of Recreation and Parks programs and activities.
- Twenty-nine percent (29%) of respondents indicated “not enough time” was the reason that prevents their household from using parks, recreation facilities, and programs of the City of Rockville Department of Recreation and Parks more often.
- Eighty-eight percent (88%) of respondents indicated they are either “very satisfied” or “satisfied” with the overall value received from the City of Rockville Department of Recreation and Parks.
- Ninety-six percent (96%) of respondents agreed the City of Rockville’s Recreation and Parks system makes Rockville a more desirable place to live.

### 3.3.7 CONCLUSION AND RECOMMENDATIONS

To ensure the Department continues to meet the needs and expectations of the community, the consulting team recommends that the Department sustain and/or improve the performance in areas that were identified as “high priorities” by the Priority Investment Rating (PIR). The facilities/amenities with the highest PIR ratings are listed below.

#### PARK AND FACILITY PRIORITIES

- Walking trails (paved surface) (PIR=158)
- Natural areas/wildlife habitats (PIR=134)
- Mountain bike & hiking trails (natural surface) (PIR=132)
- Indoor walking & running tracks (PIR=131)
- Botanical gardens/arboretum (PIR=127)
- Small neighborhood parks (1-10 acres) (PIR=124)
- Paved greenway trails (PIR=124)
- Outdoor walking/running track (PIR=100)

#### PROGRAM PRIORITIES

- Farmers market (PIR=198)
- Adult fitness & wellness programs/activities (PIR=162)
- Nature programs/activities (PIR=117)
- Senior fitness & wellness programs/activities (age 60+) (PIR=110)

## RECREATION AND PARKS: STRATEGIC PLAN

### CHAPTER FOUR – PARKS, TRAILS, FACILITIES AND PROGRAM ANALYSIS

#### 4.1 PARK ASSESSMENTS

Park properties and facilities are the physical backbone of the parks and recreation system which support and facilitate all programming, user experiences, and access to recreational opportunities. It is paramount that these properties and facilities be well maintained, meet or exceed current standards, and accommodate the highest and best use. The upkeep, repair and improvements to existing facilities should be a top priority for any parks and recreation department. Periodic assessment of their physical condition is critical to the department's ability to budget and implement priority repairs and improvements in an organized and timely manner.

Land Planning & Design Associates (LPDA) conducted park assessments on 16 individual parks located throughout the City of Rockville. The sampled parks, provided by Department staff, range from small suburban Neighborhood parks, to City Wide parks, to larger Destination parks. The intent is to provide a general assessment of the parks system and highlight needed and recommended corrective actions to enhance the quality of programming, user experiences and the public health, welfare, and safety.

These assessments were conducted in March 2019.

The following park properties were assessed:

1. Beall-Dawson Historic (House) Park - Historic Building Grounds
2. Bullards Park - Neighborhood Park
3. Calvin Park - Neighborhood Park
4. Courthouse Square Park - Courthouse Grounds
5. Dogwood Park - City Wide Park
6. Hillcrest Park - Neighborhood Park
7. Mattie J. T. Stepanek Park - City Wide Park
8. Montrose Park - Neighborhood Park
9. Monument Park - Neighborhood Park
10. Potomac Woods Park - City Wide Park
11. Rockcrest Park - Neighborhood Park
12. Rockville Civic Center Park - City Wide Park
13. Rockville Civic Center Park: John G. Hayes Forest Preserve Trail - City Wide Park / Nature Preservation Trail
14. Silver Rock Park - Neighborhood Park
15. Trails at Fallsgrove Stream Valley Park - Regional Trail Park
16. Trails at Rockcrest Park - City Wide Park
17. Trails at Wootton's Mill Park - Regional Trail Park
18. Veterans Park - Memorial Park
19. Woottons Mill Park - City Wide Park



Well Maintained Landscape at Courthouse Square Park

#### 4.1.1 PARK HIGHLIGHTS

- Good physical condition of equipment, particularly playgrounds and hard courts.
- Most facilities are new with no problems, some old but still being used.
- Park facilities are highly occupied and enjoyed by residents.
- High-usage rate amenities, such as playgrounds and hard courts, are mostly ADA accessible.
- Parks are maintained with minimal trash or evidence of vandalism.
- Parks are safe for visitors with minimal hazards.
- Landscaping in the parks is generally pleasing and well maintained.
- All City-Wide parks offer onsite parking, some offer ample parking for large events.



Popular Playground at Dogwood Park in Good Condition



Local Youth Team using Baseball Field at Potomac Woods Park

## RECREATION AND PARKS: STRATEGIC PLAN

## 4.1.2 CORRECTIVE ACTIONS NEEDED

- Sidewalks and trails are generally in good condition. However, certain sections of uneven or broken sidewalk/trails require repair or replacement to minimize safety risks.
- There are multiple drainage/erosion problem locations in several parks, which can be broken down into two categories:
  - Hard Surfaces: Drainage onto playground surfaces, hard courts, or sidewalks/trails is leading to compromised surfaces, reduced life of surfaces, and safety hazards.
  - Soft Surfaces: Insufficient drainage systems around hard surfaces, in low points, or water conveyance ways is often creating areas of substantial erosion or saturated soil.



Uneven Sidewalks

These conditions create safety hazards, reduce life expectancy of hard surfaces, lead to damaged turf areas, and often make large portions of park space uninhabitable.

- Fences are typically in good condition with minor repairs needed to post joints. However, gate and latch systems were often damaged, and should be inspected and repaired where necessary.
- While many parks provide ADA accessibility, some parks offer limited or no access to high use amenities such as playgrounds or hard courts.
- Remove invasive species, particularly those most aggressive, including bamboo.



Drainage over pathway; saturated turf

#### 4.1.3 CORRECTIVE ACTIONS RECOMMENDED

- Park turf in areas of saturated soil, high foot traffic, and shade is often patchy. Where possible, (1) repairs to drainage, (2) pathway construction, and (3) soil amendment, aeration and over-seeding with an appropriate turf mix, will likely help to improve turf conditions.
- Baseball fields, while generally playable, were often unkempt with large stones/pebbles on infield soils, and lack of definition between the infield and outfield edge of turf. High-use fields, such as those in use by leagues, could benefit from added maintenance.
- Old and unsightly site furnishings could be updated, particularly old benches with warped/decaying wooden seating surfaces.
- Strengthen entrance signs to make parks more visible. Methods to maximize sign visibility include ensuring signs are not obstructed, routine maintenance (such as painting), and colorful plantings around the base. Some methods have already been implemented.
- Strengthen highway/roadway site identification to provide wayfinding for residents.

#### 4.1.4 PARKS ASSESSMENT SCORES

Assessment forms were customized to gather specific information. A sampling of park and trail assessments were performed by LPDA staff, with over 30 years combined experience with conditions assessments and facility planning. Forms inventoried park, trail, and facility features, such as infrastructure, parking and amenities, and then evaluated their condition using a numeric scoring system. The scores for all categories were added together, to yield the total score for the condition. The locations which have the greatest number of amenities in poor condition yielded the highest scores.

Park conditions were assessed on a scale of zero (0) to four (4) in a range of categories. A score of 0 indicates no concerns, and a score of 4 indicates immediate major problems. The categories were:

1. Access conditions
2. ADA accessibility
3. Neighborhood linkages
4. Parking availability
5. Parking area conditions
6. Hazards to visitors
7. Crime preventions (CPTED)
8. Sidewalks/paths/trails
9. Ball fields
10. Hard courts (tennis, basketball, etc.)
11. Equipment (playground, backstops, hoops, etc.)
12. Turf
13. Landscaping (ornamental and natural)
14. Storm water drainage systems

The maximum total score possible for a park to receive is fifty-six (56), which would indicate that there are immediate major problems in every category evaluated.

Trail conditions were assessed on a scale of zero (0) to four (4) in a range of categories. A score of 0 indicates no concerns, and a score of 4 indicates immediate major problems. The categories were:

## RECREATION AND PARKS: STRATEGIC PLAN

1. Access conditions
2. ADA accessibility
3. Neighborhood linkages/connections
4. parking availability
5. parking facilities
6. Hazards to visitors
7. Crime prevention (CPTED)
8. trail tread condition
9. Bridges
10. Signage
11. Storm water drainage

The maximum total score possible for a trail to receive is forty-four (44) which would indicate that there are immediate major problems in every category evaluated. Trail evaluations are divided into two categories: trails within parks, and greenways (linear parks). The scoring is the same for both categories, but the trails within parks will be combined with the overall score of the Park.

Trail scores that are combined with Park scores are counted at one-half value. For example, if a park receives a score of 21 and the trails within the park receive a score of 10, we would take  $21 + 21 + 10$  (52) and divide by 3, for a score of ~17. For trails with multiple trail segments and score sheets, the average of all the trail segments was used.

A detailed analysis of each park can be found in **Appendix E**.

The chart below is a summary of the conditions of the facilities evaluated. Facilities highlighted in green demonstrated that no immediate needs for maintenance or repair are required. Yellow highlighted facilities should be considered for evaluation to mitigate the highlighted issues. Red highlighted facilities should be evaluated immediately for repair.

City of Rockville Parks and Trails Assessment				
Park Name	Type	Park Acreage	Trail Mileage	Overall Score
Trails at Rockcrest Park	Community Park Trail	-	0.32	2
Mattie Stepanek Park	Community Park	26.29		2
Courthouse Square Park	Courthouse Grounds	1.5		3
Rockcrest Park	Neighborhood Park	7.4		5
Beall-Dawson Historic (House) Park	Historic Building Grounds	2.9		5
Rockville Civic Center Park	Community Park	153		6
Dogwood Park	Community Park	44.22		6
Veteran's Park	Memorial Park	0.26		9
Rockville Civic Center Park - John G. Hayes Forest Preserve Trail	Community Park / Nature Preservation Trail	-	2.13	9
Bullards Park	Neighborhood Park	4.67		10
Wootton's Mill Park	Community Park	106.5		10
Trails at Wootton's Mill Park	Regional Trail Park	-	1.19	10
Montrose Park	Neighborhood Park	5.7		11
Trails at Falls Grove Stream Valley Park	Regional Trail Park	50.2	0.96	11
Potomac Woods Park	Community Park	42		13
Monument Park	Neighborhood Park	8.1		15
Calvin Park	Neighborhood Park	5.9		17
Hillcrest Park	Neighborhood Park	4.4		18
Silver Rock Park	Neighborhood Park	2.5		23

Figure 9 - Park and Trail Assessment

## 4.2 LEVEL OF SERVICE

Level of Service (LOS) standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities, and amenities. LOS standards can and will change over time as the program lifecycles change and demographics of a community change.

The previous park classifications used by the Department included Neighborhood Parks, City Wide Parks, Regional Parks, Open Space Parks and Athletic Parks.

Based on discussions with Department staff, in order to better reflect their use and to simplify park classifications, updated parks classifications were developed. The key updates were:

- Regional Parks reclassified as Destination Parks
- Athletic Parks combined within existing park classifications of City Wide or Destination Parks
- Open Space Parks updated to Undeveloped (Open Spaces)

The consulting team evaluated park facility standards using a combination of resources. These resources included Department provided inventory, market trends, demographic data, recreation activity participation rates, community and stakeholder input, NRPA data, the community online survey, statistically valid survey and general observations. This information allowed standards to be customized to Rockville's population.

It is important to note that these LOS standards should be viewed as a guide. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these standards to the population of Rockville, gaps or surpluses in park and facility types are revealed.

The standards that follow are based upon population figures for 2019 and 2024, the latest estimates available at the time of analysis.

RECREATION AND PARKS STRATEGIC PLAN

Rockville Recreation and Parks Level of Service Standards

PARKS:										2019 Facility Standards			Anticipated Future Park Development 2019 - 2024		2024 Facility Standards		
Park Type	2019 Inventory - Developed Facilities									Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Inventory	Total 2019-2024	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
	Rockville Inventory	School Inventory	Total Inventory	Current Service Level based upon population			Recommended Service Levels; Revised for Local Service Area										
Neighborhood Parks	149.48		149.48	2.25	acres per	1,000	2.75	acres per	1,000	Need Exists	33	Acre(s)	Shady Grove Development	5.00	Need Exists	34	Acre(s)
City Wide Parks	257.75		257.75	3.88	acres per	1,000	3.75	acres per	1,000	Meets Standard	-	Acre(s)		-	Meets Standard	-	Acre(s)
Destination Parks	283.00		283.00	4.26	acres per	1,000	4.50	acres per	1,000	Need Exists	16	Acre(s)		-	Need Exists	25	Acre(s)
<b>Total Developed Park Acres</b>	<b>690.23</b>	<b>-</b>	<b>690.23</b>	<b>10.39</b>	<b>acres per</b>	<b>1,000</b>	<b>11.00</b>	<b>acres per</b>	<b>1,000</b>	<b>Need Exists</b>	<b>40</b>	<b>Acre(s)</b>	<b>Total Developed Park Acres</b>	<b>5.00</b>	<b>Need Exists</b>	<b>57</b>	<b>Acre(s)</b>
Undeveloped (Open Spaces)	368.00		368.00	5.54	acres per	1,000	5.50	acres per	1,000	Meets Standard	-	Acre(s)	Tower Oaks Development-Preserve Pkwy	14.00	Meets Standard	-	Acre(s)
<b>Total Park Acres</b>	<b>1,058.23</b>	<b>-</b>	<b>1,058.23</b>	<b>15.94</b>	<b>acres per</b>	<b>1,000</b>	<b>16.50</b>	<b>acres per</b>	<b>1,000</b>	<b>Need Exists</b>	<b>37</b>	<b>Acre(s)</b>	<b>Total Park Acres</b>	<b>19.00</b>	<b>Need Exists</b>	<b>51</b>	<b>Acre(s)</b>
<b>TRAILS:</b>																	
Multi-use Trails	35.00		35.00	0.53	miles per	1,000	0.60	miles per	1,000	Need Exists	4.84	Mile(s)		-	Need Exists	6.03	Mile(s)
Natural Trails	4.00		4.00	0.06	miles per	1,000	0.10	miles per	1,000	Need Exists	2.64	Mile(s)		-	Need Exists	2.84	Mile(s)
<b>Total Trail Miles</b>	<b>39.00</b>		<b>39.00</b>	<b>0.59</b>	<b>miles per</b>	<b>1,000</b>	<b>0.70</b>	<b>miles per</b>	<b>1,000</b>	<b>Need Exists</b>	<b>7.48</b>	<b>Mile(s)</b>		<b>-</b>	<b>Need Exists</b>	<b>8.86</b>	<b>Mile(s)</b>
<b>OUTDOOR AMENITIES:</b>																	
Park Shelters	18.00	-	18.00	1.00	site per	3,689	1.00	site per	3,000	Need Exists	4	Sites(s)		-	Need Exists	5	Sites(s)
Playgrounds	53.00	6.27	59.27	1.00	site per	1,120	1.00	site per	2,500	Meets Standard	-	Sites(s)		-	Meets Standard	-	Sites(s)
60' Ball Fields	11.00	0.99	11.99	1.00	field per	5,538	1.00	field per	6,000	Meets Standard	-	Field(s)		-	Meets Standard	-	Field(s)
70' Ball Fields	11.00	1.32	12.32	1.00	field per	5,390	1.00	field per	6,000	Meets Standard	-	Field(s)		-	Meets Standard	-	Field(s)
90' Ball Fields	2.00	0.99	2.99	1.00	field per	22,208	1.00	field per	13,000	Need Exists	2	Field(s)		-	Need Exists	2	Field(s)
Rectangular Multi-Purpose Fields	2.00	4.62	6.62	1.00	field per	10,031	1.00	field per	6,000	Need Exists	4	Field(s)		-	Need Exists	5	Field(s)
Outdoor Volleyball Courts	5.00	-	5.00	1.00	court per	13,280	1.00	court per	7,000	Need Exists	4	Court(s)		-	Need Exists	5	Court(s)
Tennis	43.00	11.88	54.88	1.00	court per	1,210	1.00	court per	2,500	Meets Standard	-	Court(s)		-	Meets Standard	-	Court(s)
Pickleball (dedicated)	4.00	-	4.00	1.00	court per	16,601	1.00	court per	6,000	Need Exists	7	Court(s)		-	Need Exists	7	Court(s)
Tennis Pickleball (shared)	12.00	-	12.00	1.00	court per	5,534	1.00	court per	8,000	Meets Standard	-	Court(s)		-	Meets Standard	-	Court(s)
Outdoor Basketball	48.00	8.75	56.75	1.00	court per	1,170	1.00	court per	2,500	Meets Standard	-	Court(s)		-	Meets Standard	-	Court(s)
Outdoor Pool	2.00	-	2.00	1.00	site per	33,201	1.00	site per	40,000	Meets Standard	-	Site(s)		-	Meets Standard	-	Site(s)
Dog Parks	1.00	-	1.00	1.00	site per	66,402	1.00	site per	40,000	Need Exists	1	Site(s)		-	Need Exists	1	Site(s)
Skate Park	1.00	-	1.00	1.00	site per	66,402	1.00	site per	60,000	Meets Standard	-	Site(s)		-	Meets Standard	-	Site(s)
<b>INDOOR AMENITIES:</b>																	
Recreation/Aquatics (Square Feet)	79,142.00	-	79,142.00	1.19	SF per	person	2.00	SF per	person	Need Exists	53,662	Square Feet		-	Need Exists	57,612	Square Feet
Special Use/Cultural Facilities (Square Feet)	129,735.40	-	129,735.40	1.95	SF per	person	2.00	SF per	person	Need Exists	3,069	Square Feet		-	Need Exists	7,019	Square Feet
<b>2019 Estimated Population</b>	<b>66,402</b>																
<b>2024 Estimated Population</b>	<b>68,377</b>																

Notes:

Multi-purpose rectangular fields include soccer, football, lacrosse, and rugby fields.

School inventory has been reduced to a third of the total amount due to the lack of accessibility to the general public.

Figure 10 - Level of Service Standards

### 4.3 EQUITY MAPPING

Service area maps and standards assist management staff and key leadership in assessing where services are offered, how equitable the service distribution and delivery is across Rockville’s service area and how effective the service is as it compares to the demographic densities. In addition, looking at guidelines with reference to population enables the Department to assess gaps or overlaps in its services, where amenities/facilities are needed, or where an area is over saturated.

Based on this, the Department leadership can make appropriate capital improvement decisions to meet system-wide needs while assessing the ramifications of the decision on a specific area.

The following list shows the service area maps that were developed for each of the major assets:

- Parkland
  - Neighborhood Parks
  - City Wide Parks
  - Destination Parks
  - Undeveloped (Open Space)
- Trails
  - Multi-Use Trails
  - Natural Trails
- Outdoor Amenities
  - Park Shelters
  - Playgrounds
  - 60’ Ball Fields
  - 70’ Ball Fields
  - 90’ Ball Fields
  - Rectangular Multi-Purpose Fields
  - Volleyball Courts
  - Tennis
  - Pickleball (dedicated)
  - Tennis/Pickleball (shared)
  - Outdoor Basketball
  - Outdoor Pool
  - Dog Parks
  - Skate Parks
- Indoor Facilities
  - Recreation/Aquatic Centers (Sq. Ft.)
  - Special Use/Cultural Facilities (Sq. Ft.)

The source for the population used for standard development is the estimated 2019 population and as reported by Environmental Systems Research Institute, Inc. (ESRI). The shaded areas in the Equity Maps indicate the service level (i.e., the population being served by that park type/amenity) as outlined in the previous section. The circle size varies depending on the quantity of a given amenity (or acre type) located at one site and the surrounding population density. The lesser the density, the larger the circle needs to be to capture the population established by the standard and conversely the higher the density, the smaller the circle size.

The shaded colors in the circle vary based on the “owner” of that particular amenity or acre type. There is a legend in the bottom left-hand corner of each map depicting the various owners included in the equity mapping process.

## RECREATION AND PARKS STRATEGIC PLAN

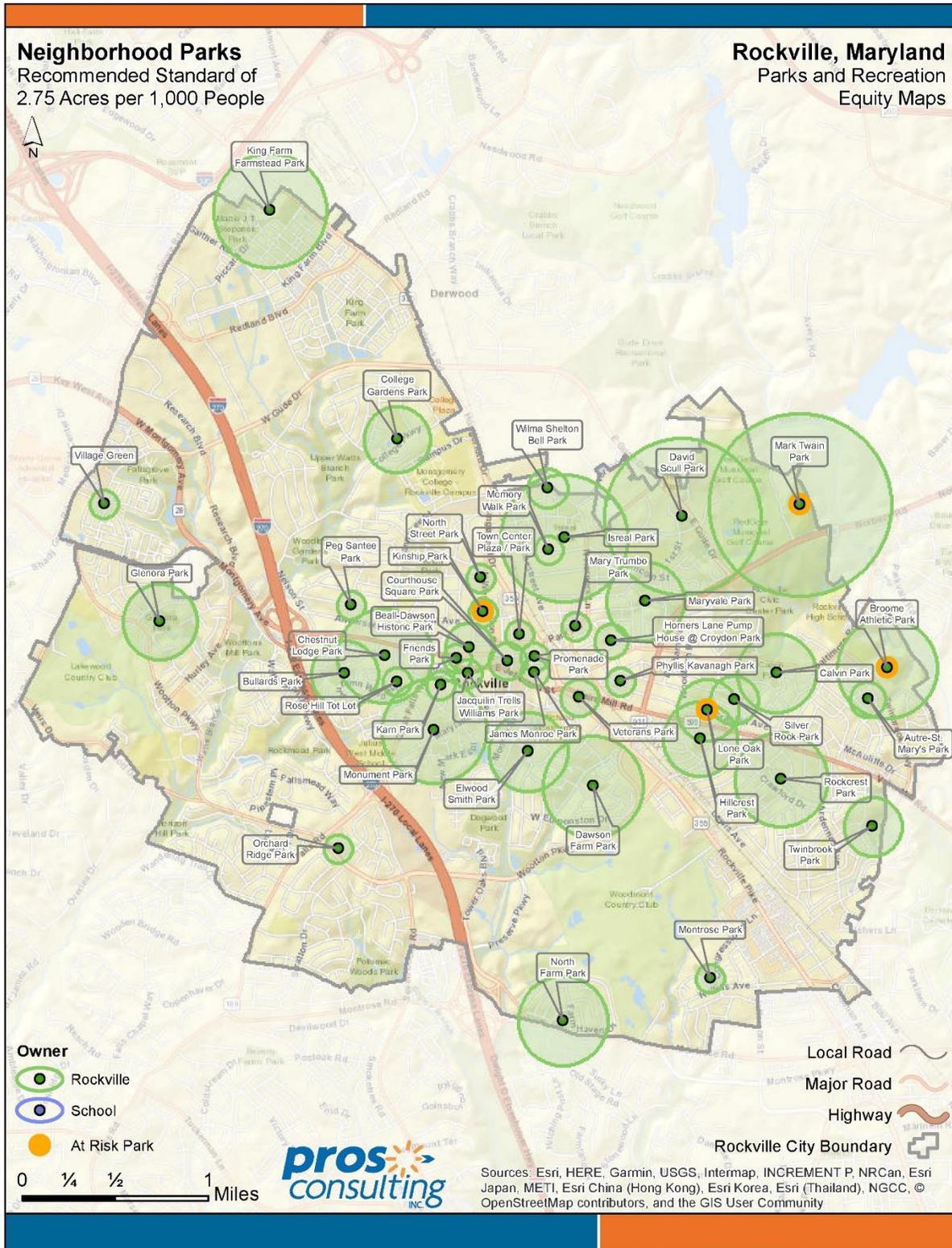
In addition, there are properties that are “at risk” due to the lack of City ownership or an agreement that could include transitioning the property to a different use, such as new schools. These “at risk” properties are identified in the maps with a yellow core. These “at risk” properties have the potential to negatively impact the available park acreage and amenity level of service significantly if they are lost. Given below is the potential impact to the entire level of service:

- **Park Acreage:** Loss of up to 89.75 acres which will be much more costly to replace if undeveloped land is not available. This would decrease the level of service from 15.94 acres per 1,000 population to 14.58 acres per 1,000 population. This translates to almost a 10% reduction in park acreage level of service and after factoring in the growing population and the City being land-locked, it could significantly decrease the availability of park space and reduce the percentage of the community living within a 10-minute walk to the park, a standard adopted by the City.
- **Multi-use trails:** Loss of multi-use trails in Mattie J.T. Stepanek Park, King Farm Park and Falls Grove Park
- **Natural Trails:** Loss of natural trails in Falls Grove Park
- **Park Shelter:** Loss of park shelter in King Farm Park, Falls Grove Park and Mark Twain Park
- **Playgrounds:** Loss of playgrounds in Mattie J.T. Stepanek Park, Kinship Park, Broome Athletic Park, Lone Oak Park, King Farm Park, Mark Twain Park and Falls Grove Park
- **Ball Fields:** Loss of 60’ and 70’ ball fields in Mark Twain Park, Broome Athletic Park, King Farm Park and Lone Oak Park
- **Rectangular Multi-purpose Fields:** Loss of rectangular multi-purpose fields in Mattie J.T. Stepanek Park
- **Tennis Courts:** Loss of tennis courts in Mattie J.T. Stepanek Park, Falls Grove Park, King Farm Park, Mark Twain Park and Broome Athletic Park
- **Pickleball Courts:** Loss of dedicated pickleball courts in Mattie J.T. Stepanek Park
- **Outdoor Basketball Courts:** Loss of outdoor basketball courts in Mattie J.T. Stepanek Park, Lone Oak Park, King Farm Park, Mark Twain Park and Broome Athletic Park
- **Dog Park:** Loss of dog park in Mattie J.T. Stepanek Park

All of these amenities come at a significant cost to rebuild, assuming there is even available space in those areas to do so. The increasing cost of land in Rockville can also drive up these costs to replace. To minimize the impact of losing these “at risk” parks the department should begin discussions between the City and Montgomery County Public Schools and Montgomery County to determine a solution moving forward.

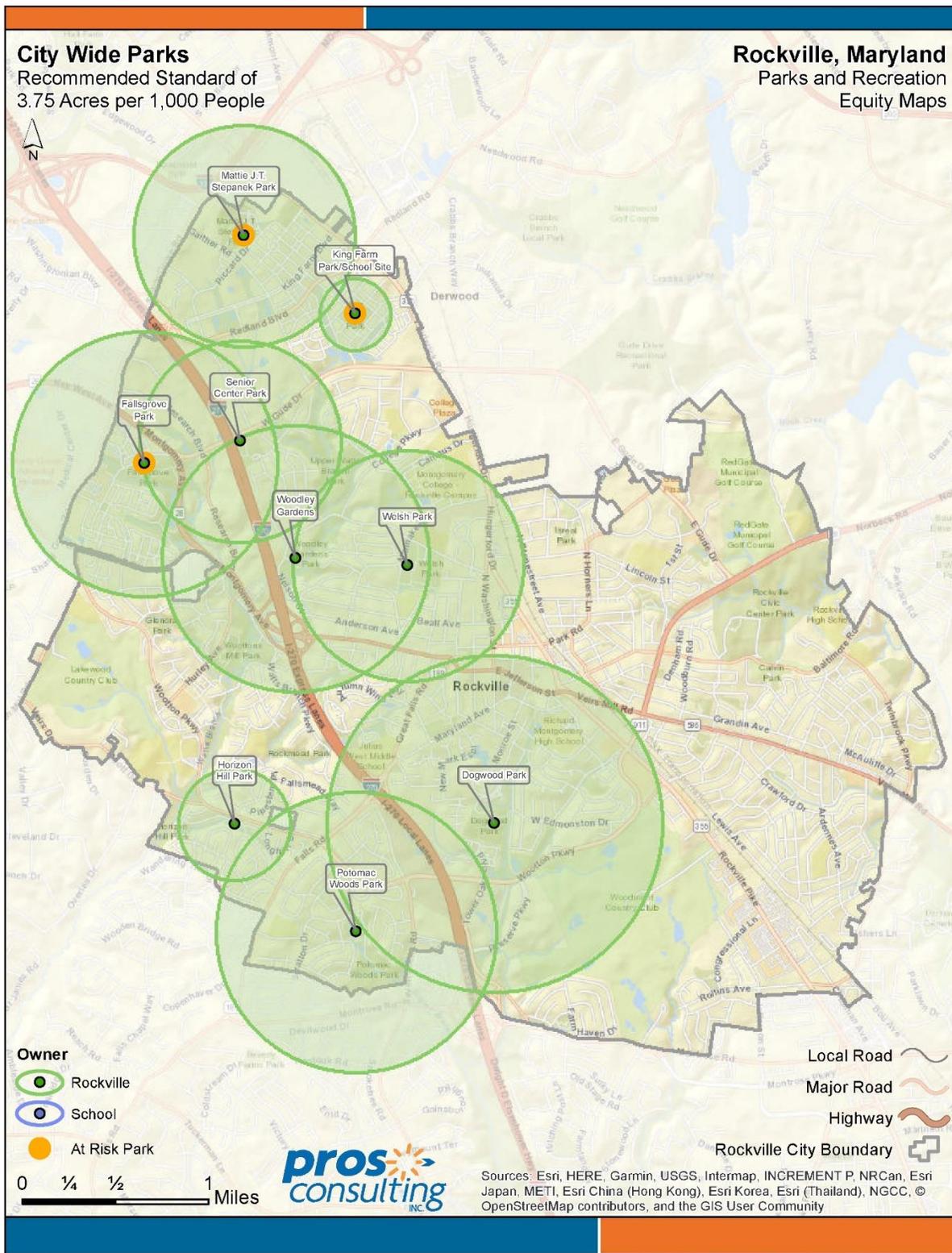
At a minimum, the discussions should identify properties where leases cannot be renewed and sites the schools may need to manage the increased student population and the need for additional schools. Both parties to each of the leased and cooperative agreements should focus on balancing the needs of each organization. Once identified and determined, the Department should devise a strategy to replace lost amenities and land.

4.3.1 NEIGHBORHOOD PARKS

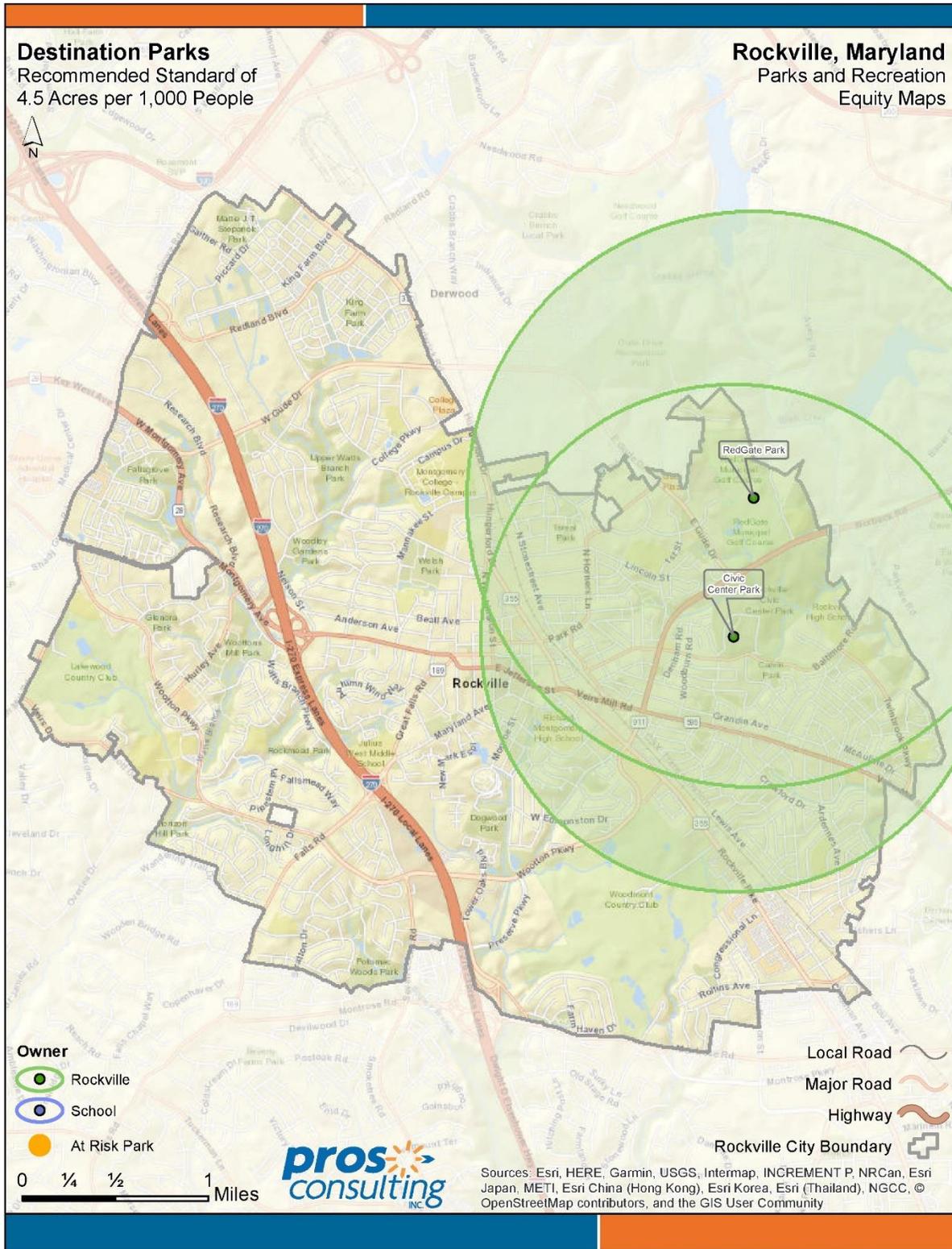


RECREATION AND PARKS STRATEGIC PLAN

4.3.2 CITY WIDE PARKS

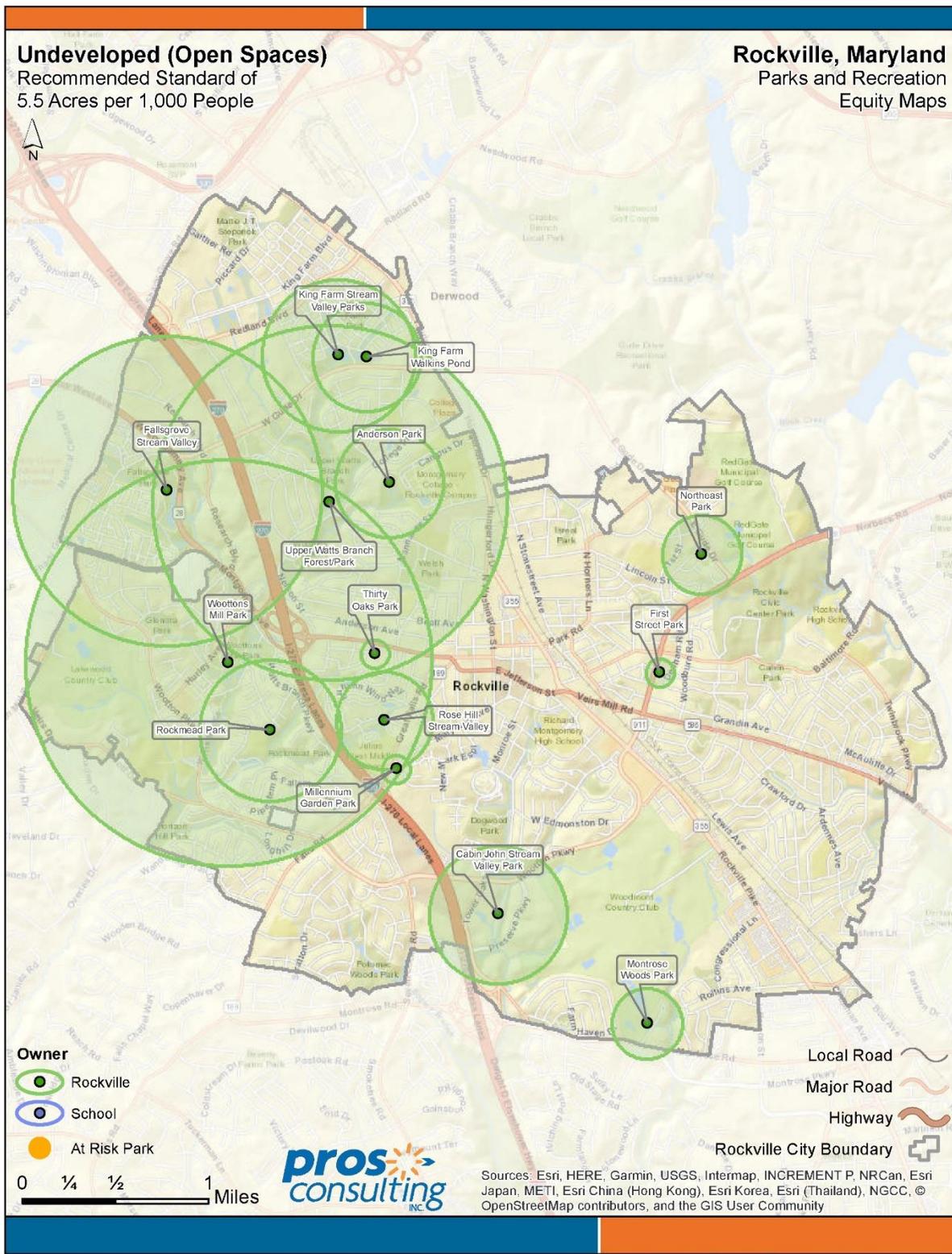


4.3.3 DESTINATION PARKS

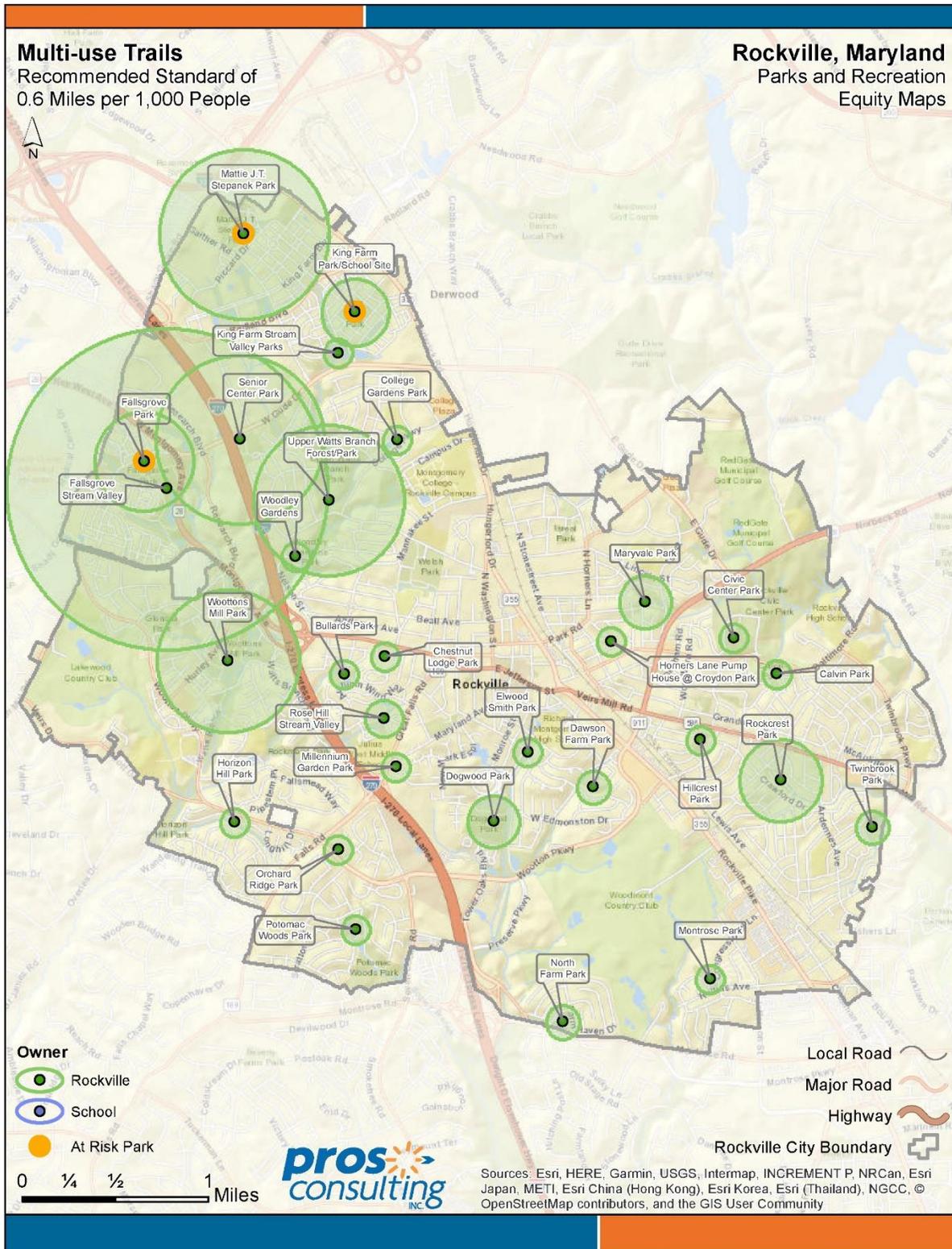


RECREATION AND PARKS STRATEGIC PLAN

4.3.4 UNDEVELOPED (OPEN SPACE)

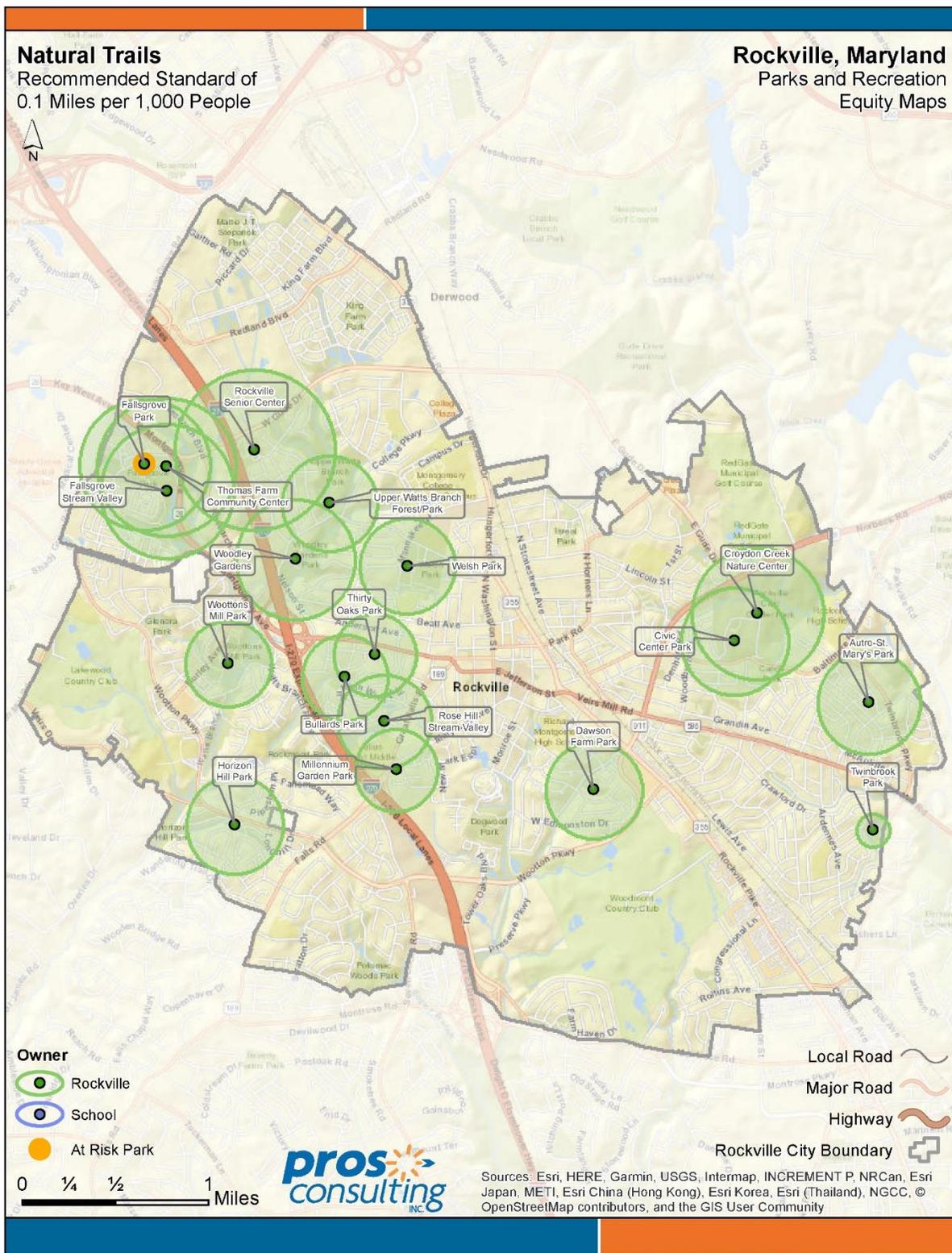


4.3.5 MULTI-USE TRAILS



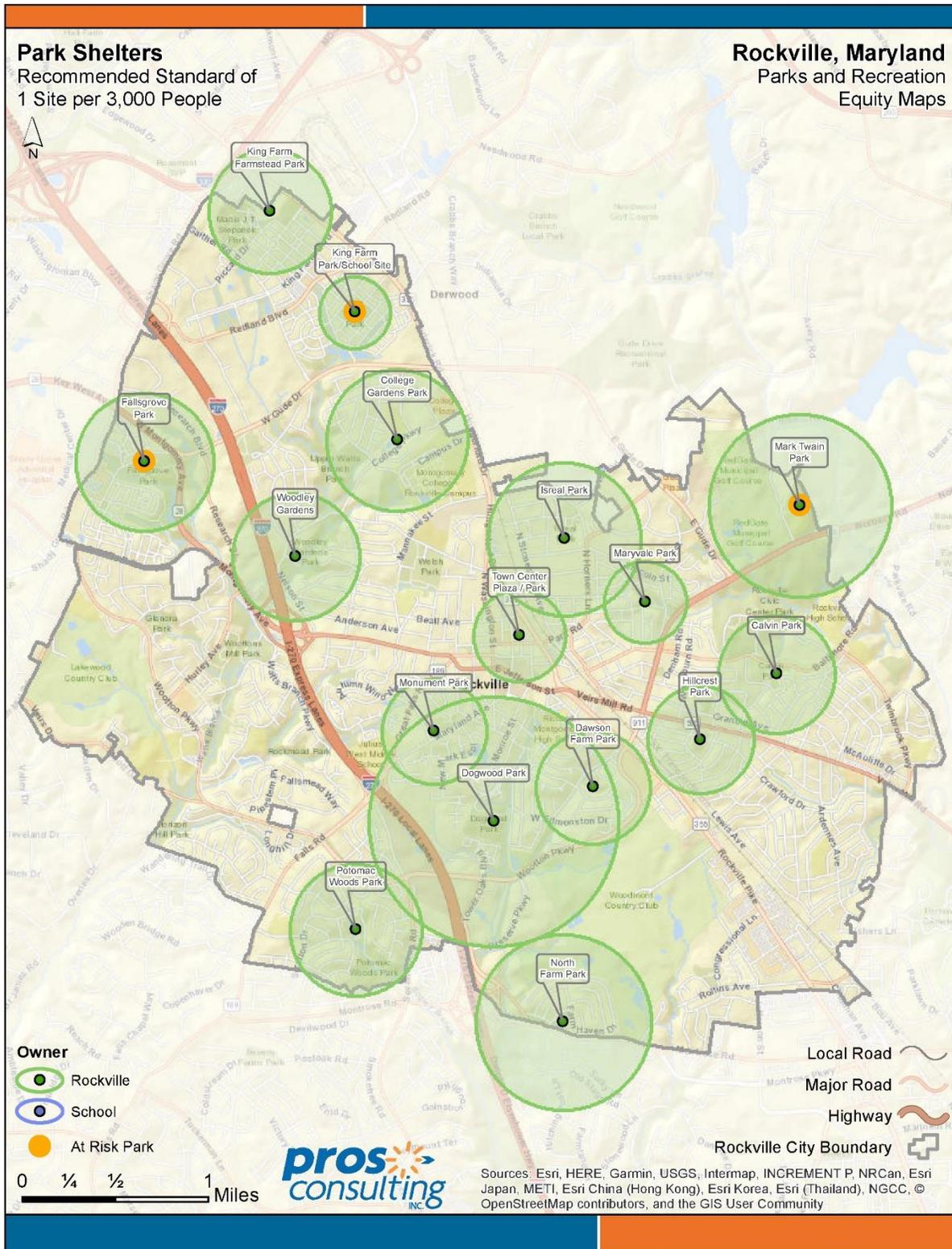
RECREATION AND PARKS STRATEGIC PLAN

4.3.6 NATURAL TRAILS



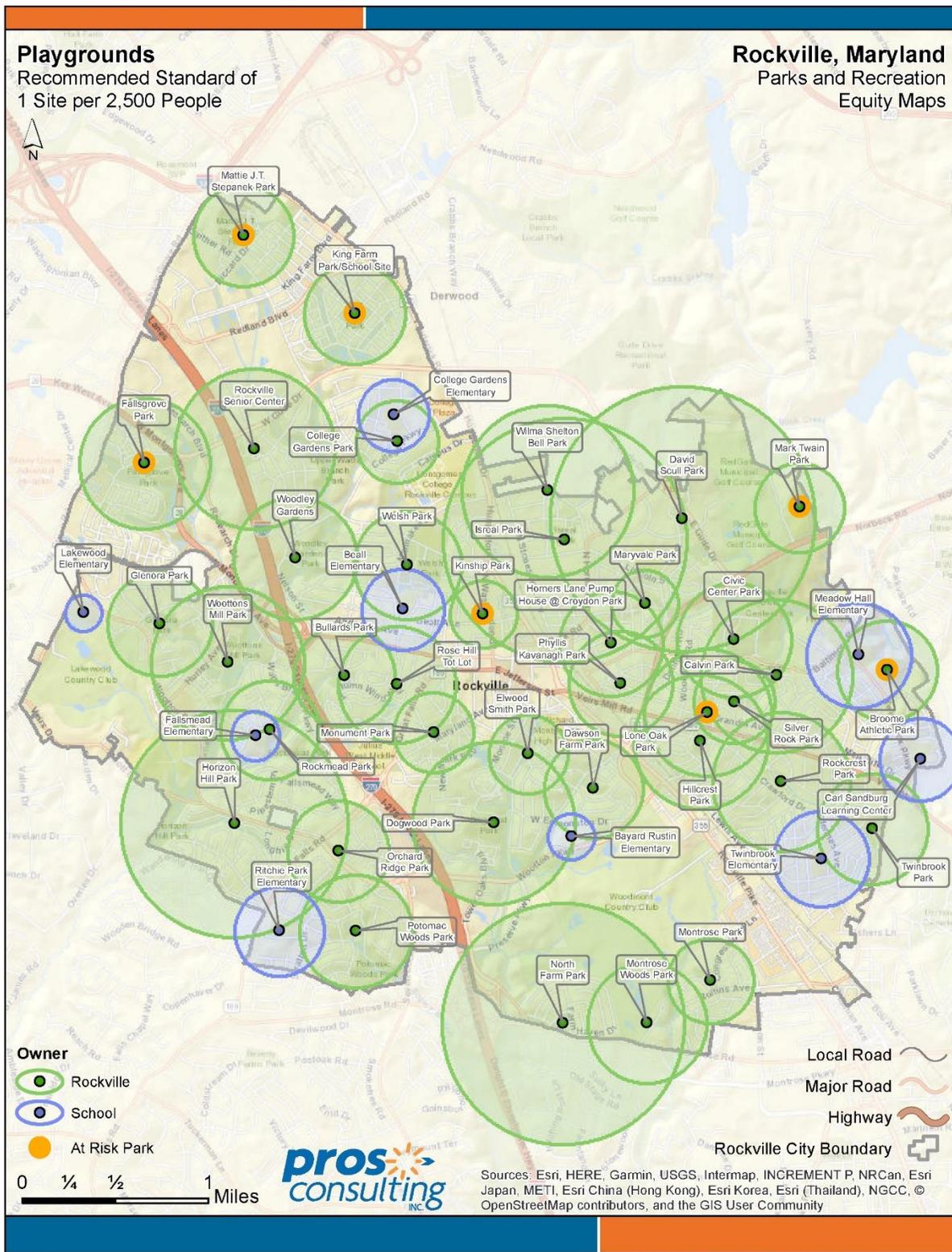
Attachment 9.a: Rockville Strategic Plan Final Draft (2003 : Presentation and Discussion of the Recreation and Parks Strategic Plan)

4.3.7 PARK SHELTERS

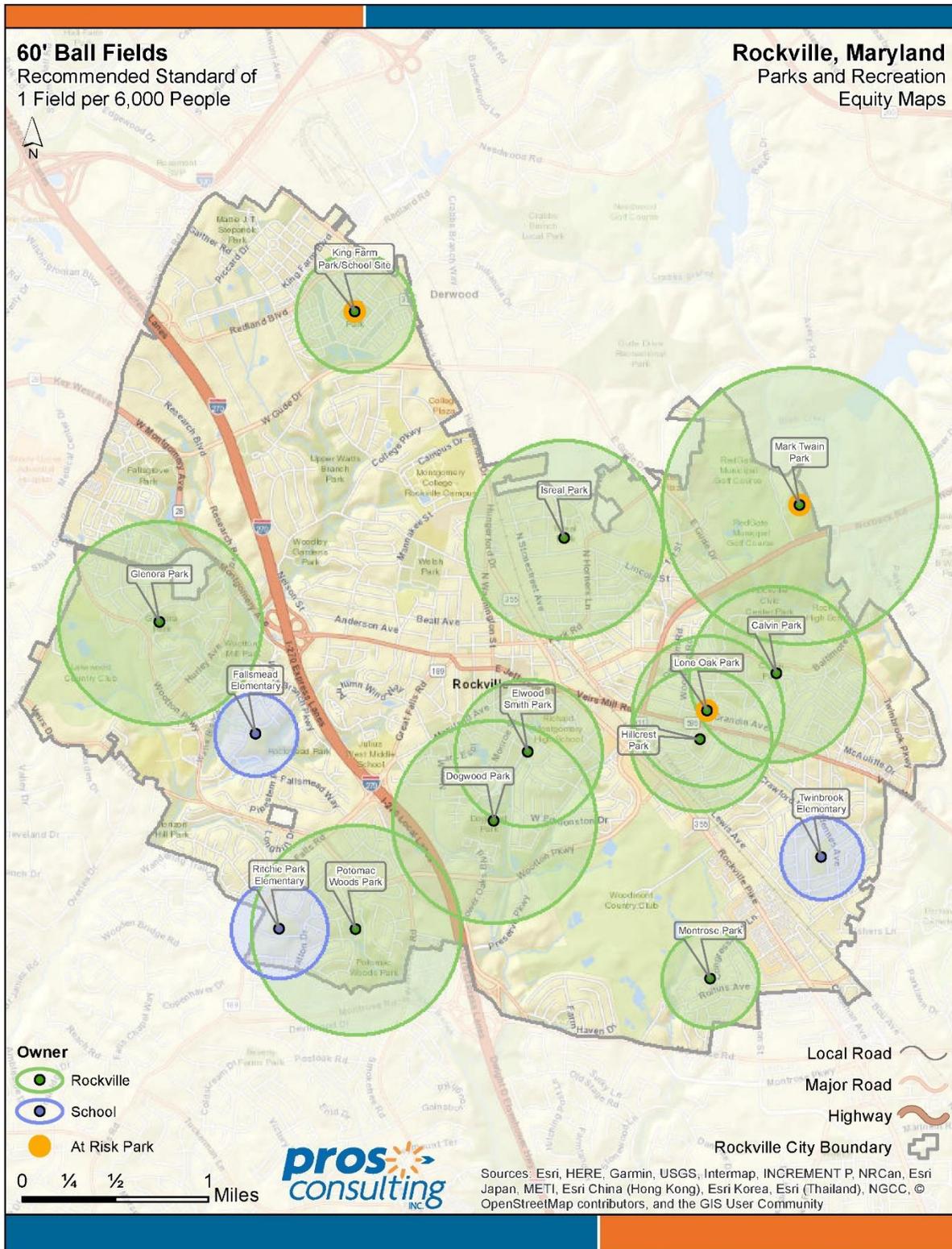


RECREATION AND PARKS STRATEGIC PLAN

4.3.8 PLAYGROUNDS

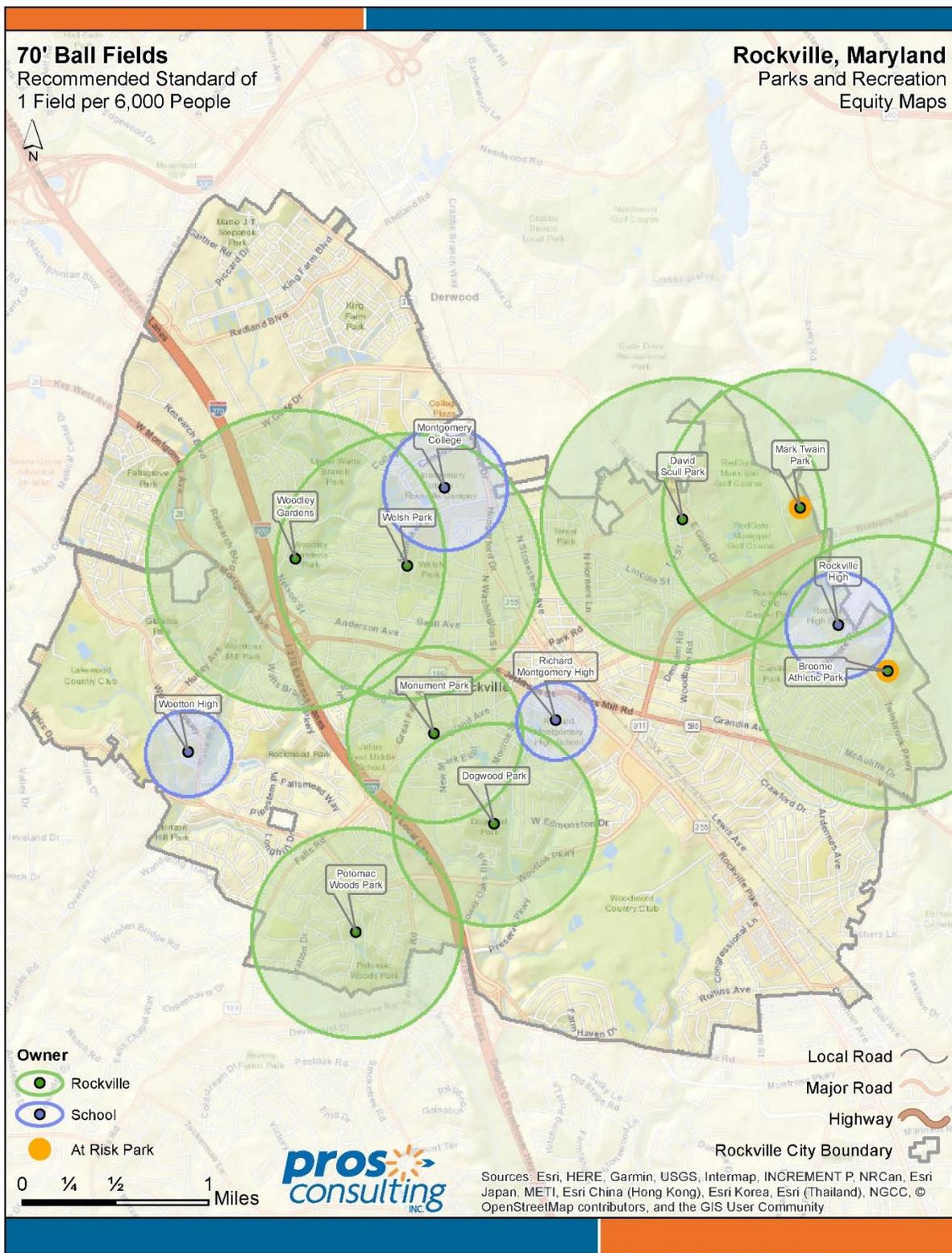


43.9 60' BALL FIELDS

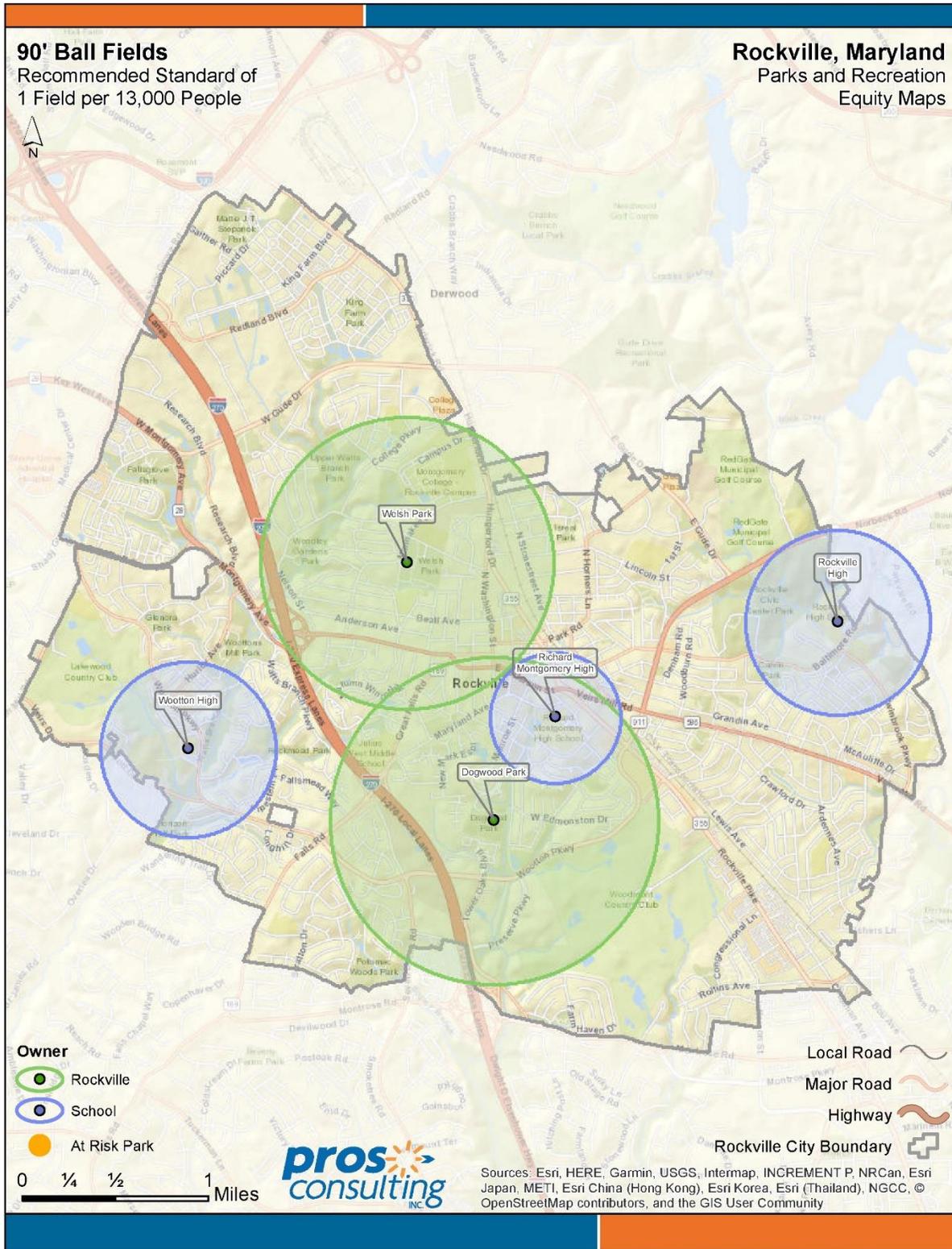


RECREATION AND PARKS STRATEGIC PLAN

4.3.10 70' BALL FIELDS

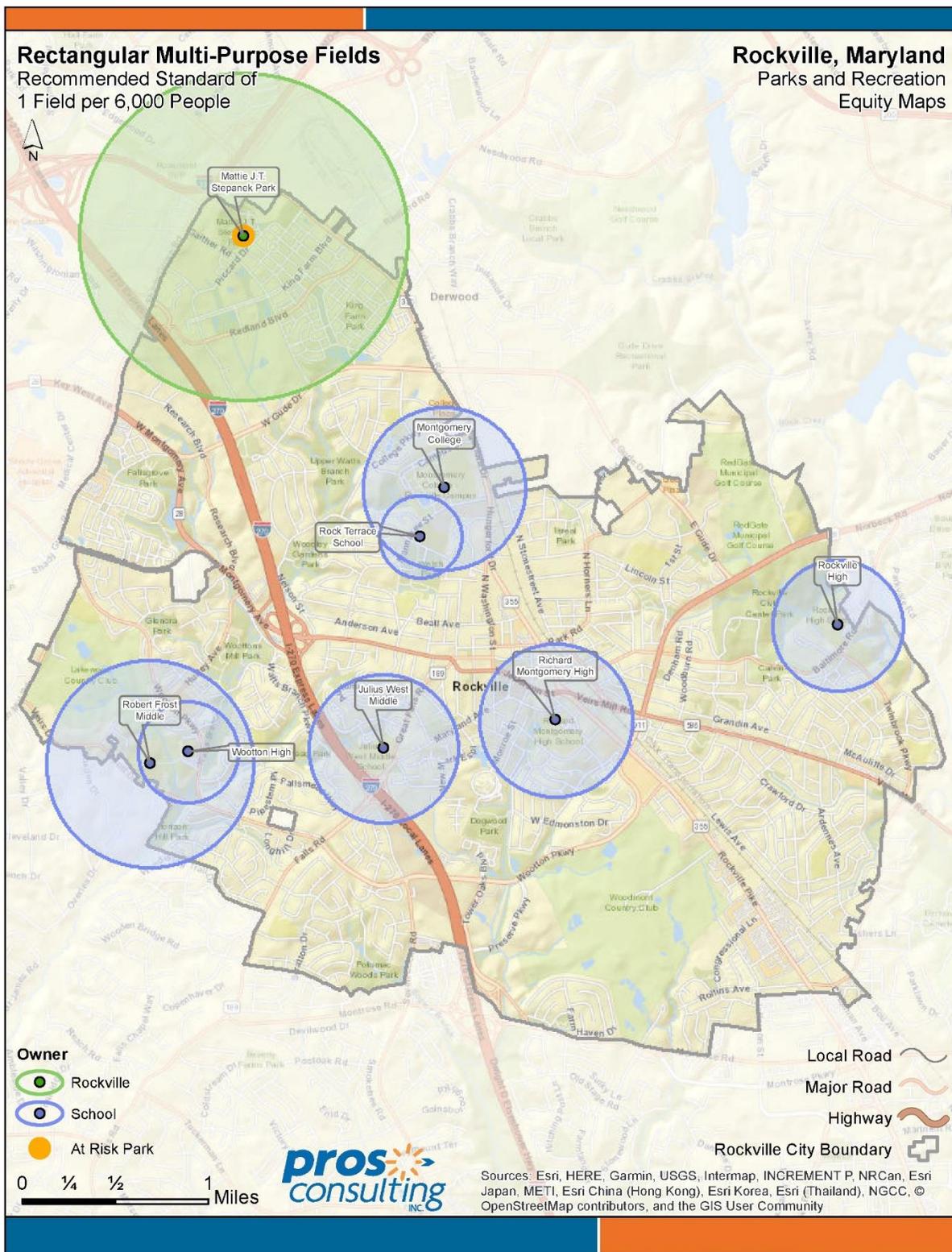


4.3.11 90' BALL FIELDS



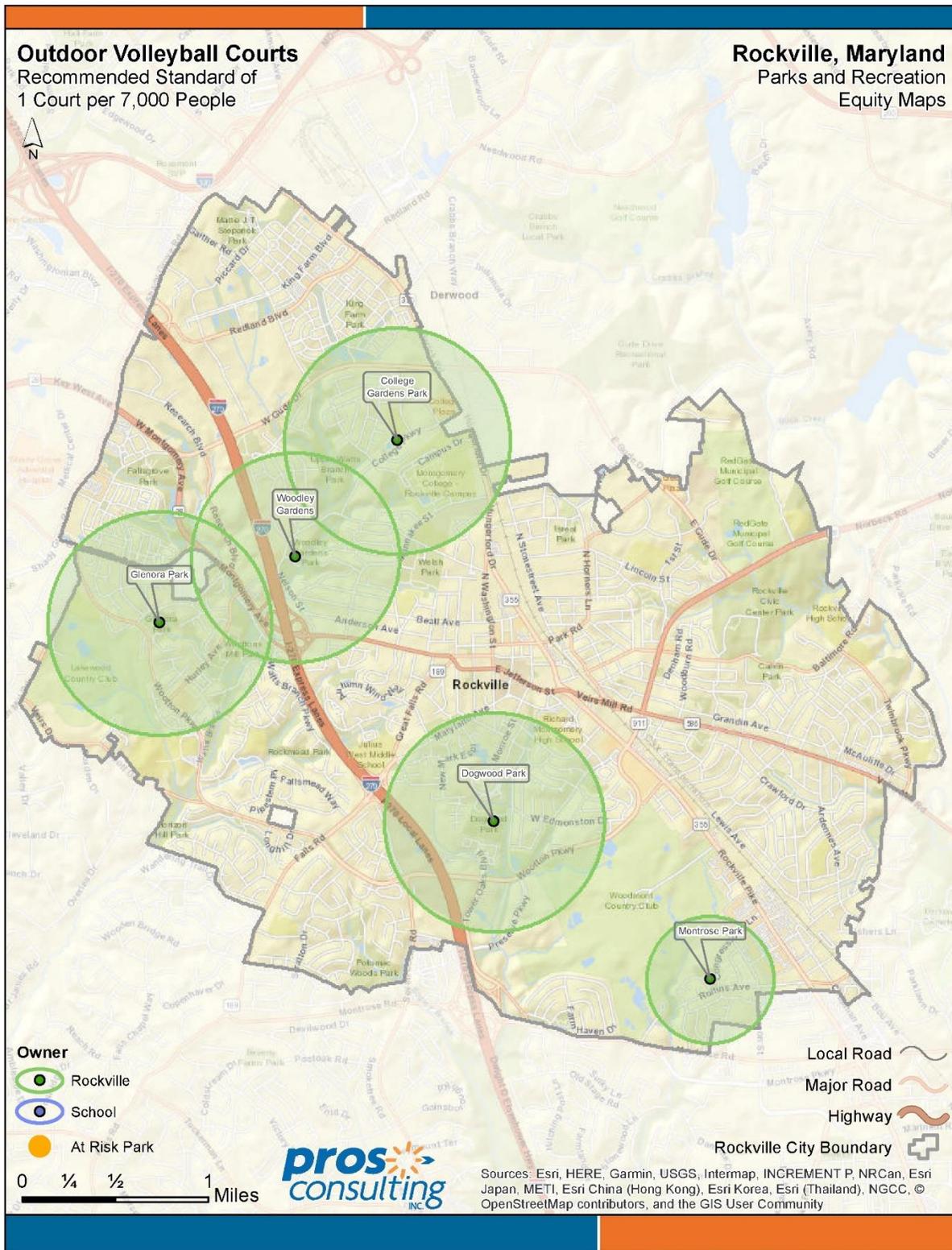
RECREATION AND PARKS STRATEGIC PLAN

4.3.12 RECTANGULAR MULTI-PURPOSE FIELDS



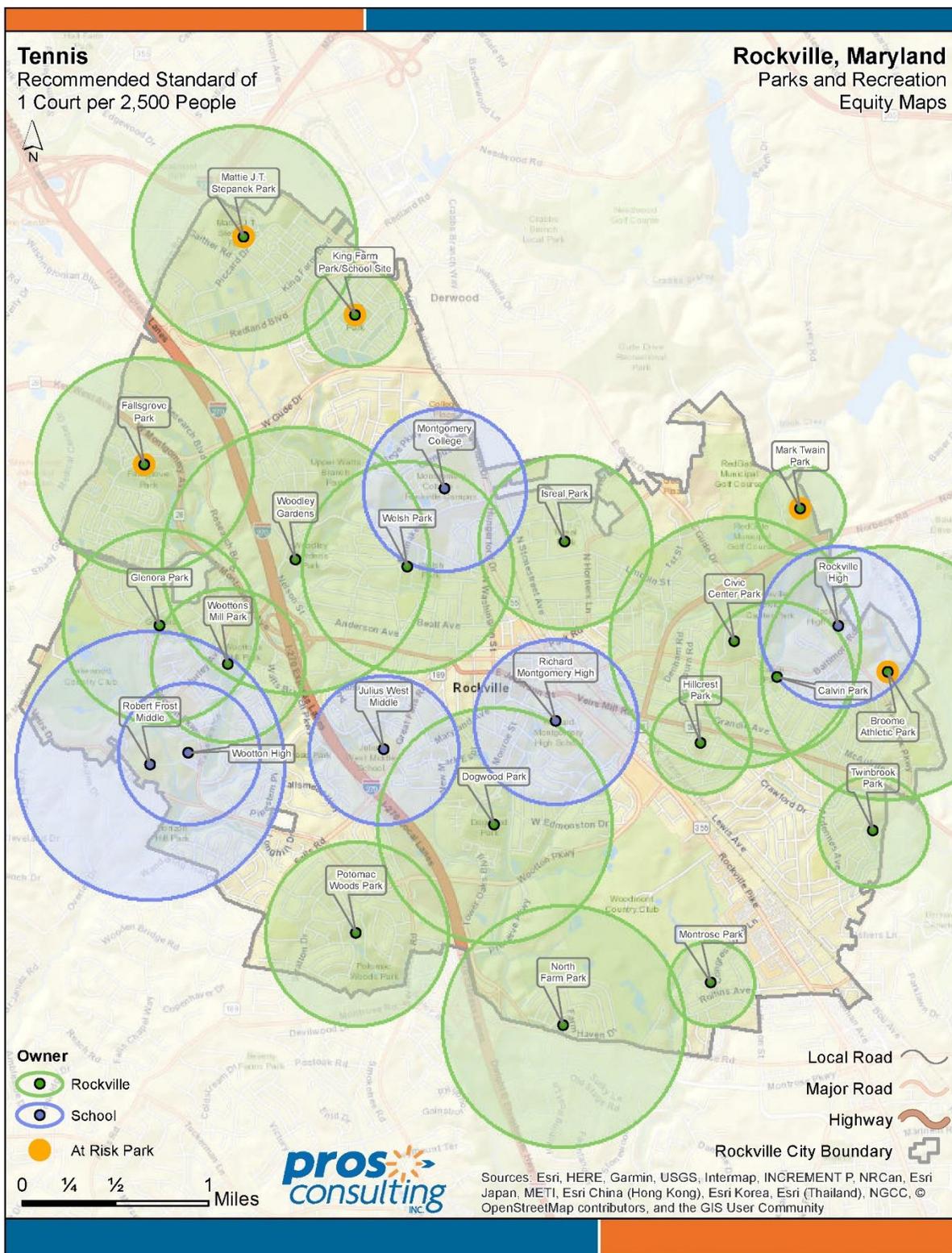
Attachment 9.a: Rockville Strategic Plan Final Draft (2003 : Presentation and Discussion of the Recreation and Parks Strategic Plan)

4.3.13 VOLLEYBALL COURTS

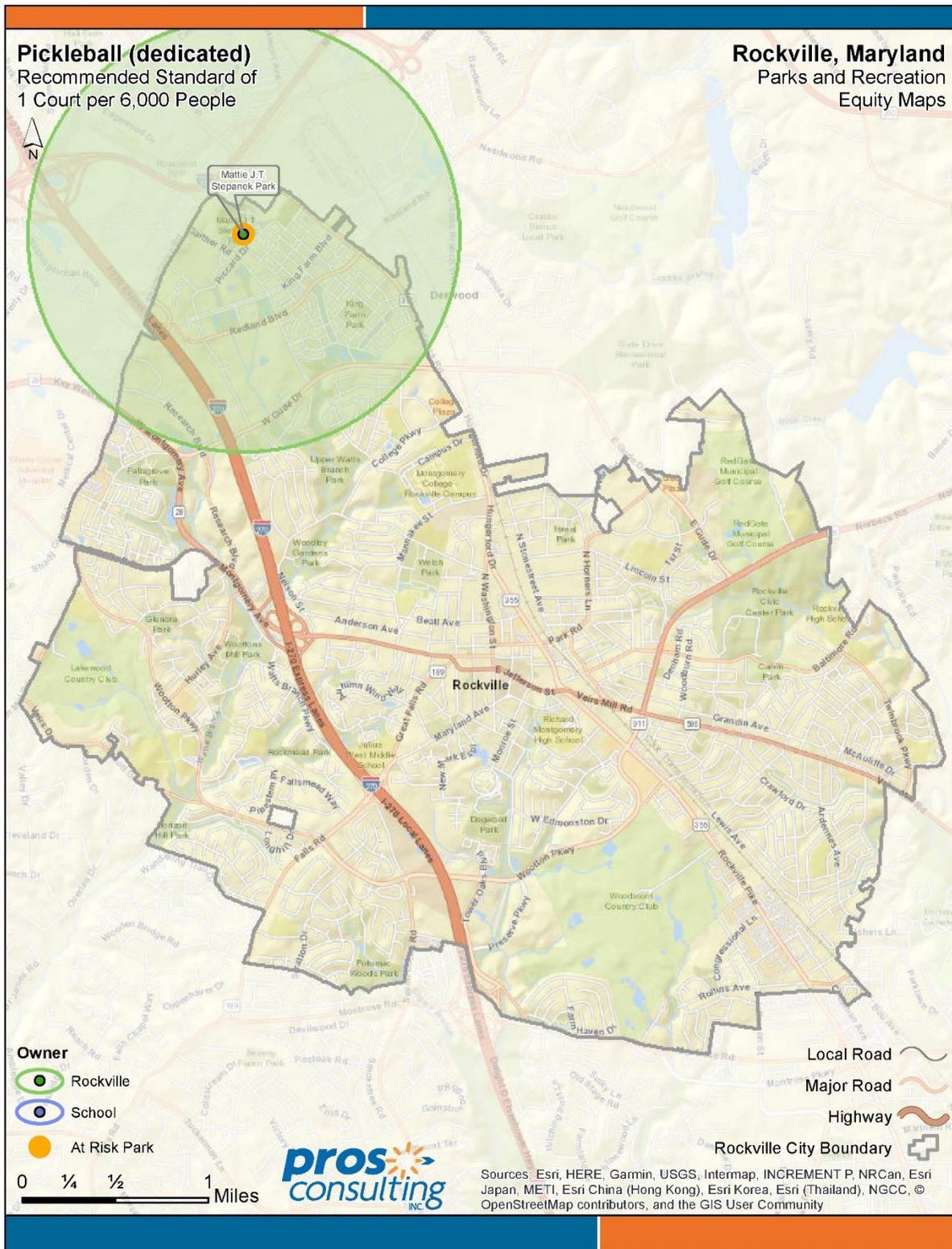


RECREATION AND PARKS STRATEGIC PLAN

4.3.14 TENNIS

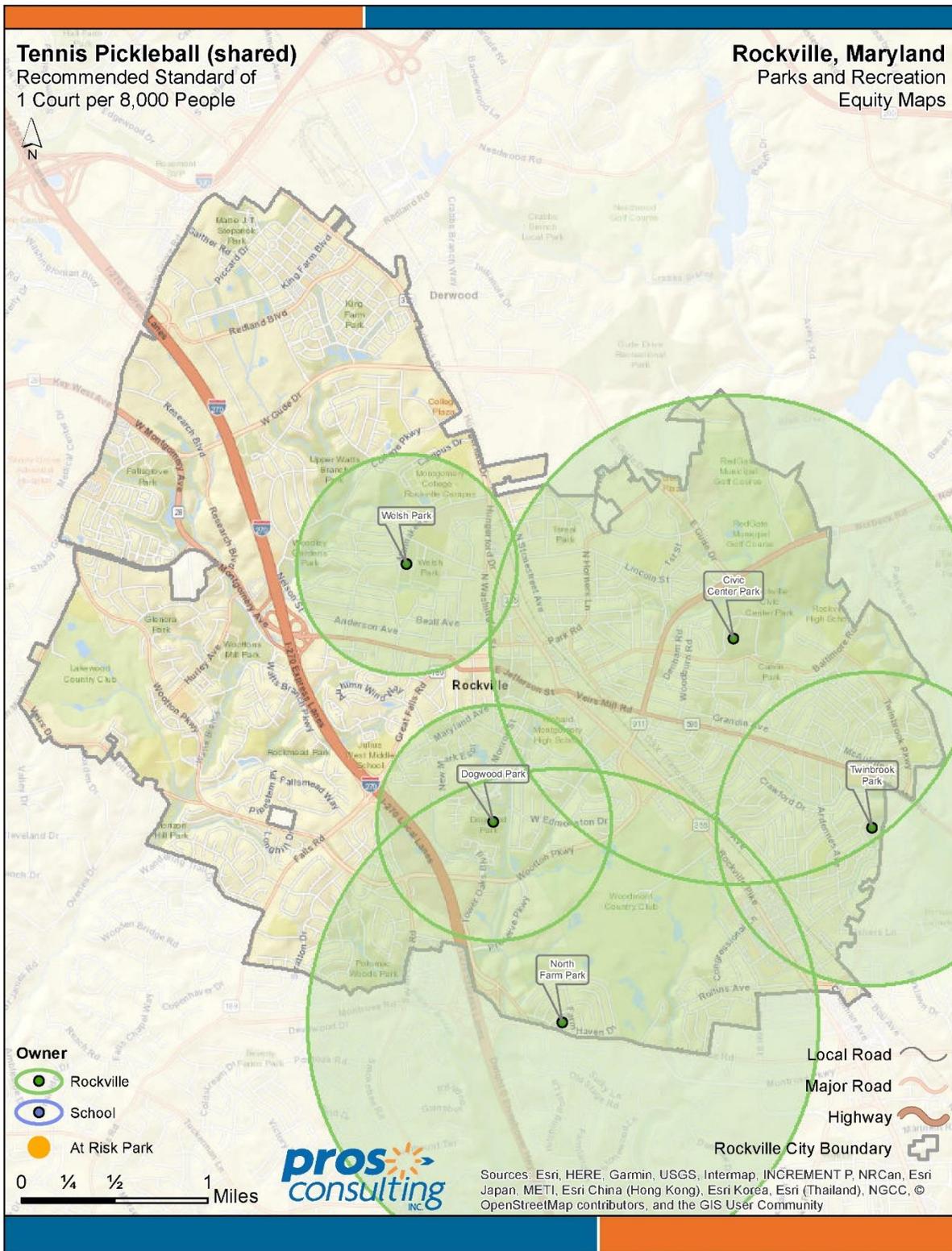


4.3.15 PICKLEBALL (DEDICATED)

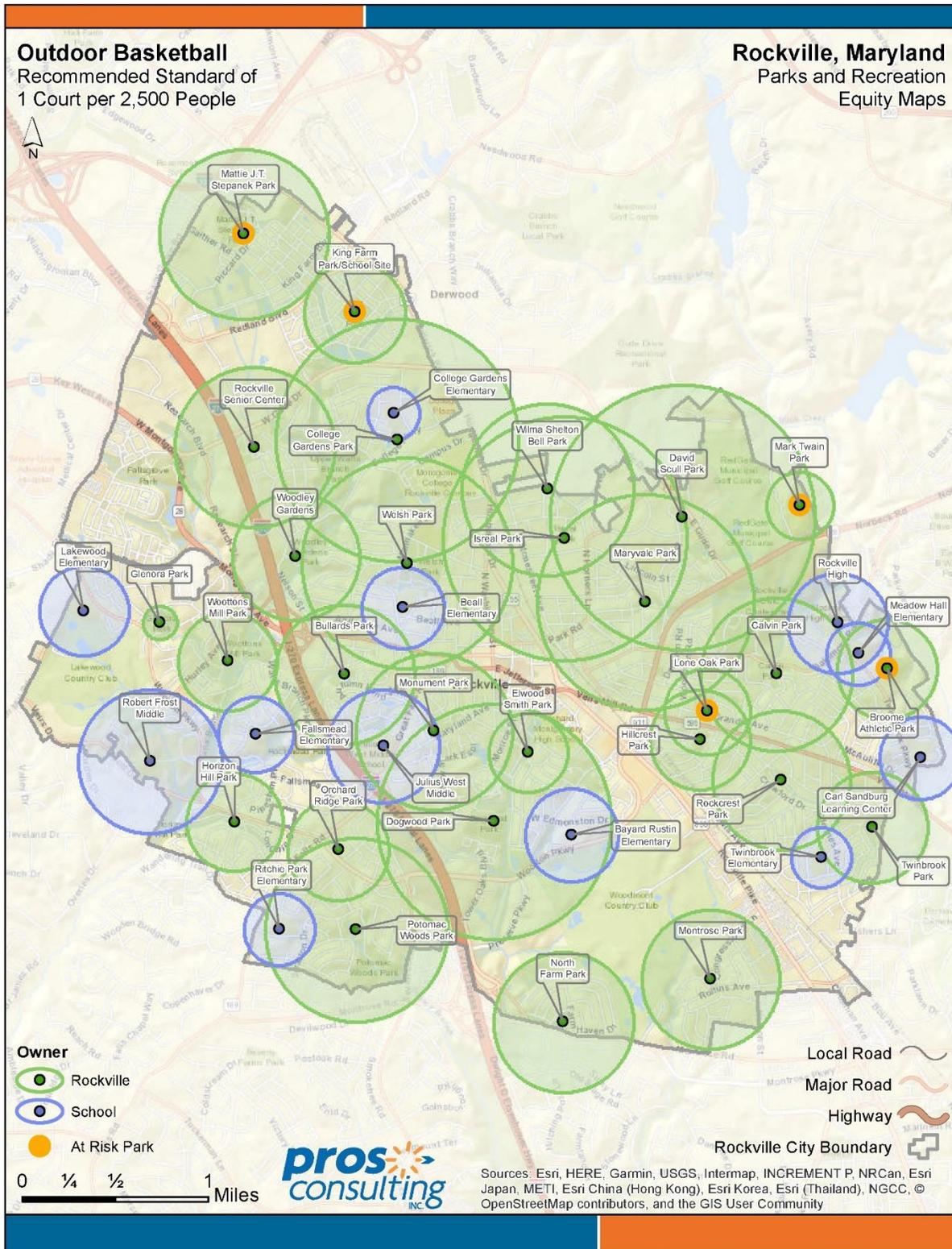


RECREATION AND PARKS STRATEGIC PLAN

4.3.16 TENNIS PICKLEBALL (SHARED)

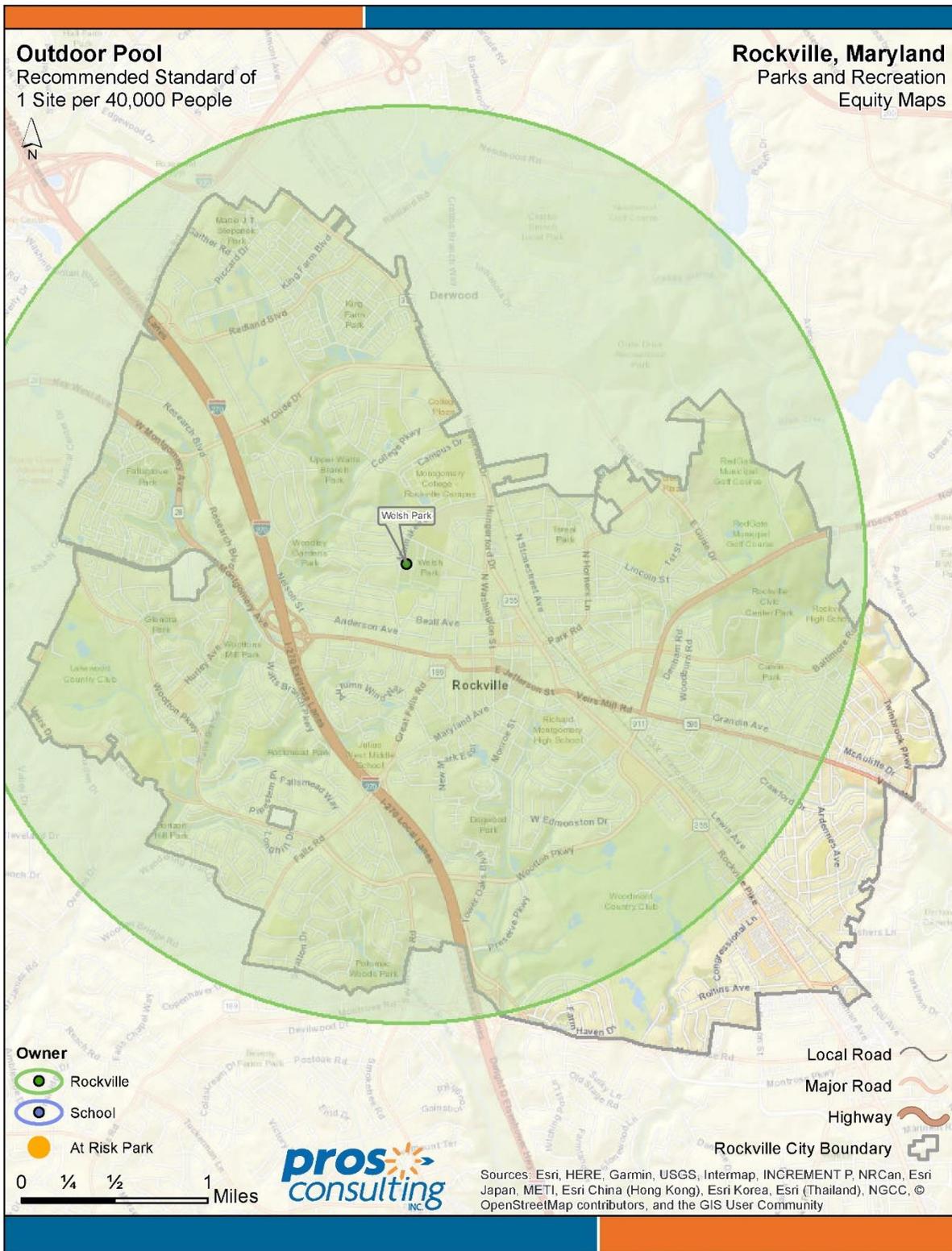


4.3.17 OUTDOOR BASKETBALL

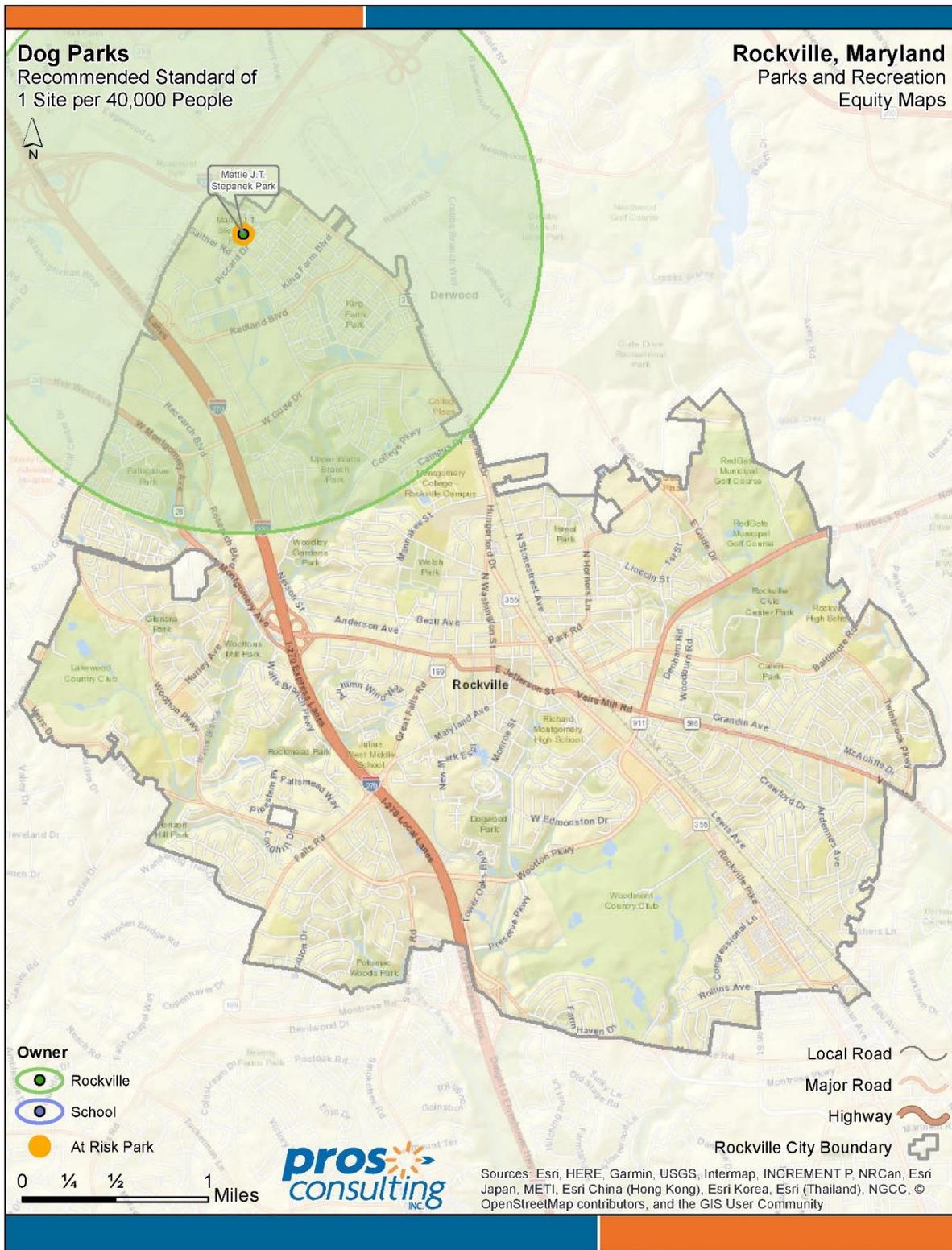


RECREATION AND PARKS STRATEGIC PLAN

4.3.18 OUTDOOR POOL

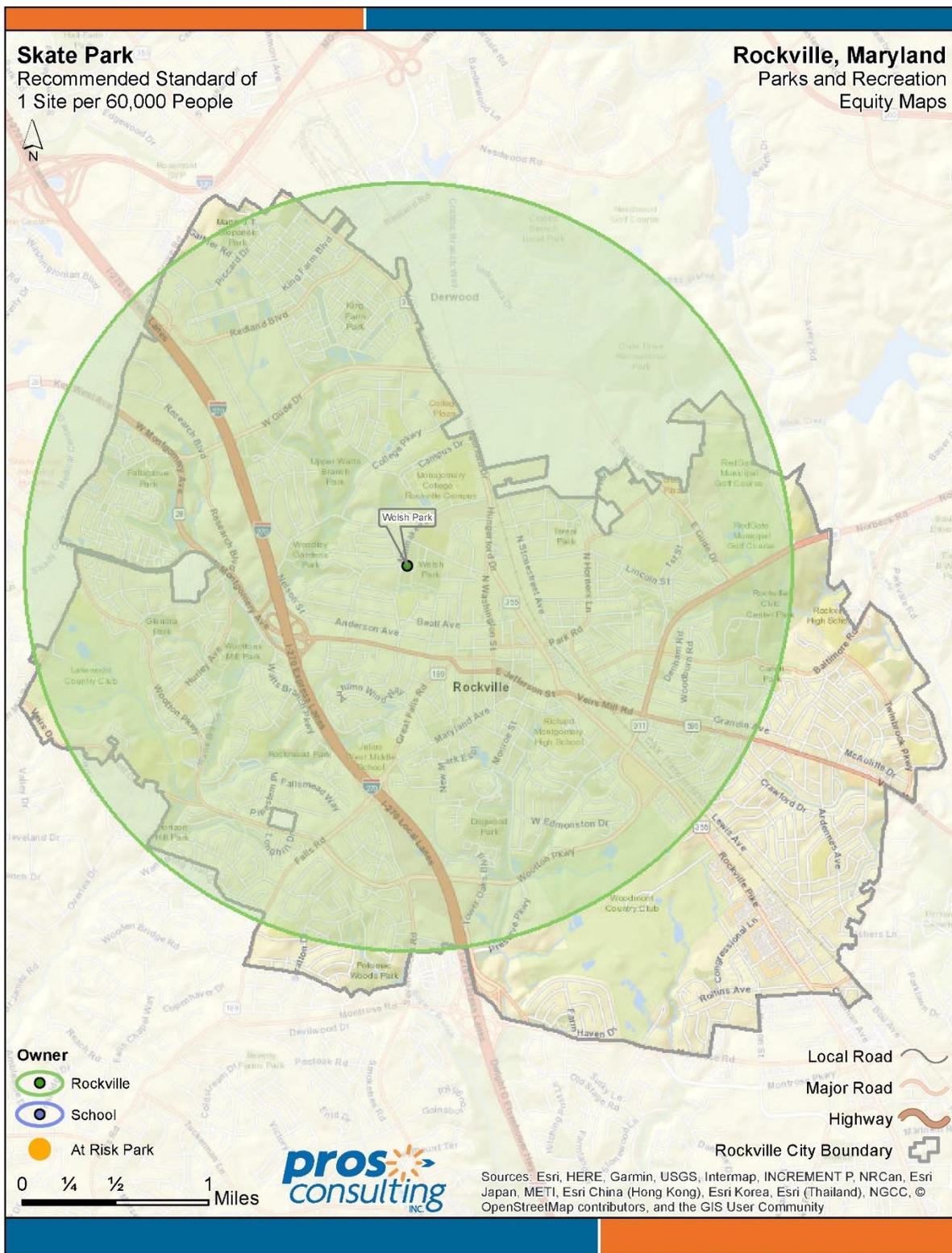


4.3.19 DOG PARKS

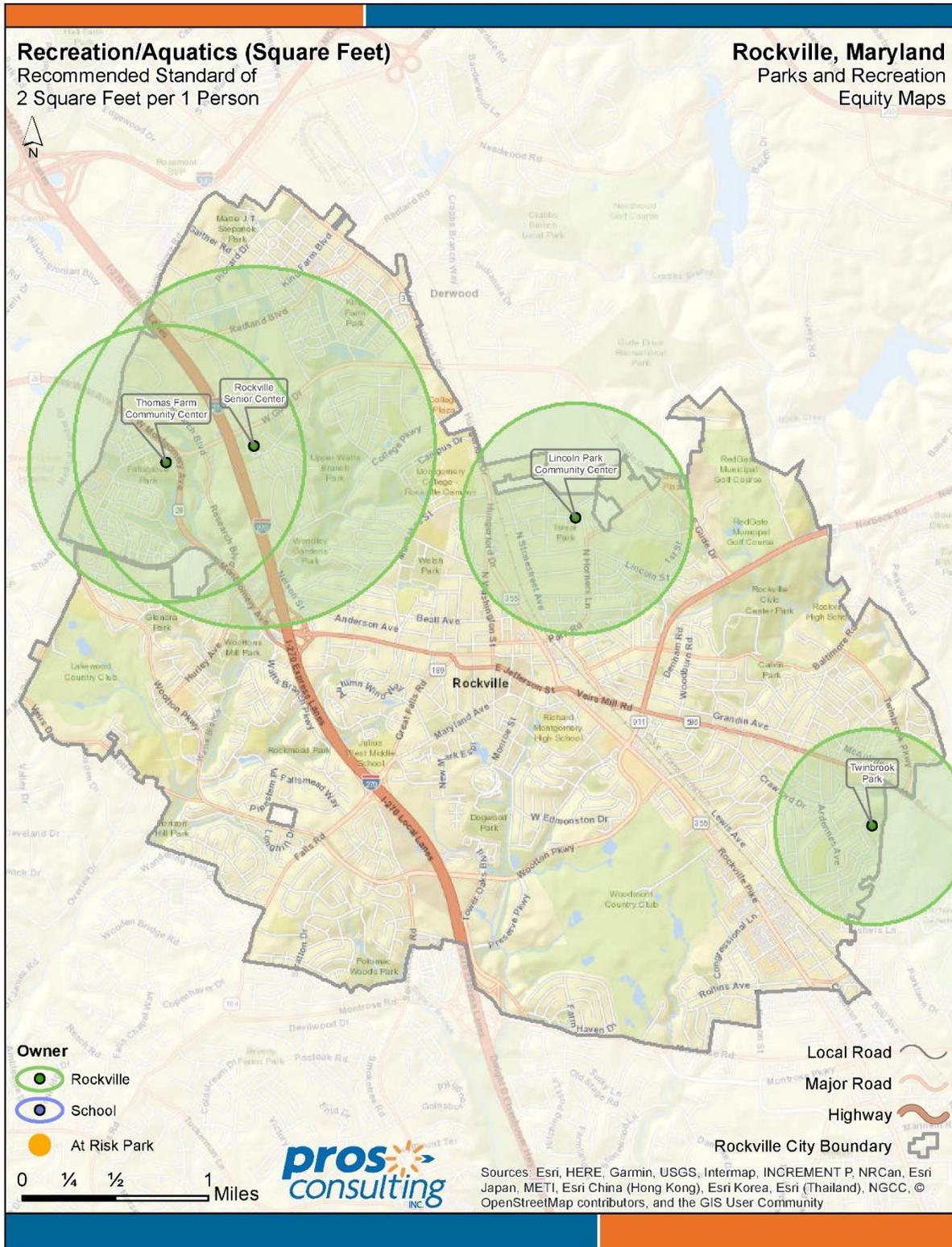


RECREATION AND PARKS STRATEGIC PLAN

4.3.20 SKATE PARKS

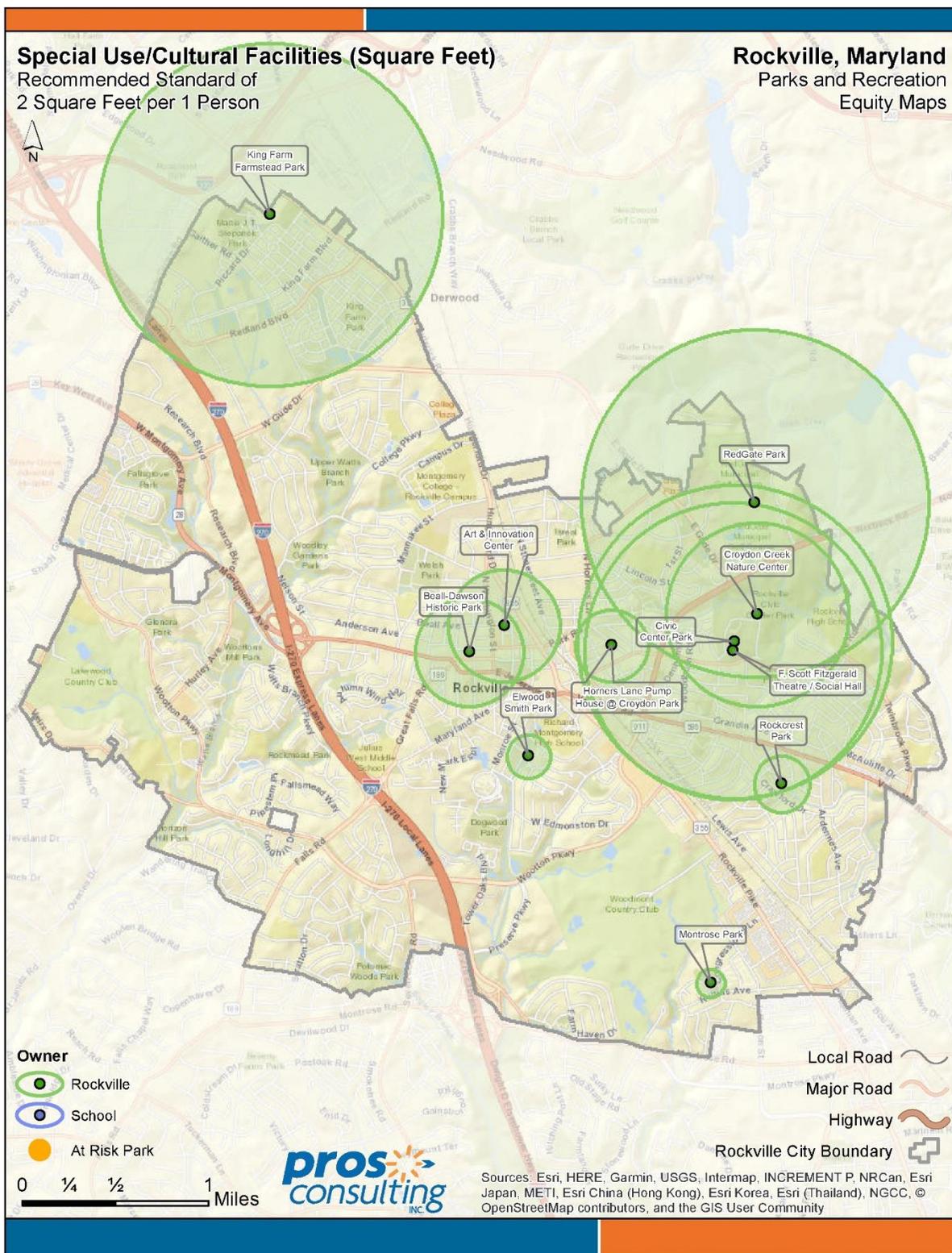


4.3.21 RECREATION/AQUATICS



RECREATION AND PARKS STRATEGIC PLAN

4.3.22 SPECIAL USE/ CULTURAL FACILITIES



#### 4.4 FACILITY AND PROGRAM PRIORITY RANKINGS

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility/amenity and recreation program needs for the community served by the Department.

This rankings model evaluated both quantitative and qualitative data. Quantitative data includes the statistically valid Community Survey, which asked residents to list unmet needs and rank their importance. Qualitative data includes resident feedback obtained in community input and demographics and trends.

A weighted scoring system was used to determine the priorities for parks and recreation facilities/amenities and recreation programs. For instance, as noted below, a weighted value of three (3) for the Unmet Desires means that out of a total of 100%, unmet needs make up 30% of the total score. Similarly, importance-ranking also makes up 30%, while Consultant Evaluation makes up 40% of the total score, thus totaling 100%.

This scoring system considers the following:

- Community Survey
  - **Unmet needs for facilities and recreation programs** - This is used as a factor from the total number of households mentioning whether they have a need for a facility/ program and the extent to which their need for facilities and recreation programs has been met. Survey participants were asked to identify this for 31 different facilities/ amenities and 27 recreation programs.
  - **Importance ranking for facilities** - This is used as a factor from the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs.
- Consultant Evaluation
  - Factor derived from the consultant's evaluation of program and facility priority based on survey results, demographics, trends and overall community input.

The weighted scores were as follows:

- 60% from the statistically valid community survey results.
- 40% from consultant evaluation using demographic and trends data, community focus groups and public meetings and levels of service.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole. The results of the priority ranking were tabulated into three categories: High Priority (top third), Medium Priority (middle third) and Low Priority (bottom third).

The combined total of the weighted scores for Community Unmet Needs, Community Importance, and Consultant Evaluation is the total score based on which the Facility/Amenity and Program Priority is determined.

## RECREATION AND PARKS STRATEGIC PLAN

As seen below, paved walking trails, indoor walking and running tracks, small neighborhood parks, natural surface mountain bike and hiking trails, and natural areas/wildlife habitats rank as the top five highest facility / amenity priorities in the City.

Facility/Amenity Priority Rankings	Overall Ranking
Walking trails (paved surface)	1
Indoor walking & running tracks	2
Small neighborhood parks (1-10 acres)	3
Mountain bike & hiking trails (natural surface)	4
Natural areas/wildlife habitats	5
Paved greenway trails	6
Botanical garden/arboretum	7
Senior center	8
Indoor lap lanes	9
Outdoor walking/running track	10
Large community parks	11
Dog parks	12
Indoor family recreation pool	13
Outdoor amphitheater	14
Camping facilities	15
Recreation center	16
Outdoor adventure park	17
Performing arts center	18
Outdoor family recreation pool	19
Playground	20
Pickleball courts	21
Outdoor lap lanes	22
Outdoor tennis courts	23
Artificial turf fields	24
Soccer/football/lacrosse fields	25
Indoor volleyball & basketball courts	26
Baseball & softball fields	27
Outdoor basketball courts	28
Outdoor sand volleyball courts	29
Outdoor spray parks	30
Skate park	31

Figure 11 - Facilities/Amenity Priority Rankings

As seen below, farmers market, adult fitness and wellness programs, senior fitness and wellness programs, nature programs, and adult art, dance, and performing arts programs rank as the top five highest recreation program priorities in City.

Program Priority Rankings	Overall Ranking
Farmers market	1
Adult fitness & wellness programs	2
Senior fitness & wellness programs (age 60+)	3
Nature programs	4
Adult art, dance, performing arts	5
Adult trips	6
Water fitness programs	7
Adult sports programs	8
Senior recreation programs (age 60+)	9
Outdoor adventure programs	10
Senior trips (age 60+)	12
Senior outreach & support services (age 60+)	13
Special events	11
Bird watching	16
Opportunities for individuals with disabilities	14
After school programs	15
Youth sports programs	17
Youth learn-to-swim programs	18
Youth summer camp programs	20
Teen programs	21
Youth art, dance, performing arts	19
Senior sports programs (age 60+)	22
Pre-school programs	23
Youth fitness & wellness programs	24
Before school programs	25
Young adult programs	26
Youth development programs	27

Figure 12 - Program Priority Rankings

## RECREATION AND PARKS STRATEGIC PLAN

### 4.5 RECREATION AND COMMUNITY SERVICES ASSESSMENT

#### 4.5.1 OVERVIEW

The planning team conducted an overall assessment of the Department's program offerings. The aim of the assessment is to identify core program areas, gaps and overlaps in services, as well as system-wide issues such as performance measures which are vital to the success of the Department's program growth. The consulting team based their findings on information derived from:

- Discussions with staff members
- Program assessment forms
- Focus Groups
- Community wide statistically reliable survey
- Community input summary information
- Website review
- Senior Assistance Fund
- Senior Citizen Recreation
- Senior Citizen Sports & Fitness

#### 4.5.2 CORE PROGRAM AREAS

The Consulting team believes that the Department staff needs to continue to evaluate its core programs and ensure alignment with community values and future trends. This practice will aid in creating a sense of focus around specific program areas of greatest importance to the community. Non-core programs still play a role in the overall make-up of programming - identifying core programs simply allows the Department and the staff to establish priorities.

Programs are categorized as core programs if they meet a majority of the following categories:

- The program area has been provided for a long period of time (more than 4-5 years) and/or is expected by the community
- The program area consumes a relatively large portion (5% or more) of the Department's overall budget
- The program area is offered 3-4 seasons per year
- The program area has wide demographic appeal
- There is a tiered level of skill development available within the program area's offerings
- There is full-time staff responsible for the program area
- There are facilities designed specifically to support the program area
- The Department controls a significant percentage (20% or more) of the local market

Recreation and Park staff selected the core programs to be evaluated and entered the data into the program assessment matrix provided by the planning team. The following areas were selected for evaluation based on staff and consultant team input:

<b>Core Program Areas</b>
Aquatics
Arts and Culture
Fitness and Wellness
Instructional, Social, and Enrichment
Nature-based Programs
Community and Senior Support Social Services
Special Events
Sports
Summer Camps and Playgrounds

Figure 13 - Core Program Areas

In addition to these core programming areas, drop-in facility use, memberships and rentals are a significant part of the department’s offerings and revenue generation. Inclusion and social equity are also woven into everything the Department offers.

**CORE PROGRAM AREA RECOMMENDATIONS**

These existing core program areas provide a well-rounded and diverse array of options to serve the community. Based upon the observations of the planning team, as well as demographic and recreation trends information, staff should continue to evaluate core program areas and individual programs on an annual basis, to ensure offerings remain relevant to evolving demographics and responsive to trends in the local community.

The Department operates with a decentralized approach to program management. This structure enables the Department to be more responsive to localized needs. Staff have the ability to make changes and develop new programs or services for the respective target market. This flexibility is essential when it comes to shared resources and cost center budget limitations.

The Department reviews an annual report by the Learning Resources Network (LERN), a third-party organization that assesses program data and provides statistical analysis, to assist in determining program metrics. It would be beneficial if a common standard could be created for the Core Program Areas. These details might include programs being offered, age segment focus, cost recovery, classification, lifecycle status, and participation numbers. This will assist in evaluation of the core program areas offered to the community, making sure they are in line with demographic and community needs.

#### 4.5.3 PROGRAM ASSESSMENT OVERVIEW

Overall summary of findings from the program assessment process include:

- Age Segment Distribution
- Lifecycle Analysis
- Volunteer Management
- Cost Recovery
- Pricing
- Program Strategy
- Partnerships
- Memberships
- Rentals
- Community & Senior Support Social Services

#### 4.5.4 AGE SEGMENT DISTRIBUTION

Based on the age demographics in **Chapter 2.1** and in **Appendix A**, current programs seem to be well-aligned with the community's age profile. The balance of age segment distribution is skewed toward youth and seniors. Based on the program list provided by the staff, 52% of all programming is geared toward ages 18 and below and 38% is geared towards seniors.

#### AGE SEGMENT RECOMMENDATIONS

It would be useful for the staff to perform an age segment analysis by individual programs, to gain a more detailed perspective of the data. This could open opportunities for expanding a program's reach into other age segments and demographics.

The Department provides job opportunities to hundreds of high school students and young adults each year, even though job opportunities and training is not formally listed as a program. These employment opportunities provide meaningful life skills, training, leadership, mentorship, and work experience to help shape the future generations of the Rockville community.

In addition, developing a relationship with aging adults will be important with the national population aging trend. The largest age segment (36% of the population in Rockville) projected by 2034 is the 55+ population. Staff should continue to monitor demographic shifts and program offerings to ensure that the needs of each age group are being met.

Also, if possible, given the differences in how the active adults (60+) participate in recreation programs, the trend is moving toward having at least two different segments of older adults. The Department could evaluate further splitting program offerings into 60-74 and 75+ program segments.

It would be consistent with best practices to establish a centralized program development process including what age segment to target, determining what to measure for success/benefits of participation, establishing the message, which marketing methods to use, and creating the social media campaign before allocating resources towards a specific program.

**4.5.5 LIFECYCLE ANALYSIS**

The program assessment included a lifecycle analysis completed by staff members. These lifecycles can, and often do, change from year to year or over time depending on how the programs fare.

The chart below shows the percentage distribution of the lifecycle categories of recreation programs:

Program Lifecycle	Description	Actual Program Distribution	Recommended Distribution	
Introduction	New programs; modest participation	8%	50%-60%	
Take-Off	Rapid participation growth	12%		
Growth	Moderate, but consistent participation growth	26%		
Mature	Slow participation growth	39%	39%	40%
Saturation	Minimal to no participation growth; extreme competition	8%	15%	0%-10%
Decline	Declining participation	7%		

Figure 14: Program Lifecycle

These percentages were obtained by comparing the number of programs listed in each individual stage with the total number of programs listed in the program worksheets. The planning team recognizes that while there is no statistically sound method for obtaining the percentage breakout of all programs by lifecycle stages, the overall pattern and trends are apparent in the program lifecycle table.

The lifecycles depict an encouraging trend with some areas of opportunity. 46% of all programs are in the Introduction to Growth Stage while only 7% of all programs are in the Decline Stage, which is very encouraging as it shows room for the programs to grow and demonstrates that a number of programs offered are largely aligned with community needs.

**LIFECYCLE RECOMMENDATIONS**

Staff should update this Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the Department could see the evolution of the programs in the distribution chart to help ensure a balance that does not keep declining programs and defines legacy programs.

Developing annual performance measures for each Core Program Area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends. The LERN Analysis and report in conjunction with best practices completed as part of this assessment will provide valuable information for decision making.



#### 4.5.6 VOLUNTEER MANAGEMENT ANALYSIS

The Department exceeds all benchmark communities in volunteer hours. They leverage volunteer support exceptionally well with more than 2,600 volunteers contributing over 97,000 total hours of assistance toward the programs and services delivered by the Department annually. These hours translate into approximately \$2.4 million of volunteer time value to the City (<https://independentsector.org/value-of-time2018/>) demonstrating the impact of local volunteers. The Department should share and celebrate these volunteer numbers with the community and leadership. Tracking volunteer hours can be used in budget discussions showing how well the City is able to leverage limited resources.

#### VOLUNTEER MANAGEMENT RECOMMENDATIONS

In developing the policy, some best practices that the Department should be aware of in managing volunteers include:

- Developing an onboard training that is utilized as an orientation for all volunteers.
- Ensure volunteers are background checked prior to start of program.
- Provide opportunities to volunteers in cross-training to expose them to various organizational functions and increase their skill.
- A Volunteer Coordinator or a designated program staff member with volunteer management responsibility should stay informed about the Department strategies in volunteer management.
- Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- A key part of maintaining the desirability of volunteerism is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other City function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Manual, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Manual to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.

#### 4.5.7 COST OF SERVICE & COST RECOVERY

Cost recovery targets should be reviewed and updated for each Core Program Area and for specific programs or events where realistic. Staff should annually review how programs are grouped for similar cost recovery and subsidy goals to determine if current practices still meet management outcomes.

Determining cost recovery performance and using it to make informed pricing decisions involves a three-step process which the Department underwent earlier and presented to Council in 2019:

- Classify all programs and services based on the extent of individual to community benefit they provide (5 tier pyramid proposed by Department staff)
- Conduct a Cost of Service Analysis to calculate the full cost of each program.
- Establish a cost recovery percentage, through Department policy, for each program or program type based on the outcomes of the previous two steps and adjust program prices accordingly.

**UNDERSTANDING THE FULL COST OF SERVICE**

A Cost of Service Analysis should be conducted on each program, or program type, that accurately calculates direct cost. Be sure to include all personnel and operating expenditures that are accounted for in the operating budget. Direct cost does not include capital outlay that is accounted for in the operating budget or capital expenditures that are accounted for in the City’s Capital Improvements Program.

Indirect cost or “overhead” cost are established each year through the City’s formal Cost Allocation Plan (CAP) calculation. The CAP calculation establishes an overhead rate (21.5% in 2019) that is applied in circumstances where the City needs a fully burdened cost for cost recovery purposes.

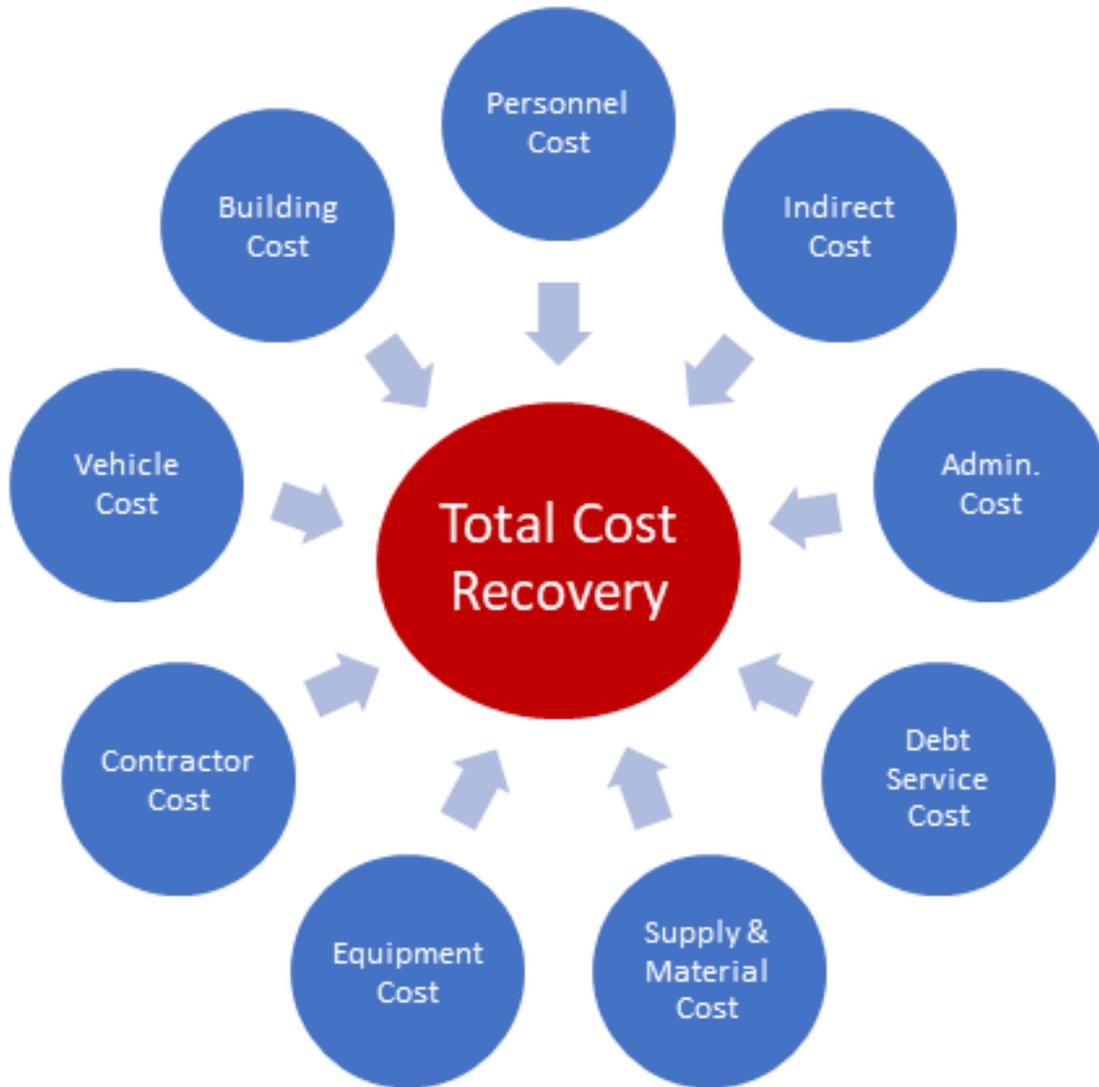


Figure 15: Cost of Service

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The methodology for determining the total Cost of Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- Number of participants
- Number of tasks performed
- Number of consumable units
- Number of service calls
- Number of events
- Required time for offering program/service

Agencies use Cost of Service Analysis to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the Department between one another. Cost recovery goals are established once Cost of Service totals have been calculated. Program staff should be trained on the process of conducting a Cost of Service Analysis and the process undertaken on a regular basis.

### 4.5.8 PRICING

Overall, the degree to which pricing strategies are used currently is dynamic. Current pricing tactics are concentrated in the cost recovery goals, market rate, customers' ability to pay, and residency. The Recreation and Senior Assistance Funds are available to subsidize programs for those residents unable to afford the cost to participate. Some core areas also use age segments, group discounts, competition, and membership discounts.

#### PRICING RECOMMENDATIONS

Staff should continue to monitor the effectiveness of the various pricing strategies they employ and make adjustments as necessary. It is also important to continue monitoring competitors at least annually and benchmark with other service providers.



#### 4.5.9 PROGRAM STRATEGY RECOMMENDATIONS

In general, program staff should continue the cycle of evaluating programs on both individual merit as well as the program mix as a whole. This can be completed once annually or in batches at key seasonal points of the year, as long as each program is reviewed once per year. The following tools and strategies can help facilitate this evaluation process.

#### PROGRAMMING DEVELOPMENT PLAN

The Department should utilize a program development plan for each new program and ensure a collaborative approach between Recreation Services and Centers during this process. These plans should evaluate the program based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year, and marketing strategies that are to be implemented to reach target markets. If developed regularly and consistently, these can be effective tools for budget construction and justification processes, in addition to marketing and communication tools.

A simple, easy-to-use tool similar to the figure below will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery.

In addition, this analysis will help staff make an informed, objective case to the public when a program is in decline, beloved by a few, and scheduled to retire. If the program/service is determined to have strong priority, appropriate cost recovery, good age segment appeal, and strong market

<b>Program Idea (Name or Concept):</b> _____				
<b>Internal Factors</b>				
<b>Priority Ranking:</b>	High	Medium	Low	
<b>Program Area:</b>	Core	Non-core		
<b>Classification</b>	Essential	Important	Discretionary	
<b>Cost Recovery Range</b>	0-40%	60-80%	80+%	
<b>Age Segment</b>	Primary	Secondary		
<b>Sponsorship/Partnership</b>				
<b>Potential Partnerships</b>	Monetary	Volunteers	Partner Skill	Location/Space
<b>Potential Sponsors</b>	Monetary	Volunteers	Sponsor Skill	Location/Space
<b>Market Competition</b>				
<b>Number of Competitors</b>	_____			
<b>Competitiveness</b>	High	Medium	Low	
<b>Growth Potential</b>	High	Low		

Figure 16: Program Development Worksheet

conditions the next step is to determine the marketing methods with the Marketing and Development Manager. Market conditions and marketing and promotions methods are available in the Marketing Plan section of this Strategic Plan. A completed program development worksheet can be found in Appendix G.

## RECREATION AND PARKS STRATEGIC PLAN

### PROGRAM DEVELOPMENT, DECISION-MAKING & EVALUATION

When developing program plans and strategies, it is useful to consider Core Program Area and individual program analysis discussed in this Program Assessment. Lifecycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked. In addition, review latest demographic trends and community input as factors that lead to program decision-making. Best practice agencies have a centralized approach to developing programs and services and use customer interest surveys and continued customer feedback to drive program and service development.

Currently the Department uses the following customer feedback methods:

- Focus groups
- Online surveys
- Post program evaluations
- Statistically valid survey
- User surveys
- Website

It is best practice to survey lost customers within all programs for identifying improvements and ensuring continued lifelong use of services from youth to senior years.

#### 4.5.10 RECREATION PROGRAM PARTNERSHIPS RECOMMENDATIONS

Today's realities require most public recreation and parks departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless service to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the Department's efforts. Effective partnerships are a key strategy for the Department to continue meeting the needs of the community in the years to come.

The Department currently works with several different types of partners throughout the community. While good detail was provided as part of the program assessment, the consultant team recommends creating a centralized database for tracking partnerships and assigning management to oversee the desired outcomes are reached. A database should be developed to track *all* partners and partnerships. As with tracking of volunteer hours, tracking partnerships helps show leadership making budget decisions, how well staff leverages resources.

In many instances, partnerships are inequitable to public entities and do not produce reasonable shared benefits between parties.

The recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to manage against potential internal and external conflicts. Certain partnership principles should be adopted by the Department for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the Department on the performance and outcomes of the partnership including an annual review to determine renewal potential.
- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.

- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes to determine renewal potential and opportunities to strengthen the partnership.

Additional partnerships can be pursued and developed with other public entities such as neighboring cities, colleges, state or federal agencies; nonprofit organizations and private, for-profit organizations. There are recommended standard policies and practices that will apply to any partnership, and those that are unique to relationships with private, for-profit entities.

#### POLICY BEST PRACTICES FOR PARTNERSHIPS

Partnerships developed and maintained by the Department should adhere to common policy requirements. These include:

- Each partner will meet with or report to Department staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on the coming year to meet the desired outcomes.
- Each partner will focus on meeting an equitable balance and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison for communication and planning purposes.
- If conflicts arise between partners, the Department-appointed lead, along with the other partner's highest-ranking officer assigned to the agreement, will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be made based on the terms of the partnership agreement. Each partner will meet with the other partner's respective board or managing representatives annually, to share updates and outcomes of the partnership agreement.

#### 4.5.11 MEMBERSHIPS

The Department's recreation facilities offer memberships to participate in informal recreation at its centers. Memberships offer a low price point option for frequent visitors. Daily admission fees are also an option for customers who do not wish to purchase an annual or seasonal membership.

While membership types vary between the centers and specialty centers based on the amenities available, a variety of memberships options provide flexibility for the user. City Residents meeting qualifications can receive financial assistance for memberships. Annually, the department has more than 11,700 membership sales across all the centers that offer memberships.

#### MEMBERSHIP RECOMMENDATIONS

It is a best practice that all facilities track statistics in the form of the lowest common denominator and use the detail for reference of relevance when leveraging key leadership or community support.

All Centers should track membership as a detailed level with total program users, total visits, and total membership visits to the facility. These numbers will help each Center to identify a priority schedule for space allocation between membership use, rentals, and programs.

The consulting team suggests that maintaining a simple pricing model is important, however with high demand issues during certain season and times of the day, the Department may look into developing a

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consistent pricing model, across as many centers as possible, that will help the Department as a whole reach cost recovery, maintain affordability and address capacity issues (e.g. pricing strategies used by Southwest Airlines).

### 4.5.12 RENTALS

Rentals provide an opportunity for community gatherings, such as neighborhood and civic association meetings, social functions, and other group activities, and are an essential revenue driver for most centers. Center rentals compete with department programs for valuable facility resources, such as staff time, facility space, and peak hours.

The Swim & Fitness Center's rentals have reduced over the years due to the increased need for program space and renovations occurring at the facility. The Civic Center's rentals are as follows:

#### Paid Rentals

- 908 (2017)
- 896 (2018)
- 821 (2019)

#### Unpaid Rental

- 745 (2017)
- 706 (2018)
- 371 (2019)

Unpaid rentals (space provided to City affiliated user groups at no charge) are almost half the rentals for 2017 and 2018 and can have considerable effect on the ability to meet cost recovery goals.

### 4.5.13 COMMUNITY AND SENIOR SUPPORT SOCIAL SERVICES

#### COMMUNITY SERVICES

The Community Services Division strives to meet the human service needs of Rockville residents. Community Services provides social service programs for youth and families of diverse backgrounds, coordinating advocacy efforts, conducting needs assessment, oversight of City-funded caregiver programs, and maintaining accountability procedures and initiatives to promote increased community involvement in local human services programs.

Rockville's Community Services Division helps fill key community-wide needs by supplementing the services provided by the County and other providers and are, thus, heavily depended on by many families. These services provide ongoing youth development, mental health, and case management services to over 300 households. Many of the programs are supported by grants from various sources.

As an example, the Linkages to Learning program at Maryvale Elementary School has been operated by Rockville for more than 20 years and is supported by a grant from the Montgomery County Department of Health and Human Services. The program returns about \$1 worth of service for every 20 cents invested by the City. The Youth and Family Services cost center receives grants that cover approximately 30% of the City's costs.

The Community Services Division also oversees the City's grant program to nonprofit social services providers, known as Caregiver grants. These grants provide funding support to nonprofits who deliver a

wide array of programs for individuals and families that include, but are not limited to, medical services, food distribution, and services aiding individuals and families experiencing homelessness.

The Community Services Division has reached capacity in staffing and resources but has been able to address significant portions of the need for children and family services in the community. Generally, community wide, donations are down. Other funding opportunities have reached or are near capacity, due to competition for scarce resources such as grants, private donations and targeted social services contracts.

### SENIOR SUPPORT SERVICES

Senior Support Services provides assistance to residents ages 60+ in the areas of transportation, outreach, counseling, English as a second language, home maintenance, food, and health services. Annually, the Senior Division serves more than 23,000 meals and provided 32,000 rides to the Senior Center and grocery stores. These wrap around services are provided at low to no cost to residents among other programs and services through the Senior Services Division.

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#### 4.5.14 PROGRAMMING CONCLUSION

Below are the recommendations to move the Department forward, maintaining the flexibility of a decentralized system while maintaining similar standards across the Department.

- Continue to monitor **core program areas** on an annual basis to ensure offerings are relevant to evolving demographics and trends in the local community.
- Overall, the **descriptions** need to effectively communicate the key benefits and goals of each Core Program Area, while being consistent throughout the Department.
- Develop a common standard on how each cost center reports details of each core program area for an **annual evaluation**; programs being offered, age segment focus, cost recovery, classification, lifecycle, and participation. This will assist in re-evaluating the core program areas offered to the community, making sure they are in line with demographic and community needs.
- **Age segment** distribution should be analyzed on an annual basis across core program areas and each cost center to align with shifting demographics in the surrounding area.
  - Grow opportunities to serve the high school age groups by developing partnerships with the local high schools to support clubs, trends, and needs that the schools cannot accommodate directly. Continue to offer job opportunities to local youth to both fulfill staffing needs and contribute to the workforce development of the community.
  - Continue to grow the focus on aging adults given the population aging trend nationally and in Rockville.
- The Department is challenged with capacity issues for indoor facilities, in particular some that impact **Program Lifecycles**. Several programs are in the Mature or Saturated stages, due to limited resources or facilities to support growth. Cost centers should continue tracking participation numbers on a quarterly basis to identify and replace / reposition programs that are truly declining and provide room for new programs or give more resources to current programs ready to grow in participation.
- To enhance opportunities to reach **Cost Recovery Goals** the Department could seek new partnership opportunities, such as the County, where the organization provides a space and the Department provides the program. This may increase a few more value-added (individual benefit) programs to reach cost recovery goals.

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- Staff should ensure **volunteer** opportunities are promoted and easily available to residents. A centralized system-wide approach to volunteering should be used and metrics tracked for reporting purposes.
- Develop additional **customer feedback** options, In-Park Surveys, Program Evaluation, and lost customer surveys, to support, develop, or maintain current offerings.
- Priority Rankings should be considered when allocating resources, developing new programs, and setting schedules. The Department should develop auxiliary activities around the Farmers Market. In addition, the Department should develop new programming around adult and senior fitness and wellness including outdoor fitness during spring, summer, and fall. Nature programs are within the high priority and new programming would help meet this need.
- **Pricing strategies:** Rockville Senior Center and Swim & Fitness Center have the most variety in pricing strategies to help reach their overall Cost Recovery goals. The consulting team believes maintaining a simple pricing model is helpful and can be complemented with dynamic and differential pricing during high demand seasons and times. This will help the Department as a whole reach the cost recovery goals, maintain affordability and address capacity issues.
  - The increased minimum wage along with a 22% cost allocation fee added to the Department cost centers can become challenging when striving to reach cost recovery targets. The planning team recommends developing pricing strategies to allow a program or cost center the flexibility to move up or down a level in the five-tier cost recovery model. Additional opportunities include reviewing current pricing for memberships, programs and rentals, and increasing partnership and volunteer opportunities to reduce overhead.
- Each cost center has staff developing creative ways to reach **cost recovery**. The Department should get together on an annual basis to talk through their cost center strengths and share what is working for them and why.
- **Financial performance measures:** Moving forward, it is recommended that staff consistently factor in all direct and indirect costs pertaining to programming when developing the program budget. Focus on developing consistent earned income opportunities to help the Department's overall quest for greater fiscal sustainability. In some cost centers, programs should be identified separately from facilities to ensure the strongest program management is being monitored for best practices.
- Establish formal **volunteer and partnership policies** and agreements which are tailored to the different types of volunteers and partnerships the Department encounters.
- Establish a **centralized program development process** including what age segment to target, determining what to measure for success/benefits of participation, establishing the message, which marketing methods to use, and creating the social media campaign before allocating resources towards a specific program.
- **Internal Competition:** Organizing programs within each facility may reduce the internal competition for space and funding. Recreation Services Division could focus on programs offered outside of the community centers. This may help with staff capacity, funding limitations and space capacity issues. Staff can focus on cost recovery goals without over lapping services. Scheduling for the centers and staff will become easier when centers can focus on their needs. Addressing the staff and centers schedule will increase the possibility to reach cost recovery goals without internal competition. With this recommendation, a unified marketing effort would need to be maintained.

- **Activity Levels** are currently reported with LERN. Developing a standard to balance resources and community wants from this annual report to allocate resources and schedules will help the Divisions continue to reach Cost Recovery goals, address community wants, and reach various demographics.
  - e.g. Sport Leagues, with 4.47% total participation focus on Generation Z Male participants which reported in 2018 1.42% of revenue with 201 participants. Increasing quality Adults Sports programs could bring in increased revenue. Adult Sports programs was also identified within the top 10 of the priority rankings.
- All Centers should track **membership** at a detailed level with total program users, total visits, and total membership visits to the facility. These numbers will help each Center to identify a priority schedule for space allocation between membership use, rentals, and programs.
- **Facility Rentals:** Each Center should develop a priority schedule mentioned to help with cost recovery goals while balancing membership, visitor time, rentals (paid and unpaid), programs, and services.
- **Community Services Division** has reached capacity and should develop an awareness strategy to celebrate accomplishments, share the needs assessment to leverage community and leadership support. The ultimate goal would be to increase funding (donation, budgets, and grants) to garner additional resources in order to address the growing needs in the community.
- The consultant team recommends **Senior Citizen Services Division** evaluating senior citizen recreation, sports and fitness with the same standards as the Recreation Division. Focus on reviewing programs using cost recovery, classification, lifecycle, market competitors and participation levels to develop next year’s program plan for 60+ participants.
- Unique ways to increase **Croydon Creek Nature Center** Cost Recovery could be introducing a program such as ‘adopt an animal’ programs where organizations, classrooms, and individuals help sponsor the creature’s expenses to be maintained in the facility. Another best practice/opportunity is special events to help fundraise for the center such as a Monarch Month where a specific (temporary) exhibit is brought in with specific admission fees to raise money for the center. Both efforts would need marketing plans and system wide support to implement.



## RECREATION AND PARKS STRATEGIC PLAN

## CHAPTER FIVE – FUNDING STRATEGIES AND CAPITAL IMPROVEMENT PLAN

## 5.1 FUNDING STRATEGIES

The purpose of this chapter is to provide an array of funding opportunities report to increase financial support outside of tax dollars for the Department’s capital and operational needs. These funding strategies are meant to provide insights into the varied opportunities available that the Department staff could further explore to identify implementation viability for Rockville.

## 5.1.1 FUNDING SOURCES FOR CAPITAL IMPROVEMENT DOLLARS AND OPERATIONS

The following financial options outline opportunities for the Department to consider in supporting the recommended capital improvements that will be outlined in the Plan as well as operational costs associated with managing the system for the future. Many of these funding sources may not be allowed now by the City or have never been used but should be pursued through legislative means should the City see the value in pursuing these funding sources. **General Obligation Bond:** A general obligation bond is a municipal bond secured by a taxing authority such as the City to improve public assets that benefits the municipal agency involved that oversee the parks and recreation facilities.

General Obligation Bonds have been used in the past and should continue to be considered for the Department’s facility projects such as updates to a City-wide or regional park, trails, recreation centers, aquatic centers, or a sports complex.

## FEDERAL GOVERNMENT FUNDING SOURCES

**Governmental Funding Programs:** A variety of funding sources are available from federal and state government for park-related projects. For example, the Land and Water Conservation Fund funding program has been reinstated for 2020 levels at \$495 million (and is expected to be permanently reauthorized in 2020) and can provide capital funds to state and local governments to acquire, develop, and improve outdoor recreation areas.

**Federal Community Development Block Grant (CDBG)** funds are used to support open space related improvements including redevelopment and new development of parks and recreation facilities.

**Transportation Enhancement Funds** available through SAFETELU, the current federal transportation bill, can be used for trail and related green space development, AmeriCorps Grants can be used to fund support for park maintenance.

**SAFETULU Funds** as well as Safe Routes to School Funds should be pursued for the trail improvements that will be outlined in the plan. SAFETULU monies require a 20% match by the Department and Safe Routes to School Funds require no match by the Department.

**AmeriCorps Grants** should be pursued by the Department to support park maintenance and cleanup of drainage areas where trails are located and small neighborhood parks in the City.

**Federal Housing Grants** can also help support parks near federal housing areas and should be pursued if appropriate. Several communities have used HUD funds to develop greenways, for example the Boscobel Heights’ “Safe Walk” Greenway in Nashville, Tennessee.

**Land and Water Conservation Fund (LWCF) Grants:** This federal funding source was established in 1965 to provide “close-to-home” park and recreation opportunities to residents throughout the United States. Money for the fund comes from the sale or lease of nonrenewable resources, primarily federal offshore oil and gas leases and surplus federal land sales. LWCF grants can be used by communities to build a variety of parks and recreation facilities, including trails and greenways.

LWCF funds are annually distributed by the National Park Service to the states. Communities must match LWCF grants with 50-percent of the local project costs through in-kind services or cash. All projects funded by LWCF grants must be used exclusively for recreation purposes, in perpetuity.

LWCF funds are created to preserve, develop, and renovate outdoor recreation facilities. Focus is on America's Great Outdoors Initiative. New or renovation of pavilions, playgrounds or play areas, ball fields, bleachers, golf course meeting rooms, multi-purpose courts, parking facilities, pathways and trails, roads, signs, ski areas, snowmobile facilities, and tennis courts. Federal Funds-Average Award is \$92,800.

**Conservation Reserve Program:** The U. S. Department of Agriculture (USDA), through its Agricultural Stabilization and Conservation Service, provides payments to farm owners and operators to place highly erodible or environmentally sensitive landscapes into a 10-15 year conservation contract. The participant, in return for annual payments during this period, agrees to implement a conservation plan approved by the local conservation district for converting sensitive lands to less intensive uses. Individuals, associations, corporations, estates, trusts, cities, counties and other entities are eligible for this program. Funds from this program can be used to fund the maintenance of open space and non-public-use greenways along bodies of water and ridgelines.

**Wetlands Reserve Program:** The U.S. Department of Agriculture provides direct payments to private landowners who agree to place sensitive wetlands under permanent easements. This program can be used to fund the protection of open space and greenways within riparian corridors.

**Watershed Protection and Flood Prevention (Small Watersheds) Grants:** The USDA Natural Resource Conservation Service (NRCS) provides funding to state and local agencies or nonprofit organizations authorized to carry out, maintain, and operate watershed improvements involving less than 250,000 acres. The NRCS provides financial and technical assistance to eligible projects to improve watershed protection, flood prevention, sedimentation control, public water-based fish and wildlife enhancements, and recreation planning. The NRCS requires a 50-percent local match for public recreation, and fish and wildlife projects.

**Urban and Community Forestry Assistance Program:** The USDA provides small grants of up to \$10,000 to communities for the purchase of trees to plant along city streets and for greenways and parks. To qualify for this program, a community must pledge to develop a street-tree inventory, a municipal tree ordinance, a tree commission, committee or department, and an urban forestry-management plan.

**Small Business Tree-Planting Program:** The Small Business Administration provides small grants of up to \$10,000 to purchase trees for planting along streets and within parks or greenways. Grants are used to develop contracts with local businesses for the plantings.

**Economic Development Grants for Public Works and Development of Facilities:** The U. S. Department of Commerce, Economic Development Administration (EDA), provides grants to states, counties, and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30-percent local match required, except in severely distressed areas where federal contribution can reach 80 percent.

**National Recreational Trails Program:** These grants are available to government and nonprofit agencies, for amounts ranging from \$5,000 to \$50,000, for the building of a trail or piece of a trail. It is a reimbursement grant program (sponsor must fund 100% of the project up front) and requires a 20% local match. This is an annual program with an application deadline at the end of January. The available

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funds are split such that 30% goes toward motorized trails, 30% to non-motorized trails, and 40% is discretionary for trail construction.

**Design Arts Program:** The National Endowment for the Arts provides grants to states and local agencies, individuals and nonprofit organizations for projects that incorporate urban design, historic preservation, planning, architecture, landscape architecture, and other improvement activities, including greenway development. Grants to organizations and agencies must be matched by a 50-percent local contribution. Agencies can receive up to \$50,000.

### TAX PAYER OR DEVELOPER SOURCES OF REVENUE

**Park Impact Fees:** The City could, if the City wanted to, pursue impact fee funds from developers.

**Tax Abatement.** The governing body of a political subdivision may grant a current or prospective abatement, by contract or otherwise, of the taxes imposed by the political subdivision on a parcel of property, which may include personal property and machinery, or defer the payments of the taxes and abate the interest and penalty that otherwise would apply, if:

- Expects the benefits to the political subdivision of the proposed abatement agreement to at least equal the costs to the political subdivision of the proposed agreement or intends the abatement to phase in a property tax increase
  - Doing so is in the public interest because it will:
    - increase or preserve tax base
    - provide employment opportunities in the political subdivision
    - provide or help acquire or construct public facilities
    - help redevelop or renew blighted areas
    - help provide access to services for residents of the political subdivision
    - finance or provide public infrastructure
- Phase in a property tax increase on the parcel resulting from an increase of 50 percent or more in one year on the estimated market value of the parcel, other than increase attributable to improvement of the parcel
- Stabilize the tax base through equalization of property tax revenues for a specified period of time with respect to a taxpayer whose real and personal property is subject to valuation

**Internal Park Improvement Fund:** This funding source is created from a percentage of the overall park admissions to attractions such as sport complexes, golf courses, special events in a park and would allow a percentage usually in the 3-5% of gross revenues to be dedicated to the park or recreation facility for existing and future capital improvements. This funding source is used for sports complexes, aquatic parks, campgrounds, and fee-based parks. This type of user fee generally does not require voter approval but is set up in a dedicated fund to support the existing attraction for future maintenance and improvements.

**Tax Allocation or Tax Increment District:** Commonly used for financing redevelopment projects. A Tax Allocation District (TAD) involves the issuance of tax-exempt bonds to pay front-end infrastructure and eligible development costs in partnership with private developers. As redevelopment occurs in the City, “tax increment” resulting from redevelopment projects is used to retire the debt issued to fund the eligible redevelopment costs. The public portion of the redevelopment project funds itself using the additional taxes generated by the project. TADs can be used to fund park improvements and development as an essential infrastructure cost.

**Developer Cash-in-Lieu of meeting the Open Space Requirement:** Ordinances requiring the dedication of open space within developments to meet the park and recreation needs of the new residents often have provisions allowing cash contribution to substitute for the land requirement.

**Facility Authority:** A Facility Authority is sometimes used by park and recreation agencies to improve a specific park or develop a specific improvement such as a stadium, large recreation center, large aquatic center, or sports venue for competitive events. Repayment of bonds to fund the project usually comes from a sales tax in the form of food and beverage. A facility Authority could oversee improvements for the large facilities; such as an aquatic center and sports field complex. The Department could seek out a private developer to design build a recreation facility for the Department, paying back these costs over a 20-year period.

**Utility Lease Fee:** Utility lease fees have been used to support parks in the form of utility companies supporting a park from utility easements, storm water runoff and paying for development rights below the ground. This funding source is derived from fees on property owned by the Department based on measures such as the amount of impervious surfacing as well as fees from utility companies having access through the park. It is used by many Departments to acquire and develop greenways and other open space resources that provide improvements in the park or development of trails. Improvements can include trails, drainage areas, and retention ponds that serve multiple purposes such as recreation, environmental protection, and storm water management. This could be a source for the utilities to make a contribution to support the parks and trails in the future.

**Transient Occupancy Tax (Bed Tax):** This funding source is used by many cities to fund improvements to parks from hotels that benefit from the parks in the form of sporting events where participants stay in hotels when they use city owned sports complexes or competitive facilities. The Transient Occupancy Taxes are typically set at 3-5% on the value of a hotel room a 1% sales tax that can be dedicated for park and recreation improvement purposes as well. Because of the value that parks could provide in the way of events, sports, entertainment and cultural events hotels in the area that benefit could be set up with a portion of their occupancy funds going to support park and recreation related improvements.

**Food and Beverage Tax:** This 1/8% sales tax is currently used by cities across the United States and usually requires voter approval. These dollars can come from the local community as well as visitors to the City to help pay for a bond to finance future park and recreation related improvements. Food and Beverage Taxes are very well accepted in most communities.

**Capital Improvement Fee:** A capital improvement fee can be added to an admission fee to a recreation facility or park attraction to help pay back the cost of developing the facility or attraction. This fee is usually applied to golf courses, aquatic facilities, recreation centers, stadiums, amphitheaters, and special use facilities such as sports complexes. The funds generated can be used to pay back the cost of the capital improvement on a revenue bond that was used to develop the facility. Capital improvement fees normally are \$5 per person for playing on the improved site or can be collected as a parking fee or admission fee.

**Lease Back:** Lease backs are a source of capital funding in which a private sector entity such as a development company buys the park land site or leases the park land and develops a facility such as a park, recreation attraction, recreation center, pool, or sports complex; and leases the facility back to the municipality to pay off the capital costs over a 20 to 30 year period. This approach takes advantage of the efficiencies of private sector development while relieving the burden on the municipality to raise

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upfront capital funds. This funding source is typically used for recreation and aquatic type facilities, stadiums, civic buildings, and fire stations.

**Park Income Tax Issue:** This would require local residents to vote on an income tax issue to develop or enhance existing and new parks from income taxes of residents and people who work in the area.

### MARYLAND RECOGNIZED OPPORTUNITIES

Maryland has many opportunities available to assist special projects.

### CAPITAL FUNDING

- General Obligation Bonds (as seen above)
- Tax or Revenue Anticipation Notes (money borrowed by the government pledged to repay over time)
- Special Funds (specific purpose such as parks and open spaces)
- Federal Funds (grants from federal government)
- Revenue Bonds (sales of bonds, not considered an obligation of the state)
- Non-Budget Funds (generated through fees, charges, grants, donations)

#### 5.1.2 FUNDING SOURCES FOR OPERATIONAL DOLLARS

**Land Leases/Concessions:** Land leases and concessions are public/private partnerships in which the municipality provides land or space for private commercial operations that will enhance the park and recreational experience in exchange for payments to help reduce operating costs. They can range from food service restaurant operations, cell towers, hotels, to full management of recreation attractions. Leases usually pay back to the Department a percentage of the value of the land each year in the 15% category and a percentage of gross from the restaurant or attractions. They also pay sales tax and employee income tax to the City.

**Admission to the Park:** Many park and recreation systems in the United States have admission fees on a per car, per bike and per person basis to access a park that can be used to help support operational costs. Car costs range from \$3 to \$5 a car and \$2 a bicycle or \$2 a person. This would really only apply to Destination Parks (such as RedGate Park) or special use sports complexes in the Department if it is considered. This fee may be useful for large events and festivals that have the capability to be set up as a fee-based park at least on weekends.

**Parking Fee:** Many parks that do not charge an admission fee will charge a parking fee. Parking rates range from \$3 to \$4 a day. This funding source could work for helping to support special events, festivals and sports tournaments.

**User Fees:** User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by the Department in operating a park, a recreation facility or in delivering programs and services. A perception of “value” has to be instilled in the community by the Department staff for what benefits the Department is providing to the user. As the Department continues to develop new programs, all future fees should be charged based on cost recovery goals developed in a future Pricing Policy. It is recommended that user fees for programs be charged at market rate for services to create value and operational revenue for the Department. For services where the City feels that they cannot move forward on adequate user fees to obtain the required cost recovery, consideration of contracting with a not-for-profit and/or private company to help offset service costs should be pursued. This would save the Department dollars in their operational budgets while still ensuring the community receives the service to keep the quality of life at a high standard.

**Corporate Naming Rights:** In this arrangement, corporations invest in the right to name an event, facility, or product within a Department facility in exchange for an annual fee, typically over a ten-year period. The cost of the naming right is based on the impression points the facility or event will receive from the newspapers, TV, websites, and visitors or users to the park. Naming rights for Department facilities are typically attached to sports complexes, amphitheaters, recreation centers, aquatic facilities, stadiums, and events. Naming rights are a good use of outside revenue for parks, recreation culture facilities or special attractions in the City and can even be explored for future development at RedGate Park.

**Corporate Sponsorships:** Corporations can also underwrite a portion or all of the cost of an event, program, or activity based on their name being associated with the service. Sponsorships typically are title sponsors, presenting sponsors, associate sponsors, product sponsors, or in-kind sponsors. Many agencies seek corporate support for these types of activities.

Advertising sales on sports complexes, scoreboards, gym floors, trash cans, playgrounds, in locker rooms, at dog parks, along trails, flower pots, and as part of special events held in the Department to help support operational costs have been an acceptable practice in parks and recreation systems for a long time and should be considered by the Department to support operational costs.

**Maintenance Endowment Fund:** This is a fund dedicated exclusively for a park’s maintenance, funded by a percentage of user fees from programs, events, and rentals and is dedicated to protect the asset where the activity is occurring.

**Park and Recreation Revenue Revolving Fund:** This is a dedicated fund to be used for park purposes only that is replenished on an ongoing basis from various funding sources such as grants, sponsorships, advertising, program user fees and rental fees within the park system. The Department could establish a revolving fund supported by all of the funding sources identified in this section and kept separate from the tax general fund. This has worked well in many Departments across the United States.

**Permit Fees:** This fee is incorporated for exclusive reservations for picnic shelters, sports fields, special events that are provided by the Department, and competitive tournaments held in the Department by other organizations who make a profit off of Department owned facilities. Permit fees include a base fee for all direct and indirect costs for the Department to provide the space on an exclusive basis plus a percentage of the gross for major special events and tournaments held on Department owned permitted facilities. Alcohol permits should be explored and if determined to be worthwhile, added to these permits which would generate more dollars for the Department for these special use areas. These dollars could be applied to the Recreation and Park Revolving Fund if developed to help support park improvements and operations.

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### 5.1.3 PRIVATE FUNDING SOURCES

**Business/Citizen Donations:** Individual donations from corporations and citizens can be sought to support specific improvements and amenities.

**Private Foundation Funds:** Nonprofit community foundations can be strong sources of support for the Department and should be pursued for specific park, recreation, and culture amenities. Currently the Rockville Recreation and Parks Foundation, Inc. exists with a mission to assist with fundraising and facilitating efforts to improve recreation activities, opportunities, and facilities in the City of Rockville. Also established is Rockville Seniors Inc. which was created by the Mayor and Council to ensure quality services are supported with fundraising and volunteers.

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**Nonprofit Organizations:** Nonprofit organizations can provide support for green space and parks in various ways. Examples include:

- **Conservancy or Friends Organization:** This type of nonprofit is devoted to supporting a specific park like Civic Center Park or RedGate Park. These Park Conservancies or Friends Groups are a major funding source for parks in the United States and should be considered.
- **Greenway Foundations:** Greenway foundations focus on developing and maintaining trails and green corridors on a City-wide basis. The City could seek land leases along their trails as a funding source, in addition to selling miles of trails to community corporations and nonprofits in the Department. The development rights along the trails can also be sold to local utilities for water, sewer, fiber optic, and cable lines on a per mile basis to support development and management of these corridors.

### 5.1.4 VOLUNTEER SOURCES

**Adopt-an-Area of a Park:** In this approach local neighborhood groups or businesses make a volunteer commitment to maintaining a specific area of a park. Adopt-an-area of a Park arrangements are particularly well-suited for the Department.

**Adopt-a-Trail:** This is similar to Adopt-a-Park but involves sponsorship of a segment of a trail (e.g., one mile) for maintenance purposes.

**Mandatory Volunteerism:** These are assigned by the court to pay off some of their sentence through maintenance activities in parks, such as picking up litter, removing graffiti, and assisting in painting or fix up activities. Most workers are assigned 30 to 60 hours of work. This would seem to be a good opportunity for the parks to work with the sheriff's or city police department on using community service workers.

**Greenway Trail Land Leases:** Many communities across the United States have allowed land leases for commercial retail operations along trails as a source of funding. The communities that have used land leases look for retail operations that support the needs of recreation users of the trails. This includes coffee shops, grill and food concessions, small restaurants, ice cream shops, bicycle shops, farmers markets and small local business. The land leases provide revenue to maintain the trails and/or to be used for in-kind matching.

**Tax Increment Financing (TIF Funds):** The concept behind the tax increment financing is that taxes in a designated area are frozen and the redevelopment that occurs in the blighted, conservation, or economic development area will increase the assessed valuation of the property and generate new property tax revenues. The increase can be used on an annual basis to retire revenue bonds issued to finance redevelopment costs. A great deal of development is required to generate sufficient revenues to make it work.

**Greenway Foundations:** Greenway Foundations have been developing across the United States over the last 15 years to support greenway matching monies for cities and counties. Greenway Foundations raise money for capital monies and operational money.

**Greenway Trust Fund:** Another strategy used by several communities is the creation of a trust fund for land acquisition and facility development that is administered by a private greenway advocacy group, or by a local greenway commission. A trust fund can aid in the acquisition of large parcels of high-priority properties that may be lost if not acquired by private sector initiative. Money may be contributed to the

trust fund from a variety of sources, including the municipal and City general funds, private grants, and gifts.

**Greenway Fundraising Programs:** Agencies across the United States have used greenways for not-for-profit fundraisers in the form of walks, runs, bicycle races, and special events. The local managing agency usually gets \$2-\$5 per participant in the events to go back to support the operations and maintenance costs.

**Greenways Conservation Groups:** Conservation groups adopt green corridors to support the operations and capital costs for specific greenway corridors. These groups raise needed money for designated greenways for capital and operations costs.

**Local Private-Sector Funding:** Local industries and private businesses may agree to provide support for greenway development through one or more of the following methods:

- Donations of cash to a specific greenway segment.
- Donations of services by businesses and corporations to reduce the cost of greenway implementation, including equipment and labor to construct and install elements of a specific greenway.
- Reductions in the cost of materials purchased from local businesses that support greenway implementation and can supply essential products for facility development.

**Adopt-A-Foot Program:** These are typically small grant programs that fund new construction, repair/renovation, maps, trail brochures, facilities (bike racks, picnic areas, birding equipment) as well as provide maintenance support. The Adopt-A-Foot program is in the form of cash contributions that range from \$2,640 to \$26,400 over a five-year period.

**State Water Management Funds:** Funds established to protect or improve water quality could apply to a greenways/trails project if a strong link exists between the development of a greenway and the adjacent/nearby water quality. Possible uses of these funds include the purchase of critical strips of land along rivers and streams for protection, which could then also be used for greenways; develop educational materials, displays; or for storm water management.

#### VOLUNTEER ASSISTANCE AND SMALL-SCALE DONATION PROGRAMS

**Greenway Sponsors:** A sponsorship program for greenway amenities allows for smaller donations to be received both from individuals and businesses. The program must be well planned and organized, with design standards and associated costs established for each amenity. Project elements that may be funded can include mile markers, call boxes, benches, trash receptacles, entry signage and bollards, and picnic areas.

**Volunteer Work:** Community volunteers may help with greenway construction, as well as conduct fundraisers. Organizations that might be mobilized for volunteer work include the Boy Scouts and Girl Scouts.

**Estate Donations:** Wills, estates, and trusts may be also dedicated to the appropriate agency for use in developing and/or operating the greenway system.

#### GRANTS THROUGH PRIVATE FOUNDATIONS AND CORPORATIONS

Many communities have solicited greenway funding from a variety of private foundations and other conservation-minded benefactors. Some of these grants include:

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**American Greenways Eastman Kodak Awards:** The Conservation Fund's American Greenways Program has teamed with the Eastman Kodak Corporation and the National Geographic Society to award small grants (\$250 to \$2000) to stimulate the planning, design, and development of greenways.

**REI Environmental Grants:** Recreational Equipment Incorporated awards grants to nonprofit organizations interested in protecting and enhancing natural resources for outdoor recreation. The company calls on its employees to nominate organizations for these grants, ranging from \$500 to \$8,000, which can be used for the following:

- Protect lands and waterways and make these resources accessible to more people.
- Better utilize or preserve natural resources for recreation.
- Increase access to outdoor activities.
- Encourage involvement in muscle-powered recreation.
- Promote safe participation in outdoor muscle-powered recreation, and proper care for outdoor resources.

**Coors Pure Water 2000 Grants:** Coors Brewing Company and its affiliated distributors provide funding and in-kind services to grassroots organizations that are working to solve local, regional and national water-related problems. Coors provides grants, ranging from a few hundred dollars to \$50,000, for projects such as river cleanups, aquatic habitat improvements, water quality monitoring, wetlands protection, pollution prevention, water education efforts, groundwater protection, water conservation and fisheries.

**World Wildlife Fund Innovative Grants Program:** This organization awards small grants to local, regional and statewide nonprofit organizations to help implement innovative strategies for the conservation of natural resources. Grants are offered to support projects that accomplish one or more of the following: (1) conserve wetlands; (2) protect endangered species; (3) preserve migratory birds; (4) conserve coastal resources; and (5) establish and sustain protected natural areas, such as greenways.

Innovative grants can help pay for the administrative costs for projects including planning, technical assistance, legal and other costs to facilitate the acquisition of critical lands; retaining consultants and other experts; and preparing visual presentations and brochures or other conservation activities. The maximum award for a single grant is \$10,000.

**Bikes Belong:** Bikes Belong coalition is sponsored by members of the American Bicycle Industry. The grant program is a national discretionary program with a small budget, to help communities build TEA-21-funded projects. They like to fund high-profile projects and like regional coalitions. An application must be supported by the local bicycle dealers (letters of support should be attached). Bikes Belong also offers advice and information on how to get more people on bikes. Government and nonprofit agencies are eligible and no match is required. The maximum amount for a grant proposal is \$10,000. Applications may be submitted at any time and are reviewed as they are received.

**Wal-Mart Foundation:** This foundation supports local community and environmental activities and educational programs for children (among other things). An organization needs to work with the local store manager to discuss application. Wal-Mart Foundation only funds 501(c)3 organizations.

**Partnership Development Agreement:** Each partner would develop their respective facilities based on set design guidelines with the Department managing all the site elements. Partners would work collectively to promote the site as a whole versus individual amenities. This process was successful for

Papago Park, located in the City of Phoenix, Arizona. The site included a major league spring training facility and minor league baseball complex, zoo, botanical gardens, history museum, and other attractions on site.

**Community Forest and Open Space Program:** Federal Grant with Estimated Total Program Funding of \$3,150,000. Individual grant applications may not exceed \$400,000. The program pays up to 50% of the project costs and requires a 50% non-federal match. Eligible lands for grants funded under this program are private forests that are at least five acres in size, suitable to sustain natural vegetation, and at least 75% forested.

**Congestion Mitigation and Air Quality Program-fund:** This source is for transportation projects that improve air quality and reduce traffic congestion. Projects can include bicycle and pedestrian projects, trails, links to communities, bike rack facilities. Average grant size \$50-\$100,000.

**Community Facilities Grant and Loan Program-Grant Program:** This source is established to assist communities with grant and loan funding for the expansion, renovation and/or remodeling of former school facilities and or existing surplus government facilities that have an existing or future community use. The grant funds projects such as facilities that may be spaces for community gatherings and functions, recreational athletic facilities for community members, particularly youth. These appropriate spaces can also include space for non-for-profit offices, childcare, community education, theater, senior centers, youth centers, and after school programs. CFP match requirements for requests up to \$250,000 are 10-% eligible project costs. For requests over \$250,000 to \$1 million, the match is 15%.

**American Hiking Society:** Fund on a national basis for promoting and protecting foot trails and the hiking experience.

**Deupree Family Foundation:** The Deupree Family Foundation provides grants for recreation, parks/playgrounds, and children/youth, on a national basis. This foundation supports building/renovation, equipment, general/operating support, program development, and seed money.

**Economic Development Grants for Public Works and Development of Facilities:** The U. S. Department of Commerce, Economic Development Administration (EDA), provides grants to states, counties, and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30% local match required, except in severely distressed areas where the federal contribution can reach 80%.

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**Chesapeake and Coastal Grants Gateway:** designed to assist organizations seeking technical and financial assistance to restore local waterways, increase resilience to climate impact, strengthen local economies and develop next generation or environmental stewards.

**Aquatic Resources Education Grants Program:** Assist schools to fund classrooms and laboratory, and/or field projects for student and teacher training. With the goal to develop an appreciation of aquatic habitats. This is not directly related for parks, however provides a great opportunity to partner with the schools to develop a program together.

**Environmental Literacy: Explore and Restore Maryland's Streams:** This funding source supports costs associated with providing outdoor learning field investigation away from the school campuses (pre-k through 12) as part of comprehensive Meaningful Watershed Education Experiences (MWEEs). This is another great partnership opportunity with the schools and may assist Croydon Creek Nature Center.

## RECREATION AND PARKS STRATEGIC PLAN

**Habitat Restoration and Conservation:** Chesapeake & Coastal Service supporting science and technical services that State and local partners need to improve water quality. Applying innovative best management practices that reduce harmful run-off from entering the State’s waters.

**Watershed Assistance Grant Program:** partnership with Chesapeake Bay Trust, planning and design grants to help local governments undertake comprehensive restoration project.

**Bike/Walk Funding Program Grant:** Developed by Maryland Department of Transportation to fund programs for biking and pedestrian programs that support local economies and enhance quality of life.

- Bikeways (enhanced biking access within 3 miles of rail/bus transit)
- Transportation Alternative Program (TAP) (enhance cultural, aesthetic, historic and environmental aspects of intermodal transportation systems)
- Safe Routes to Schools (requires 20% cash match, 2-mile radius of elementary/middle schools)
- MDOT Planning Support- Bicycles Pedestrian Priority Areas BPPAs
- Sidewalk Reconstruction for Pedestrian Access (Fund 33)
- New sidewalk construction for Pedestrian Access (Fund 79)
- Bicycle Retrofit (Fund 88)

**Transportation/Land Use Connections (TLC) Programs:** Provides free technical assistance for local jurisdictions in planning matters relating to coordination of transportation and land use.

**Federal Lands Access Programs (FLAP):** To help improve transportation facilities that provide access to, are adjacent to, or are located within Federal lands. Access Program supplements State and local resources for public roads, transit systems, and other transportation facilities, with an emphasis on high-use recreation sites and economic generators.

**Maryland Heritage Area Program:** Provide technical and financial assistance to help protect and enhance heritage resources within certified heritage areas.

**Statewide Transit Innovation Grants (STIG):** Supports efforts to improve transit and access to activity centers and improve transit mobility options. (Requires local match of 20%)

### 5.2 CAPITAL IMPROVEMENT PLAN

The City plans capital improvements over a five-year period with appropriations being made on an annual basis. This approach maintains flexibility in order to maximize efficiencies throughout the City’s overall park system.

This Plan recommends systemwide observations and recommended improvements based on a sampling of facilities provided by City staff of 16 parks and trails. These facilities represent a range of amenities offered, facility sizes and conditions. The observations and recommendations made on system wide key investments are representative of the parks sampling, not necessarily of the entire City parks system.

#### 5.2.1 KEY INITIATIVES

##### CONTINUED IMPLEMENTATION OF AMERICANS WITH DISABILITIES ACT (ADA) PLAN

Parks and recreation facilities must comply with the Outdoor Recreation standards of the Americans with Disabilities Act (ADA). The Department along with the City has been addressing needed improvements identified in the City of Rockville ADA Transition Plan. Fiscal year 2019 accomplishments identified in the Rockville Fiscal Year 2020 Adopted Operating Budget and Capital Improvements Program include:

- Completed the construction of the Glenview Mansion ADA Parking Lot
- Lincoln Park Community Center Parking Lot Expansion
- First phase of the Senior Center ADA Improvements

It is anticipated that the Department would complete the Senior Center ADA improvements as part of the FY2021 outlook for accomplishments.

Even with these efforts, the City has areas of improvement throughout its park system. It is recommended that the City maintain its ADA transition plan whereas areas of non-compliance are addressed, corrected, and documented. This can be accomplished by establishing an amount to be funded annually for the much-needed improvements with the intention of completing these during the course of implementing the Plan. In the long run, full funding of the ADA transition plan will ensure true accessibility for community members in need and minimize the City’s potential exposure to risk and associated costs.

#### LAND ACQUISITION TO MITIGATE THE POTENTIAL LOSS OF “AT-RISK” PROPERTIES

The City should identify undeveloped land and parcels for redevelopment that will help to mitigate the loss of land within the system. The cost associated with land acquisition is difficult to pinpoint with recent costs ranging from \$400,000 to \$1.6 Million an acre. For the purpose of this CIP, a real estate average of \$800,000 per acre has been used.

#### COORDINATION WITH CITY AGENCIES FOR EROSION AND STORMWATER SOLUTIONS

The facilities assessed by the PROS / LPDA team exhibited significant issues with erosion and lack of modern stormwater infrastructure except for the following facilities:

- Mattie Stepanek Park - being one of the newer parks in the Rockville system, this facility has been designed with stormwater infrastructure. Even with this infrastructure there is a drainage issue that needs resolved on the property.
- Veterans and Courthouse Square Parks - as urban park sites these facilities rely on the utility infrastructure of the roadways and buildings
- Beall Dawson Historic House Park - also an urban park, this site is maintained as historic grounds and gardens.

Impacts of on-site and offsite erosion have and will continue to cause degradation of park infrastructure and exhibit a history of deferred maintenance over time. It is recognized that most of these impacts are caused by offsite influences or are a part of broader citywide or regional issues such as streambank erosion. While this is recognized as a maintenance item, the Department should continue to work with the City on the planning and engineering of facilities that fix the broader goals of erosion and stormwater issues.

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#### 5.2.2 RECOMMENDED CAPITAL IMPROVEMENTS

The Plan and other City initiatives recommend the redevelopment of the RedGate Golf Course as a destination park within the system. The size of the facility should serve in the future to meet and help the City meet or exceed near and long-term goals for programming and management of the LOS as the population grows within and beyond the projections of this Plan.

The City should engage the community in a RedGate Park Master Plan to program a build out taking into consideration the current and future needs and community values defined in this plan. Redesigning RedGate Park, with both active and passive elements, can provide the City and the community with a truly regional asset and help meet future demands and trends.

## RECREATION AND PARKS STRATEGIC PLAN

From the LOS standards in Chapter 4.2, based on population growth till 20204, the Facility / Amenity standards showed a need of one additional Park Shelter.

### ACQUISITION OF NEIGHBORHOOD PARKLAND

Projections into 2024 recommend an additional 16 acres of parkland developed through neighborhood parks. This does not factor in the land acquisition needed to replace any properties that are “at risk”. At the time of the publishing of this Plan, the City is currently in a Comprehensive Plan update titled Rockville 2040 as well as developing a Parkland Acquisition Ordinance (PAO).

The PAO is a joint effort of PDS and Recreation and Parks. These agencies should continue to work together to facilitate the fulfillment of the recommended need with development applications in the City. As the standard for needs existing in Neighborhood Park land exist, these goals should be obtainable for the dedication and construction through development and redevelopment throughout the City. Only operations and maintenance of these facilities should fall on the Department.

### TRAILS

The LOS recommends 8.86 additional miles of trails: 6.03 and 2.84 miles of multi-use and natural trails respectively. This does not factor in the land acquisition needed to replace any trails that are “at risk”. Trails are often an important amenity for developers and where practical should be approached as a component of the PAO and other planning efforts.

It is important to note that trails are often associated with suburban development while future development patterns in the City will be largely urban, which could limit the dedication of this land within developments. The City should look to meet this demand as it designs RedGate Park and look at critical linkages between neighborhoods, schools, parks, transit and other community assets.

### COURT SPORTS

Pickleball has become increasingly popular to meet the demands of an aging population and courts are recommended to be provided in groups of 4. Pickleball should be provided in parks where adequate facilities and parking already exist. Projections for dedicated pickleball recommended seven (7) additional courts based on the Level of Service recommendations; therefore, it is recommended that, if possible, 8 additional dedicated courts should be provided.

### DOG PARKS

This is an increasingly popular amenity and current LOS demands require one (1) additional dog park in the City. This does not factor in the land acquisition needed to replace the dog park that is “at risk”. A future dog park should be located in a more remote location, such as RedGate Park, where it can share infrastructure of parking, restrooms, water and other amenities.

### FACILITIES

The LOS projects a current facility deficiency of 57,000 square feet and a long-range demand deficiency of 65,000. This does not factor in the land acquisition needed to replace any special facilities/cultural facilities that are “at risk”. Programming at RedGate Park should include a multi-use, multi-generation community recreation facility to meet these needs.

### OTHER FACILITIES CONSIDERATION:

**Signage and Wayfinding:** Observations from the Park Assessment Reports noted that park location, address and boundary signs are often hard to find. Likewise, wayfinding on the trail systems observed do a good job of stating mileage and direction but lack detail on the location of key City destination, park

and school assets. The City is currently engaged in a signage and wayfinding study to standardize and modernize identification in the City.

**Integrated Stormwater Management (SWM):** Maryland requires some of the most stringent SWM regulations in the Country; consequently, its accepted practices are among the most innovative. This innovation provides for opportunity integration into park spaces and landscapes. The City should consider the integration of innovative SWM approaches to solve erosion issues where they exist on parkland. These practices should include educational opportunities.

**Nature Play:** The City has an extensive system of programmed, structural play equipment. The parks assessed through the Park Assessment report noted that these facilities are modern and generally in good condition. Future park planning should provide for the consideration of natural, unprogrammed playgrounds equitably dispersed throughout the City. These playgrounds should take into consideration topography, forest cover and unconventional practices such as tube mazes, landform berming, geocaching and unprogrammed open spaces to encourage imaginative play.



## RECREATION AND PARKS STRATEGIC PLAN

## 5.2.3 CAPITAL IMPROVEMENT COST

The chart below represents a summary of the recommended capital improvement program. Utilizing the recommended actions from Section 5.2.2, the current adopted Capital Improvement Program, and additional recommendations have been developed. The additional recommendations are the culmination of bringing development of new amenities and new facilities based on the LOS and programmatic goals developed from staff and user input.

Detailed charts for each capital improvement can be found in Appendix H.

## Capital Improvement Program

### NEAR TERM PRIORITY (0-2 Years)

Current Strategic CIP Projects		Total Costs
Projects		\$2,556,250
Facilities		\$322,500
<b>Action</b>		
Outdoor Amenities		\$3,687,500
<b>HIGH PRIORITY Existing Parks Costs</b>		<b>SUBTOTAL</b>
		<b>\$6,566,250</b>

### MID TERM PRIORITY (2-4 Years)

Current Strategic CIP Projects		Total Costs
Projects		\$1,300,000
Facilities		\$411,450
<b>Action</b>		
Outdoor Amenities		\$3,445,000
Trails		\$6,549,400
Parkland Acquisition		\$31,980,000
<b>EXPANDED - IMPROVED FACILITY PROGRAM Costs</b>		<b>SUBTOTAL</b>
		<b>\$43,685,850</b>

### LONG TERM PRIORITY (4+ Years)

Current Strategic CIP Projects		Total Costs
Projects		\$3,150,000
Facilities		\$8,750,000
Acquisition		\$11,200,000
<b>Action</b>		
Outdoor Amenities		\$945,000
Trails		\$2,191,000
Acquisition		\$79,940,000
Facilities		\$36,911,420
<b>LONG TERM PRIORITY New Facilities Costs</b>		<b>SUBTOTAL</b>
		<b>\$143,087,420</b>

<b>CAPITAL IMPROVEMENT</b>	<b>TOTAL</b>	<b>\$193,339,520</b>
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Figure 17 - Summary of Capital Improvement

## CHAPTER SIX - PARKS AND FACILITIES OPERATIONS AND MAINTENANCE REVIEW

A Maintenance and Operations Review is an analysis of current practices, maintenance protocols, work management and performance measures, organization and staffing needs, improved operational efficiencies, policy update and development, technology improvements and marketing/communication opportunities.

### 6.1.1 FRAMEWORK

The planning team is looking to see if there are opportunities to improve overall operations and the Parks and Facilities' capacity to implement this Plan. The process included

- Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis
- Interviews with key staff
- Facilities tours
- Review of Division processes, reports, and organizational structure
- Review of existing Division policies

Parks and recreation departments continue to face a multitude of growing market demands, ranging from providing a superior customer experience, addressing the needs of neighborhoods and the community at large, capital development project management, keeping up with changing industry regulatory requirements, and being financially sustainable while attracting and retaining the best employees.

At the same time, challenges such as cost recovery, customer retention, expenditure reduction, creating and maintaining brand awareness/consistency, and technology applications can present opportunities to improve efficiency and effectiveness in the delivery of service. This review will identify opportunities within these facets of operations.



## 6.2 DIVISION AND COST CENTERS

### 6.2.1 PARKS AND FACILITIES OVERVIEW

According to the Fiscal Year 2020 Adopted Operating Budget & Capital Improvement Program, “The Budget Book”, the Parks and Facilities Maintenance Division (Division) is responsible for the stewardship and management of all the City’s parkland and open space, as well as maintenance of all City facilities. This Division handles the operation, maintenance, and improvements to Rockville’s parks, rights-of-way, street trees, athletic fields, and courts. It plants and maintains the annual and perennial flowers throughout the City. The Division also provides essential support for sports, special events, and other programs. This Division manages projects in the Recreation and Parks and General Government CIP program areas that directly impact City parks, open spaces, and City facilities.

## RECREATION AND PARKS STRATEGIC PLAN

This overview of the Parks and Facilities Maintenance Division shows a multitude of responsibilities including:

- 68 Parks
- 1,058 acres of park land including undeveloped Open Spaces, Neighborhood Parks, City-Wide Parks, and Destination Parks (not included are grounds maintained by the Department that are not classified as parks, examples are right-of-way and other government properties)
- Rockville Recreation and Parks has 35 miles of multi-use trails and four miles of natural trails
- The Division maintains 79,142 square feet of indoor recreation and aquatics space and 129,735 square feet of special use and cultural facilities
- Staff: The Division has 60.4 Full Time Equivalents (FTE) consisting of 58 Regular FTE and 2.4 Temporary FTE
- 18 Shelters/Pavilions
- 24 Ball Fields
- 2 Multi-purpose rectangular fields
- 48 Outdoor basketball courts
- 43 Tennis Courts, 10 tennis/pickleball courts, and four dedicated pickleball courts
- 53 Playgrounds
- 1 Dog park
- 1 Skate park

### 6.3 CLASSIFICATION OF SERVICES

Major functions and services within the divisions are extensive. Currently, these functions and services are not classified. Classifying services is an important process for the Division and Department to remain aligned with the community's needs, the mission of the organization, and to sustainably operate within the bounds of the financial resources that support it. These major functions and services can be categorized into these major functions and services:

- Life safety inspections
- Management of Capital Improvement Projects
- Monthly playground inspections
- Arboriculture practices including tree pruning, inspection, tree removal and stump grinding
- Street Tree maintenance
- Hardscape maintenance and improvements including ADA
- Athletic Field maintenance and construction
- Stewardship of parks, grounds and open space
- Landscape maintenance
- Turf maintenance
- Horticultural practices including pest management, annual and perennial installations and city-wide beautification
- Dog park maintenance
- Carpentry, plumbing and electrical repairs
- Heating, Ventilation and Air Conditioning (HVAC) Maintenance
- Custodial Operations
- Wildlife Management
- Maintenance of Sports Lighting systems
- System wide refuse and recycling program

- Support for community gardens
- Contract Administration
- Facility wide utilities payment
- Accounting, bookkeeping and budgeting
- Customer service and coordination of service requests
- Emergency Planning

As can be seen from the above, the Parks and Facilities Division is responsible for the administrative support needed and created by their operations. There are staff dedicated to administrative duties within the Division. The administrative delivery is relatively decentralized to increase efficiency and effectiveness of the Division.

### 6.3.1 CLASSIFICATION DEFINITIONS

Classification of major functions and services is considered best practice to ensure Parks and Facilities can respond to changing circumstances, especially when all services cannot be sustained. The following core services and function criteria are defined for the purpose of the Department determining what are the core essential, important, and value-added services that the Department provides in operations.

#### CORE “ESSENTIAL” SERVICES

- Definition of Core “Essential” Services
  - Core “Essential” services are those programs, services and facilities COR must provide and/or are essential in order to capably govern the parks and recreation system. The failure to provide a core service at an adequate level would result in a significant negative consequence relative to the overall City health & safety and economic vitality of the community.
- Criteria
  - The Department is mandated by law, by the Charter or is contractually obligated by agreement to provide the service.
  - The service is essential to protecting and supporting the public’s health and safety.
  - The service protects and maintains valuable COR assets and Infrastructure.
  - The City’s residents, businesses customers and partners would generally and reasonably expect and support COR in providing the service, and that service is one that cannot or should not be provided by the private sector and provides a sound investment of public funds.
- Examples are asset preservation, life safety inspections and monthly playground inspections

#### “IMPORTANT” SERVICES

- Definition of “Important” Services
  - “Important” services are those programs, services and facilities COR should provide and are important to governing the parks and recreation operations and effectively serving the residents, businesses, customers and partners. Providing Important services expands or enhances our ability to provide and sustain COR core services, health & safety, and economic vitality.
- Criteria
  - Service provides, expands, enhances or supports identified core essential services.

## RECREATION AND PARKS STRATEGIC PLAN

- Services are broadly supported and utilized by the community, and are considered an appropriate, important, and valuable public good. Public support may be conditional upon the manner by which the service is paid for or funded.
- Service generates income or revenue that offsets some or all of its operating cost and/or is deemed to provide an economic, social or environmental outcome or result within the community.
- Examples of “Important” Services are support for community gardens, contract administration, and facility-wide utility payments.

### “VALUE-ADDED” SERVICES

- Definition of “Value-added” Services
  - “Value-added” services are discretionary programs, services and facilities that COR may provide when additional funding or revenue exists to offset the cost of providing those services. Value-added services provide added value to our residents, businesses, customers and partners above and beyond what is required or expected of a parks and recreation department.
- Criteria
  - Service expands, enhances or supports Core Essential Services and Important Services, and the quality of life of the community.
  - Services are supported and well utilized by the community and provide an appropriate and valuable public benefit.
  - Service generates income or funding from sponsorships, grants, user fees or other sources that offsets some or all of its cost and/or provides a meaningful economic, social or environmental benefit to the community.
- Examples are setting up for events, consulting outside organizations that are holding events on City grounds, and customer service.

## 6.4 MAINTENANCE MANAGEMENT

The maintenance review seeks to reveal opportunities for process improvement and modification to make informed decisions and bring assets to their full lifecycle. The focus is on increasing efficiency within existing operations to expand the capacity and better manage the magnitude of responsibilities as the Department evolves in assets owned and services provided.

### 6.4.1 WORKLOAD

The following are current examples of the magnitude of major functions and services within Parks and Facilities:

- 800 service requests annually
- Contract management and inspection of City-wide mowing contract at 194 locations, custodial contractor at multiple City buildings
- Approximately 60,000 bulbs planted annually in different locations within parks and right of way medians
- Dog park maintenance
- Right of way (ROW) cost center maintains land at 92 sites
- Trash collection for 273 trashcans throughout the park system
- Maintain 178 garden plots for resident use
- Dumpster collection at 23 locations

- Small engine repair shop
- Maintain state roads
- Manage Capital Improvement Projects
- Grant writing and administration
- Turf maintenance of athletic fields
- Playground inspections
- ADA improvements
- Grounds of City buildings and facilities
- Set up for events, camps, programs, etc.
- Maintain sport lighting at multiple locations

**6.4.2 OPERATING STANDARDS**

Overall, the Division is managed with several best practices in place, including documented operational standards, policies, procedures, performance and manuals. This helps to ensure that high-quality services are delivered and valued by the community. The primary focus is on outcomes that demonstrate highly responsive quality maintenance and upkeep of the system. This allows for the continued safety and enjoyment of the park system by residents and is evident from the 95% satisfaction rate from the community needs survey results in **Figure 18** (54% of households rating as excellent and 41% of households as good).

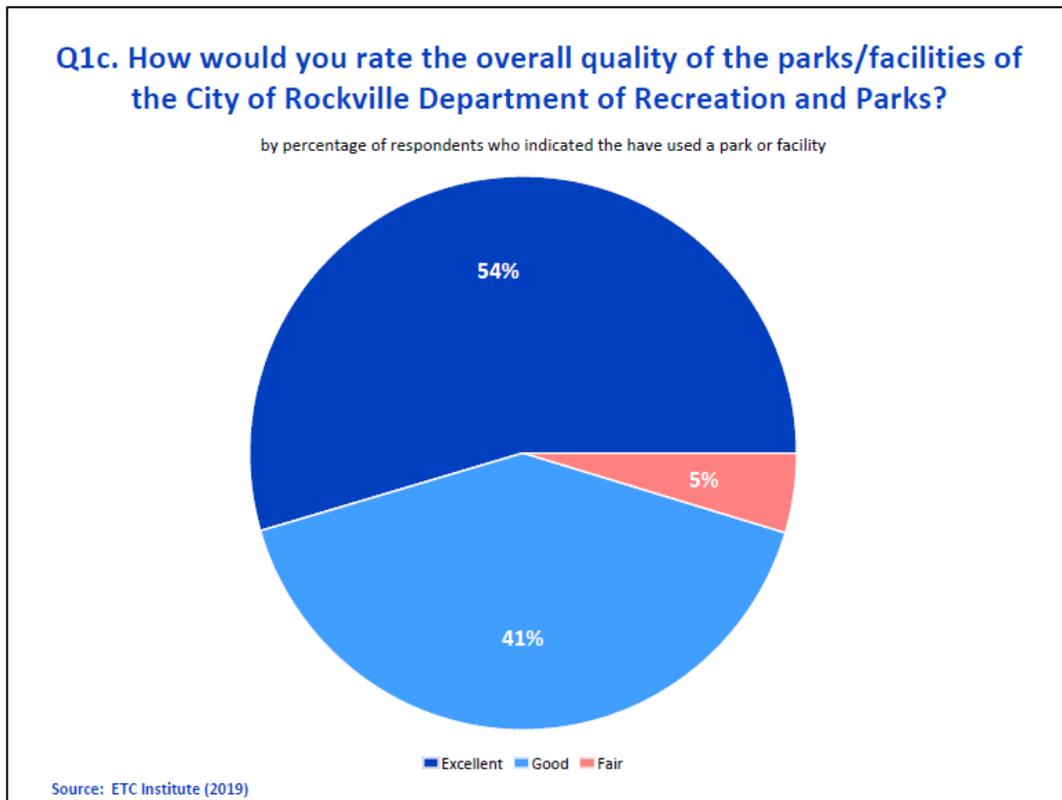


Figure 18: Overall Quality of the Parks & Facilities Rating

## RECREATION AND PARKS STRATEGIC PLAN

The best practice documents help provide direction to staff on approach to management, mandates, and outcomes. Below are the Plans, Policies, Standards and Procedures that the Department has in place and those that should be considered. It is worth noting the Division has several key components to a maintenance management plan completed individually and could tighten this up by developing the plan with the key components that are included below and create orientation to the plan and operations. Some of the documents below are for the Department and include sections that speak to operations and goals of the Parks and Facilities Division. These plans are specific to or have sections that apply to the Parks and Facilities Division.

### PLANS

- ADA Transition Plan
- Bikeway Master Plan
- Comprehensive Master Plan- Recreation and Parks Chapter
- Continuity of Operations Plan
- Parks, Recreation and Open Space Plan (PROS)
- Emergency Action Plan - Facilities, Events
- Emergency Operations Plan
- Marketing and Communications Plan
- Master Street Tree Plan
- Snow and Ice Emergency Plan
- White-Tailed Deer Management Plan FY20
- 2010 Roofing Study (FY20 funding new Roofing Study) Basis for Roofing CIP
- HVAC Replacement Plan - Operating Budget
- Quarterly Preventative Maintenance Plan for HVAC Units
- Life Safety Inspection Plan
- Swim and Fitness Center Facility Conditions and Enhancement Plan
- Facilities Preventive Maintenance plan
- Snow emergency plan

### POLICIES

- Cost Recovery Policy
- HR Policies
- Inclusion Policy
- Memorial Policy - Memorial Tree and Bench Policy
- Park Rules & Regulations ordinance and enforcement Policy - Events
- Procurement Policy
- R Zone (Respect) Policy
- Volunteer Policy

### STANDARDS AND PROCEDURES

- Customer Service Standards
- Facility Standards
- Maintenance Standards - Checklist for inspections
- Onboarding Procedure
- Training Standards (annual calendar, inhouse, specialty)

The facilities, amenities, community needs, and identified service improvements determine which of these best practice documents are needed. Below are Plans, Policies, Standards and Procedures that the Division could benefit from having in place.

**PLANS**

- Maintenance Management Plan - Capture institutional knowledge, document system evolution, and combine all current policies, standards and procedures into one location
- Site Development Plans - RedGate property, undeveloped property or new property for development or redevelopment

**POLICIES**

- Land Use / Management Policy - Document environmental needs within properties, identify planned recreation uses and determine percentage of the system and each property that will remain natural

**STANDARDS AND PROCEDURES**

- Update standards and include new assets that are being developed annually

**6.4.3 PERFORMANCE MEASURES**

The City has established a strong level of fiscal accountability by including performance measures in the budget process. The following are the goals for the Division according to the 2020 Rockville Fiscal Year Adopted Operating Budget and Capital Improvements Program.

- Provide support services and leadership for the stewardship of all parks, facilities, rights of ways, and the urban forest
- Provide maintenance and management of all parks and open spaces to provide high quality, safe places that contribute to distinctive neighborhoods and sound environmental stewardship
- Provide maintenance and management of all City facilities to keep them in their as-built condition
- Preserve, protect, maintain, and manage Rockville's urban forest

The following is an example of one of the goals, critical success factors, performance measures and short-term objectives.

<b>Goal:</b> Provide maintenance and management of all City facilities to keep them in their as-built condition				
<b>Critical Success Factor:</b> Stewardship of Infrastructure and Environment				
<b>Performance Measures</b>	<b>Actual FY 2017</b>	<b>Actual FY 2018</b>	<b>Adopted FY 2019</b>	<b>Adopted FY 2020</b>
Percent of internal survey respondents rating daytime custodial services as good or excellent (Target: ≥ 95%)	91%	92%	≥ 95%	≥ 95%
Percent of facilities passing annual quality inspections (Target: ≥ 95%)	91%	92%	≥ 95%	≥ 95%
<b>Short Term Objectives</b>				<b>Planned Completion</b>
Complete two HVAC replacements at Twinbrook Recreation Center				Q3 FY 2020
Complete six roofing replacements on recreation and parks facilities through the Roofing Improvements: FY16-FY20 (R116) CIP project				Q4 FY 2020
Complete life safety design improvements at 6 Taft Ct. through the Maintenance and Emergency Operations Facility Improvements (GD19) CIP project				Q4 FY 2020

Figure 19: Example of Parks and Facilities Performance Measures and Short-Term Objectives from the Rockville Fiscal Year 2020 Operating Budget and Capital Improvement Program

## RECREATION AND PARKS STRATEGIC PLAN

## 6.4.4 TECHNOLOGY

Technology is one component in management that can help to increase efficiency and effectiveness with the automation or immediate ability to capture data necessary to complete or report on specific operational tasks. Technology currently has a place within maintenance operations, but not a work order system. Staff are continuously researching technology and applications that will help provide maintenance staff with increased productivity and mobility. Ensuring staff are proficient with new technology and its application in the field will help to ensure outcomes are achieved.

**Web-based Work Order Management System:** Currently, the department is using the HANSEN Maintenance Management System and is set to be replaced in 2021. This is an opportunity to benefit from a web-based workorder management system. An electronic work order system can help staff track workflow, workload, asset management and populate reports on work accomplished using metrics such as time to completion and costs associated with addressing the work order ticket. Tracking and scheduling things like routine maintenance, asset preservation, projects, cost of service and total cost of ownership, time required, and salaries will provide valuable information that will help the Department tell its story.

A web-based workorder system that will automate reports using data entered by staff completing the task and supplemental information added from payables and receivables.

An example of a benefit to Parks and Facilities from a system such as this would be to enter data while at the site of the work such as playground inspections and track with photos, amount of time spent and the costs associated with repairs to the assets. The data collected can be used to project maintenance costs associated with the maintenance over the full life of the asset (full cost of ownership). This full cost of ownership includes purchase, install, maintenance and replacement.

The figure below shows the results from the Community Needs Survey. The importance of the recreation and park system to the community can be seen in the level of agreement in the value it provides personally and from a property value perspective. It also demonstrates the communication efforts on the benefits of the parks, facilities, programs and events. The community values the Department's facilities and services. Having a comprehensive workorder system that helps capture data, monitor completion of asset preservation efforts and associated costs will strengthen the Department's ability to communicate the value that residents receive from Department services.



### 6.4.5 EQUIPMENT

Currently, the City conducts regular trainings which incorporate equipment operation and safety. The City also has a lifecycle replacement schedule for vehicles and equipment. These schedules are more than assigning a date to replace, it also includes a deeper understanding of the equipment, its useful life and regular monitoring to see if replacement dates can be extended.

Routine maintenance is conducted on equipment to ensure the safe use and reliability of vehicles and equipment. There are times when equipment is unavailable due to other projects and repairs, so schedule adjustments are made until equipment becomes available.

Best practices are in place for equipment and vehicles. These best practices help to ensure that the staff have the right equipment available at the right time to achieve the results for the community, the majority of the time. This leads to efficient operations and successful outcomes.

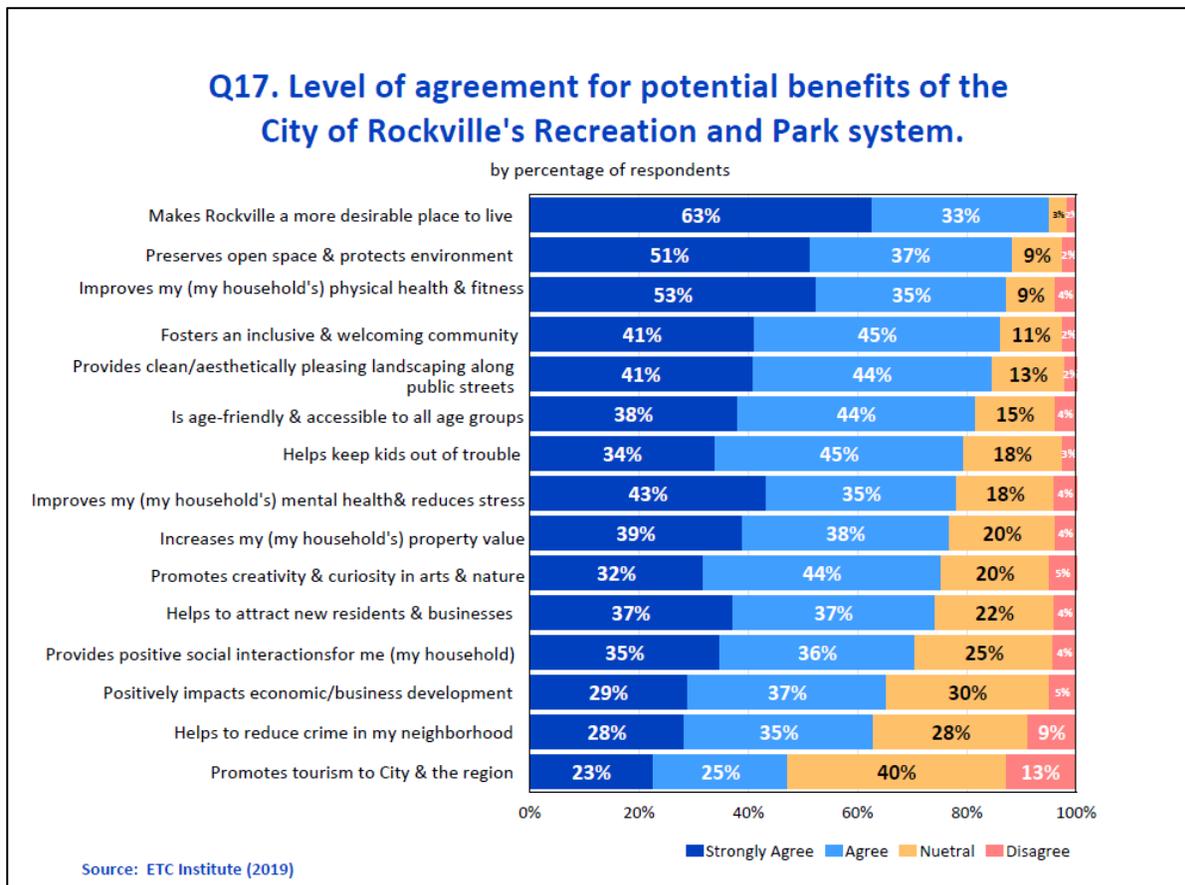


Figure 20: Level of Agreement for the potential Benefits

A lifecycle replacement schedule for indoor and outdoor facilities was not observed as part of this review. If one is in place, it is important to update the schedule as new assets are added. The perception is that there is a need for timely lifecycle replacement to avoid assets managing staff based on deteriorating conditions.

## RECREATION AND PARKS STRATEGIC PLAN

## 6.4.6 DIVISION ORGANIZATIONAL DESIGN AND STAFFING

The Parks and Facilities Maintenance Division has cost centers. Cost centers are subsections of a division that is responsible for a specific activity or group of activities that fall under a specific division. The Division is responsible for the following Cost Centers:

- Administration and Support
- Athletic Field Services
- East Parks Services
- Facility Maintenance Services
- Development Review
- Horticulture Services
- Parks Maintenance Fund
- Right-of-Way Services
- Urban Forestry Maintenance
- West Parks Services

The Parks and Facilities Division has a total of 60.4 FTEs. The make-up of total FTEs is 58 fulltime FTEs and 2.4 part-time FTEs. This has decreased by 2.5 from the previous year. Figure 22 shows that the decrease in FTEs is from Forestry Development Review. Many of the positions in Parks and Facilities Maintenance Division have special skill sets. This makes contracted services an important component to build capacity when positions cannot be filled and for continuing to keep the high level of service. The Division currently balances out capacity with contracted services.

Best practices to address capacity issues are not just contracted services but also the use of volunteers, partnerships and professional development. These best practices help to achieve the level of quality identified by the household responses in the statistically valid survey. These services are necessary due to the magnitude of responsibilities and the need for specialized skill sets.

	Adopted FY 2018	Adopted FY 2019	Adopted FY 2020	% Change from FY19
<i>Regular</i>				
Administration and Support	6.0	6.0	6.0	0.0%
Athletic Field Services	6.5	6.5	6.5	0.0%
East Parks Services	5.5	5.5	5.5	0.0%
Facilities Maintenance Services	16.0	16.0	16.0	0.0%
Forest and Tree Preservation	-	-	-	-
Forestry Development Review	2.0	2.0	-	-100.0%
Horticultural Services	7.0	7.0	7.0	0.0%
Park Maintenance Fund	-	-	-	-
Right-of-Way Services	3.5	3.5	3.5	0.0%
Urban Forestry Maintenance	6.0	7.0	7.0	0.0%
West Parks Services	7.0	7.0	6.5	-7.1%
<b>Regular Subtotal</b>	<b>59.5</b>	<b>60.5</b>	<b>58.0</b>	<b>-4.1%</b>
<i>Temporary</i>				
Administration and Support	0.3	0.3	0.3	0.0%
Athletic Field Services	-	-	-	-
East Parks Services	0.7	0.7	0.7	0.0%
Facilities Maintenance Services	-	-	-	-
Forest and Tree Preservation	-	-	-	-
Forestry Development Review	-	-	-	-
Horticultural Services	0.7	0.7	0.7	0.0%
Park Maintenance Fund	-	-	-	-
Right-of-Way Services	0.8	0.7	0.7	0.0%
Urban Forestry Maintenance	0.8	-	-	-
West Parks Services	-	-	-	-
<b>Temporary Subtotal</b>	<b>3.3</b>	<b>2.4</b>	<b>2.4</b>	<b>0.0%</b>
<b>Division Total (\$)</b>	<b>62.8</b>	<b>62.9</b>	<b>60.4</b>	<b>-4.0%</b>

Figure 21 - Parks and Facilities Maintenance Division FY2020  
Audited Regular and Temporary FTEs

6.4.7 PARKS AND FACILITIES ORGANIZATIONAL CHART

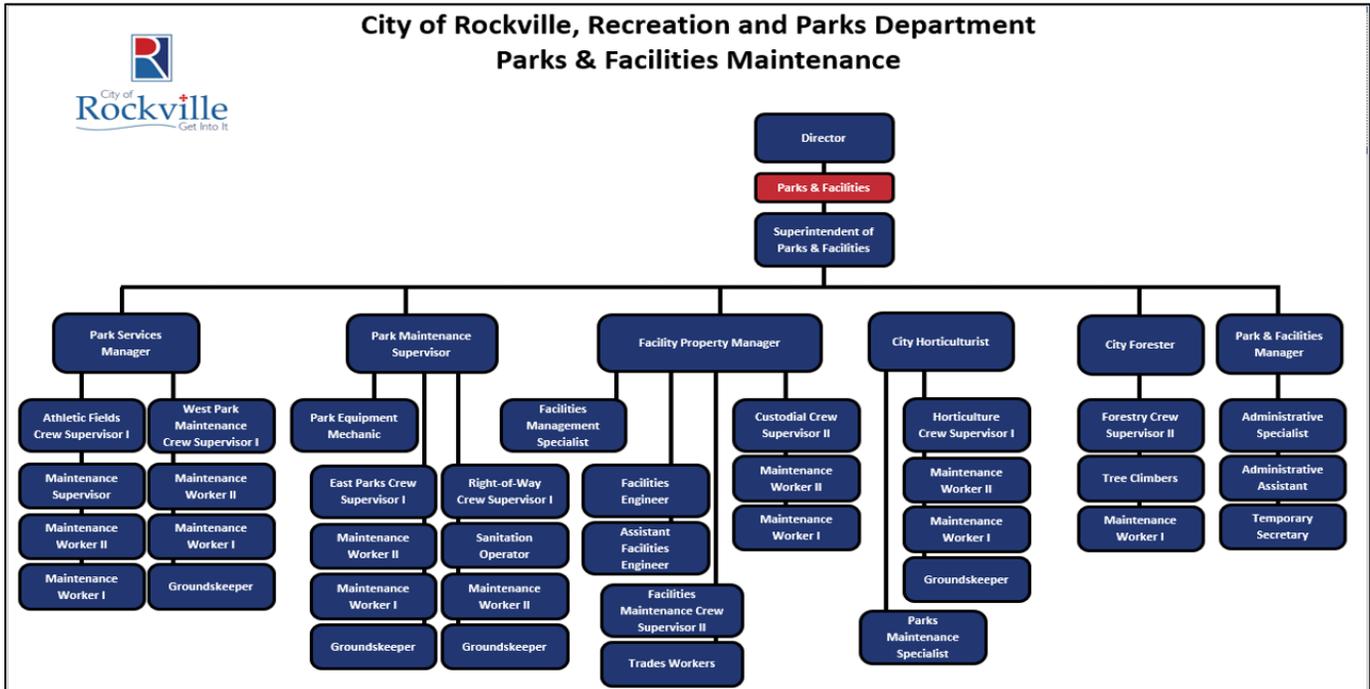


Figure 22: Parks & Facilities Maintenance Organization Chart

6.4.8 STAFFING

**Skilled Staff and Capacity Building:** The staff of this Division are very skilled in their respective fields. The Division could benefit from hiring an electrical tradesman. When new or additional responsibilities are added, the Department researches what resources are needed to complete the responsibilities by identifying any training needs, technology needs, potential partners, or if services should be contracted out to be efficient and effective.

**Professional Development:** The City is very supportive of ongoing professional development. Professional development helps build needed skills for responsibilities and the acquired knowledge helps to build capacity. Staff are empowered to take full ownership of their own progress and are supported regularly through financial appropriations for training and development. In addition, it gives them the ability to tackle routine maintenance and in-house projects while being responsive to urgent needs in a timely fashion.

**Cross-Training:** The team has established cross training to meet the outcomes. This gives them the ability to move forward in times when staff are on paid time off or when the responsible staff person is dealing with another priority, others can fill in. The Parks and Facilities team has a history of great internal teamwork and teamwork externally with other divisions within the Department and within the City.

**Human Resource Management:** Filling vacant positions - laborer applications have declined; non-experienced applicants have increased and seasonal positions are extremely difficult to fill. An example of a difficult position to fill is the Tree Climber position. To assist in attracting qualified applicants and hiring for difficult positions to fill, the Department should promote the culture of the Department, the

## RECREATION AND PARKS STRATEGIC PLAN

investment into professional development and the benefits of the position in the job postings. An example would be the job posting from Brownsburg, Indiana found below.

*The position is open until filled*  
*Starting range: \$12 - \$16 per hour*  
*40 hours per week*

**Why is this position important to Brownsburg Parks?**  
The B.A.S.E. Site Manager is an integral part in the overall direction of our Before & After School Enrichment (B.A.S.E.) program. The program serves all six elementary schools within Brownsburg Community School Corporation. B.A.S.E. serves participants who are enrolled in kindergarten through fifth grade.

**About the position**  
This team member should have the ability to **build relationships with parents, participants, school officials, and coworkers and create a dynamic environment where play and discovery go hand-in-hand.** Possessing skills and characteristics in programming, leadership, management, maturity, and reliability in order to maintain the Department's standards will be key for success for this team member. Throughout a typical work week, which will include early mornings and later afternoons, **this individual will serve as a resource to the B.A.S.E. Specialists,** by coordinating, planning, and assisting them with the day-to-day services, weekly clubs, and daily activities offered each week.

**Who are we looking for?**  
This team member should be **passionate about parks and recreation and youth development and be ready to continue to grow our B.A.S.E. program to meet the community's needs and demand.** Also someone who is able to lead and manage the on-site day-to-day operations of the Before & After School Enrichment (B.A.S.E.) program, as well as self-direct and manage multiple lesson plans/projects at one time. This ideal candidate should have a High School diploma or equivalent with 2-3 years' experience working with children in a professional capacity. It is preferred that the team member have specific education or experience in Parks & Recreation, Education, or Therapeutic Recreation. Our team members take pride in providing opportunities and experiences to help children grow and develop personally, physically, and mentally every day.

**Are we what you are looking for?**

**Our Culture**  
We work to cultivate and protect a culture where our team, through hard work, continues to learn and challenge each other while developing new ideas that enhance the services we offer to the Brownsburg community. We are advocates of **developing each individual team member to help further their professional goals and our overall mission.** We also understand time away from the office is needed and work with each individual to help them achieve a strong work-life integration.

**Brownsburg Parks' Mission**  
To maximize resources in providing beautiful parks, recreation activities, and facilities to the Brownsburg community that enhances the residents' health and promotes economic vitality for long-term sustainability.

**Brownsburg Parks' Vision**  
To enhance the quality of life in Brownsburg and further its economic development goals to create a community of choice to live, work, and play now and for future generations.

### 6.4.9 PARKS AND FACILITIES CONCLUSIONS

The following conclusions and strategies have been identified in the review of Parks and Facilities operations:

**Aging Infrastructure:** Conversely, the aging infrastructure is a concern. When infrastructure ages it requires increases in maintenance to remain operational. Efficient management of routine tasks is at times challenging with shifting priorities that can become immediate needs. The processes in place and best practices contribute to the overall efficiency and effectiveness of the Department in achieving outcomes. All park assets should be considered infrastructure as the community has come to expect a high quality of life and removing assets from the system will be met with a great level of dissatisfaction by residents. All assets, including infrastructure (supply of utilities) should be placed on a replacement plan so that costs are anticipated and can be included in annual budget requests. If considered deferred maintenance, develop a plan to address over the course of implementing the Strategic Plan.

**Increased Contract Management:** One process that is increasing in magnitude is contract management for operations. To maintain the capacity to manage the full scope of responsibilities, the number of these contracts are increasing out of necessity. It is challenging to ensure that these services are being

delivered to the fullest extent of the contract due to the sheer number of contracted services. This is especially noticeable when new tasks and projects become immediate needs requiring focus to be shifted in the short-term to ensure outcomes are achieved with the additional responsibilities. Staff are committed to success and the desire to ensure all outcomes are met. Training staff on the City's expectations in contract management, key performance indicators for each contractor and how to resolve any conflicts and issues with services not being delivered. Establishing these standards and training staff to achieve outcomes will result in better services or better selection of contractors.

**Documenting New Standards:** Currently a challenge in processes is documenting new standards and standard operating procedures that are evolving. This Division has a significant amount of institutional knowledge that should be captured in Standard Operating Procedures (SOPs) or Operations Manuals. It would be difficult for a new person to come in and know all facets of responsibilities. This is an area of operations that needs to be addressed in order to ensure outcomes continue to be achieved through standards. Developing a Maintenance Management Plan will help to draw out institutional knowledge that should be captured and documented.

**Heavy use of the Parks:** The heavy use of the park system includes some unintended behaviors that often has staff responding to repeated issues each day to return the parks and facilities to their best condition. This issue has also been cited as a contributing factor to the restrooms being closed in the parks. As the population continues to increase, the acquisition of land to spread out services or the development of RedGate Park to provide additional recreational opportunities should also help to alleviate the overuse of some parks and spaces.

**Refuse / Recycling Management:** Recycling space needs and the evolution of the industry is impacting the cost of recycling making it cost prohibitive. This is compounded by the cost in the US to recycle and the massive decrease in exported plastic waste to foreign countries. The inexpensive cost to produce brand-new plastic has increased along with the oil and gas production in the US.

**Invasive Species Management:** Invasive species present a challenge to the long-term health of the ecology of the parks system and natural areas in the City of Rockville. While management of these areas is a deferred maintenance element, the Strategic Plan recommends inter-agency coordination to provide near term solutions to identify and eradicate invasive species within the parks and associated natural areas. This is in addition to the 1999 established volunteer opportunity to be a Weed Warrior in helping the City in its efforts to remove invasive species. Actively promoting these will help better manage the spread and potential damage to the environment within the City. Launching a bi-annual campaign to tell the story of local Weed Warriors should help to entice additional volunteers.

**Integrated Stormwater Management (SWM):** Maryland requires some of the most stringent SWM regulations in the Country; however, its accepted practices are among the most innovative. This innovation provides for opportunity integration into park spaces and landscapes. The City should consider the integration of innovative SMW approaches to solve erosion issues where it exists on parkland. These practices should include educational opportunities.

**Marketing Plan:** The Department should Develop a maintenance management plan using existing standards, plans, processes and procedures. Include recreation amenities replacement list. This combination will help identify gaps to be filled, offer an opportunity to develop an orientation and training program to share institutional knowledge. -

## RECREATION AND PARKS STRATEGIC PLAN

### CHAPTER SEVEN MARKETING PLAN

As part of the Plan development process, the planning team performed an analysis of the marketing and communications services offered by the Department. The analysis offers an in-depth perspective of current marketing methods and helps identify strengths, challenges, and opportunities regarding marketing. The analysis also assists in identifying target segments, marketing gaps within the community, key system-wide issues, areas of improvement, and future marketing development.

The planning team based these program findings and comments from a review of information provided by the Department, website content, statistically significant survey feedback, demographic information, and discussions with staff. This report addresses the Marketing plan for the internal and external customer.

#### 7.1 MARKETING OVERVIEW

An article in the NRPA Parks and Recreation Magazine in September of 2017 identified parks and recreation facilities, amenities, and programs as places where residents make lasting memories and participate in life-long healthy activities. There is significant value seen by residents in these assets and services.

In communities where the value is recognized by residents, agencies that invest in marketing and branding potentially could obtain anywhere from \$2-\$12 return on investment for every dollar spent. Yet, the vast majority of park and recreation agencies still don't do it adequately. (Bhatt, 2017) The article continues by telling readers that common mistakes are the understanding of the terms "marketing" and "branding". In simple terms, marketing is what you do, branding is who you are.

The article in the NRPA Parks and Recreation Magazine also speaks of the following five steps to improve marketing and branding within agencies.

1. Eliminate the "Oh, I didn't know you offered that!" excuse
2. Good Marketing = Storytelling with a focus on the "Why"
3. Building a brand that reflects your values
4. Invest in resources
5. Embrace Change

The analysis of marketing in preparation for implementing the Plan speaks to the Department's efforts in these five steps.

#### 7.1.1 PROGRAM MARKETING OBSERVATIONS

Below are some overall observations that stood out when analyzing the program assessment data that pertains to marketing programs and services:

- From a **marketing and promotions** standpoint, the staff utilizes a variety of marketing methods when promoting their programs including: print program guides, the Department's website, brochures and flyers, marquees, in-facility promotions/signage, digital media, and word of mouth as a part of the marketing mix.
- Department staff's **responsibilities** include digital/social media strategy, content creation, photography, and implementation. Department staff collaborate with the Public Information Office (PIO) on the Recreation and Parks Guides (Life in Rockville & Adult 60+). Staff also deliver the guides to area businesses, libraries, City facilities, and attend interest fairs to set up booth

space for outreach. The PIO is responsible for graphic designs and city channels (monthly newspaper, social media, website, Cable TV).

- Department staff meet with the PIO quarterly for discussion on priorities, enhancements to the approach and changes needed in the process. Recreation and Facilities staff help develop content that is inserted into templates. These are best practices the City has in place. The Department has limited **training** in Google Analytics, adobe illustrated, promo videos, and could use training in Rec1 shopping cart reminders, promo-codes, gift cards and percent to goals.
- **Key data points** are currently tracked including Website visitors, content downloads, Social Media Reach and engagement rates, Eblast Open/Click rates, in person opportunities/referrals, program registrations and rentals.
- **Return on Investments (ROI)** are provided by MailChimp from Eblast data, Facebook Ads, and anecdotally tracking registration from the Program Guides.

## 7.2 SWOT ANALYSIS

The consulting team conducted a work session for the Department staff to develop Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis for the Department’s Marketing services.

*Note: A SWOT analysis considers strengths and weaknesses as internal in nature and areas where the Department can exert some measure of control. On the other hand, opportunities and threats or more external in nature and may be out of the control of the Department but will impact the Department and its future success.*

Strengths (Internal- You can Control)	Weaknesses (Internal- You can Control)
<ul style="list-style-type: none"> <li>• Support from PIO in developing and executing comprehensive communication plans for each program area</li> <li>• Video production capabilities</li> <li>• Rockville Reports has high resident readership</li> <li>• Life in Rockville ranks as top source for participant information</li> <li>• Consistent social media presence</li> <li>• Great stories to tell</li> <li>• Improved registration process</li> <li>• Cross-promo throughout the City</li> <li>• Highly qualified and committed staff</li> </ul>	<ul style="list-style-type: none"> <li>• Branding is not reflective of Department’s impact on community</li> <li>• Limited video production</li> <li>• Paper quality of Life in Rockville</li> <li>• In-house design &amp; printing system provides limited production value</li> <li>• Limited stock of engaging images</li> <li>• Park entrance signs mimic County’s, the school system and other park agencies and need to be updated/replaced</li> <li>• Limited funding to market programs outside of City publications or website</li> </ul>
Opportunity (External-You may not be able to control)	Threats (External-You may not be able to control)
<ul style="list-style-type: none"> <li>• New technology</li> <li>• New community development/new potential participants (Tower Oaks community (under construction), Shady Grove and Twinbrook Quarter</li> <li>• Explore digital marquee at facilities</li> <li>• Cultural diversity- new programming to attract new participants</li> <li>• Build referral sources</li> </ul>	<ul style="list-style-type: none"> <li>• Technology changes so rapidly</li> <li>• Bureaucracy dampens creativity, flexibility</li> <li>• Limitations to registration system to offer discount codes, etc.</li> <li>• Competing with other jurisdictions and similar non-profit and for-profit providers with more attractive facilities</li> </ul>

Figure 23 - Marketing SWOT

## RECREATION AND PARKS STRATEGIC PLAN

### 7.3 GOALS & OUTCOMES

The consulting team conducted an interview with the Department staff and evaluated all current marketing collateral from key issues to outcomes of marketing within the Department. The following information was obtained from all those cumulative sources:

#### 7.3.1 GOALS AND TRACKING

- Tell Our Story
  - The Department will look for opportunities to tell its story rather than rely on outside sources to accurately represent the services, actions and projects.
- Engage Stakeholders
  - Through improved, consistent, and proactive communications, the Department will strive to increase awareness, participation, and feedback from residents and customers.
  - Increase Eblast click rates to about 10% and minimum open rates to 40%
  - Increase social media 10% annually across all platforms
  - Expand Facebook reach to minimum 700/week
  - Document Social Media increases through a marketing statistic spreadsheet including ROI
- Consistent Messaging
  - Communication and marketing should support and reinforce the Department's key goals and objectives. This approach will position them as an essential and effective department with a common purpose and direction.

### 7.4 TARGET MARKET

Once the marketing goals and outcomes have been defined, it is important to have a clear definition of the target markets that will be the key revenue drivers. Discussions with staff, past utilization data, information the strategic plan's process and data captured through various demographic sources, have all been used to define the primary and secondary target markets for the Department.

Market segmentation is critical to ensure resources are adequately allocated and marketing messages are appropriately tailored. It is important to understand that the Department cannot be all things to all people and by categorizing the universe of potential participants into specific categories, it can better focus its marketing efforts. Just like the programming needs drive the facility design, similarly the target markets should drive the marketing initiatives and methods used.



**7.4.1 MARKET SEGMENTATION**

The **Primary Target Market** is the group that consumes the primary program and facility offerings provided by the Department. These are the groups that have the greater spending emphasis and are primary contributors to the Department’s bottom line. The chief focus of the marketing efforts ought to be towards this group.

The **Secondary Target Market** includes audiences that are currently smaller but have the potential to grow and, in some cases, become a primary target market in the future.

The **Tertiary Target Market** includes a small target audience that is important but constitutes a smaller component of the Department’s overall user base. Their impact is often felt in terms of important decision-making roles or influencers impacting the primary and secondary target markets. The chart below depicts the target markets for the Department:

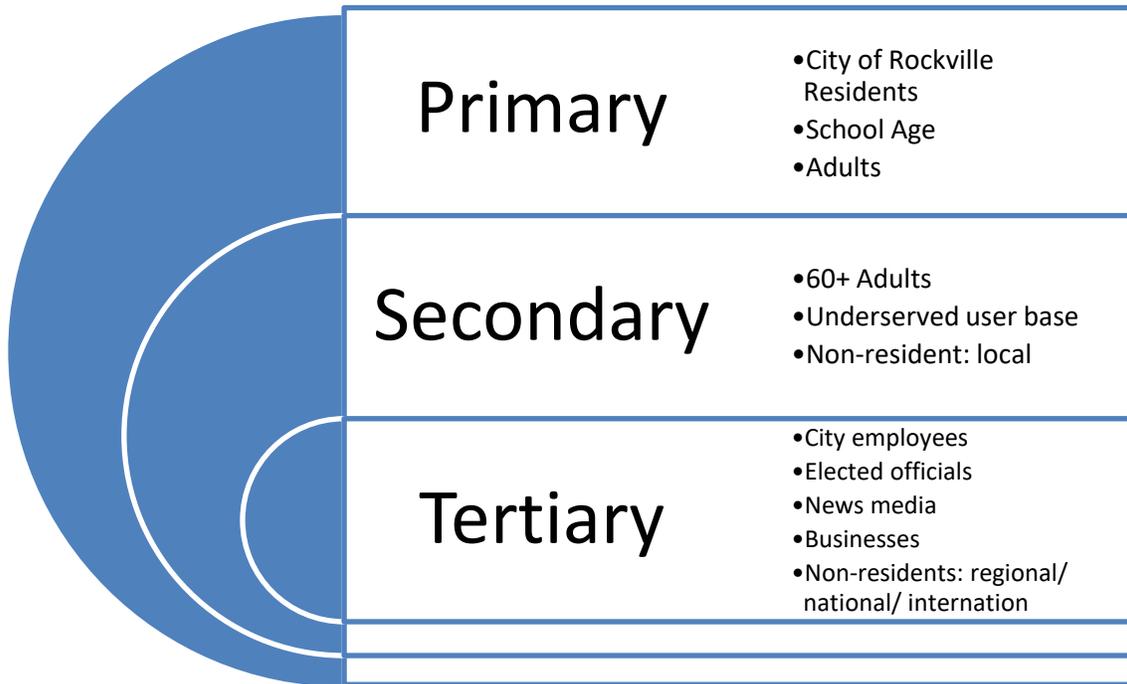


Figure 24: Marketing Segmentation

**TARGET MARKET INSIGHT**

As part of the community needs assessment (statistically-valid survey), the primary target market was surveyed to gain insight into the why households participate in programs and reasons preventing households from using services. This insight is valuable to marketing and communications going forward. When asked what the primary reasons are why households have participated in programs the respondents identified the location of the program as overwhelmingly the first reason they participate (83%) and the fees charged for classes (61%) as the second reason. In the next set of responses, quality of program content (49%), times program is offered (40%) and dates/days program is offered (40%). See the figure below for all reasons selected.

RECREATION AND PARKS STRATEGIC PLAN

The reasons households participate in programs can be incorporated into the program descriptions that would reinforce the brand in the eyes of the customer. An example would be promoting a newly developed program as another quality program from the Department offered right here in Rockville close to home.

A promotional opportunity for declining programs and newly developed programming could be to sign up with a friend and receive a discount (percentage) off with a code. This can be tracked to see what the return on investments is from the registrations that have used the code.

Conversely, the households responded to the question, what prevents households from using parks, recreation facilities, and programs of the Department. The top reason preventing use and participation is not enough time (29%) followed by program times are not convenient (25%) as the top tier. The next tier has households identifying do not know what is being offered (18%), program or facility not offered (16%) and fees too high (15%). The Department cannot address the reason not enough time. However, addressing the remaining top five reasons when developing new programming will increase the participation levels and alleviate barriers to households using the services.

When looking at the national benchmark for this question, the phrase “I do not know what is being offered”, has a national average response of 34 percent where in Rockville it is 18 percent. This proves the current efforts produce better results than the national average. Addressing lack of awareness requires a sustained effort using all marketing methods available including cross promoting through partnerships. The Town of Brownsburg, Indiana had great success with increasing awareness, revenue and participation starting with leveraging partnerships for cross promotions. Through formalizing partnerships and defining terms to include cross promotion, the parks and recreation department was able to grow revenues by 20 percent and build their communications division.

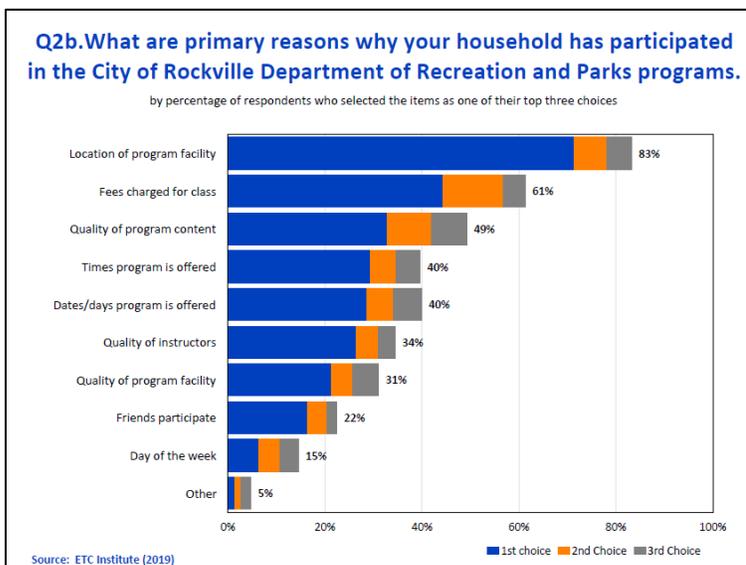


Figure 25: (ETC) Why Participate

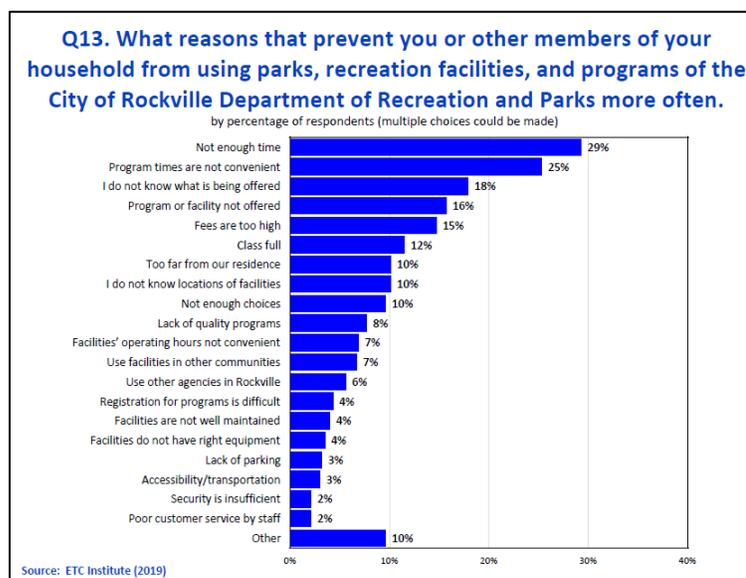


Figure 26: (ETC) Barriers to Participation

**7.4.2 MARKET DEMOGRAPHIC & TRENDS**

To ensure effective marketing outreach and strategies for the target market that the Department serves, it is important to determine the size of the market and their key demographic. While the detailed information is provided in **Appendix A**, below is a snapshot of the same.

**DEMOGRAPHICS SUMMARY**

- The City’s **population annual growth rate** (0.92%) is higher than the U.S.’s (0.85%) growth rate.
- Rockville’s **household annual growth rate** (1.03%) is also significantly higher than the national (0.80%) average.
- The City’s **racial distribution** has a lower White Alone (53.3%) population and higher Asian (23.5%) population, when compared to national percentage distribution: White Alone (69.6%) and Asian (5.8%).
- The City’s **per capita income** (\$55,055), as well as the **median house income** (\$103,599) is well above average, when compared to the U.S.’s income characteristics (\$33,028 & \$60,548).

**NATIONAL TRENDS SUMMARY**

National Trends that are also trends in Rockville are in bold and italicized in the table below.

General Sports	General Fitness	Outdoor Recreation	Aquatics	Water Sports
<i>Basketball 24.2M</i>	<i>Walking 111.1M</i>	<i>Hiking 47.9M</i>	<i>Swimming Fitness 27.6M</i>	<i>Kayaking 11.0M</i>
<i>Golf 23.8M</i>	Treadmill 53.7M	<i>Bicycling (Road) 39.0M</i>	Aquatic Exercise 10.5M	<i>Canoeing 9.1M</i>
<i>Tennis 17.8M</i>	<i>Free Weights 51.3M</i>	<i>Fishing (Freshwater) 39.0M</i>	Swimming Competition 3.0M	Snorkeling 7.8M
Baseball 15.9M	<i>Run/Jog 49.5M</i>	Camping 27.4M		Jet Skiing 5.3M
<i>Soccer 11.4M</i>	Stationary Cycling 36.7M	RV Camping 16.0M		Sailing 3.8M

Figure 27: National Trends



## RECREATION AND PARKS STRATEGIC PLAN

## REGIONAL TRENDS SUMMARY

Regional Trends from parks and recreation agencies that are also offered in Rockville are in bold and italicized in the table below. In the case of the City, all of the regional trends and US trends are also offered by the Department.

Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)	
Mid-Atlantic (% of agencies offering)	U.S. (% of agencies offering)
<ul style="list-style-type: none"> <li><i>Themed Special Events (90%)</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Themed Special Events (87%)</i></li> </ul>
<ul style="list-style-type: none"> <li><i>Social Recreation Events (88%)</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Team Sports (87%)</i></li> </ul>
<ul style="list-style-type: none"> <li><i>Team Sports (84%)</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Social Recreation Events (86%)</i></li> </ul>
<ul style="list-style-type: none"> <li><i>Fitness Enhancement Classes (78%)</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Health &amp; Wellness Education (80%)</i></li> </ul>
<ul style="list-style-type: none"> <li><i>Individual Sports (75%)</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Fitness Enhancement Classes (79%)</i></li> </ul>

Figure 28: Regional Trends

## TARGET PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES SUMMARY

Target programs for children, seniors and people with disabilities that are offered by Rockville, are in bold and italicized in the table below. In the case of the City of Rockville, all of the targets have programs offered by the Department.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
Mid-Atlantic (% of agencies offering)	U.S. (% of agencies offering)
<ul style="list-style-type: none"> <li><i>Summer Camp (81%)</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Summer Camp (82%)</i></li> </ul>
<ul style="list-style-type: none"> <li><i>Specific Senior Programs (76%)</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Senior Programs (78%)</i></li> </ul>
<ul style="list-style-type: none"> <li><i>Specific Teen Programs (65%)</i></li> </ul>	<ul style="list-style-type: none"> <li><i>After School Programs (77%)</i></li> </ul>

Figure 29: Regional Trends Special Markets

### LOCAL MARKET POTENTIAL INDEX (MPI)

The following charts show sport and leisure market potential data for the City’s service area, as provided by ESRI, 2019. A Market Potential Index (MPI) measures the probable demand for a product or service within the City of Rockville. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The City is compared to the national average in four (4) categories - general sports, fitness, outdoor activity, and commercial recreation.

#### GENERAL SPORTS MARKET POTENTIAL

When analyzing the general sports MPI chart, Tennis (151 MPI), Soccer (127 MPI), and Golf (119 MPI) are the most popular sports among City residents when compared to the national average.

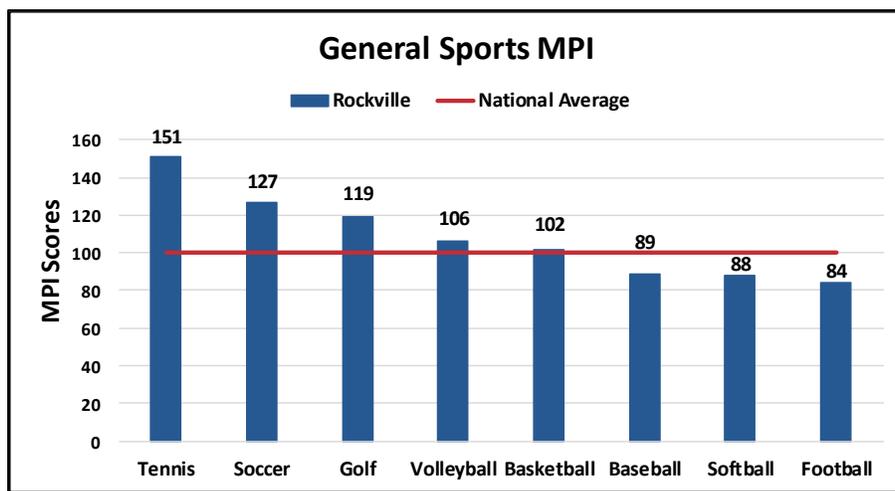


Figure 30: General Sports (MPI)

#### FITNESS MARKET POTENTIAL

The fitness MPI chart shows Yoga (151 MPI), Jogging/Running (137 MPI), Pilates (137 MPI), and Weight Lifting (135 MPI) as the most popular activities among Rockville residents when compared to the national average.

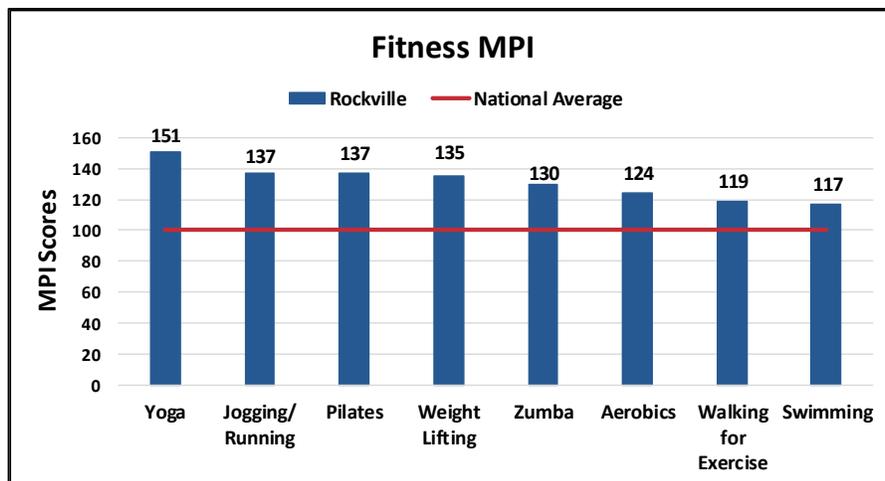


Figure 31: Fitness (MPI)

RECREATION AND PARKS STRATEGIC PLAN

OUTDOOR ACTIVITY MARKET POTENTIAL

When analyzing the outdoor activity MPI chart, Hiking (142 MPI), Bicycling-Road (126 MPI), Bicycling-Mountain (126 MPI), and Canoeing/Kayaking (117 MPI) are the most popular activities among City residents when compared to the national average.

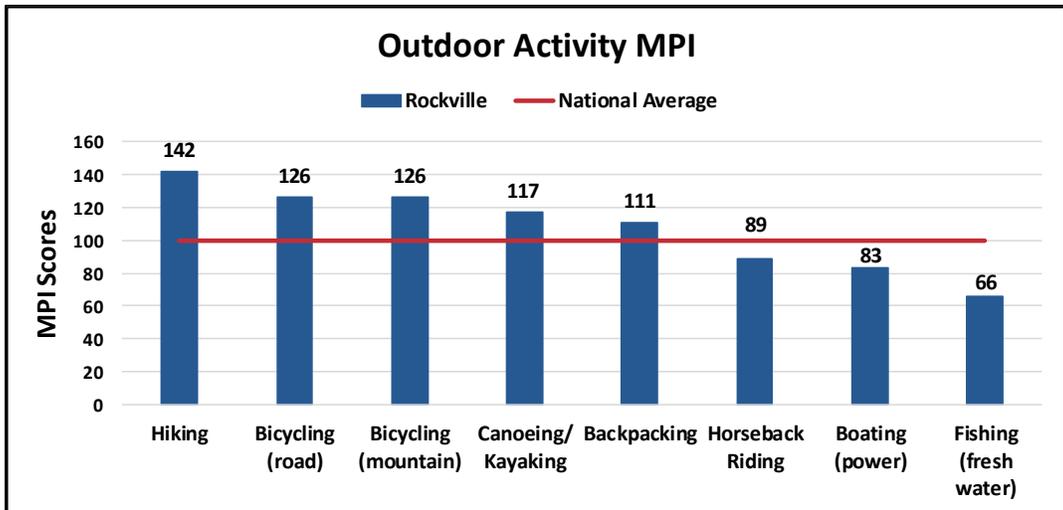
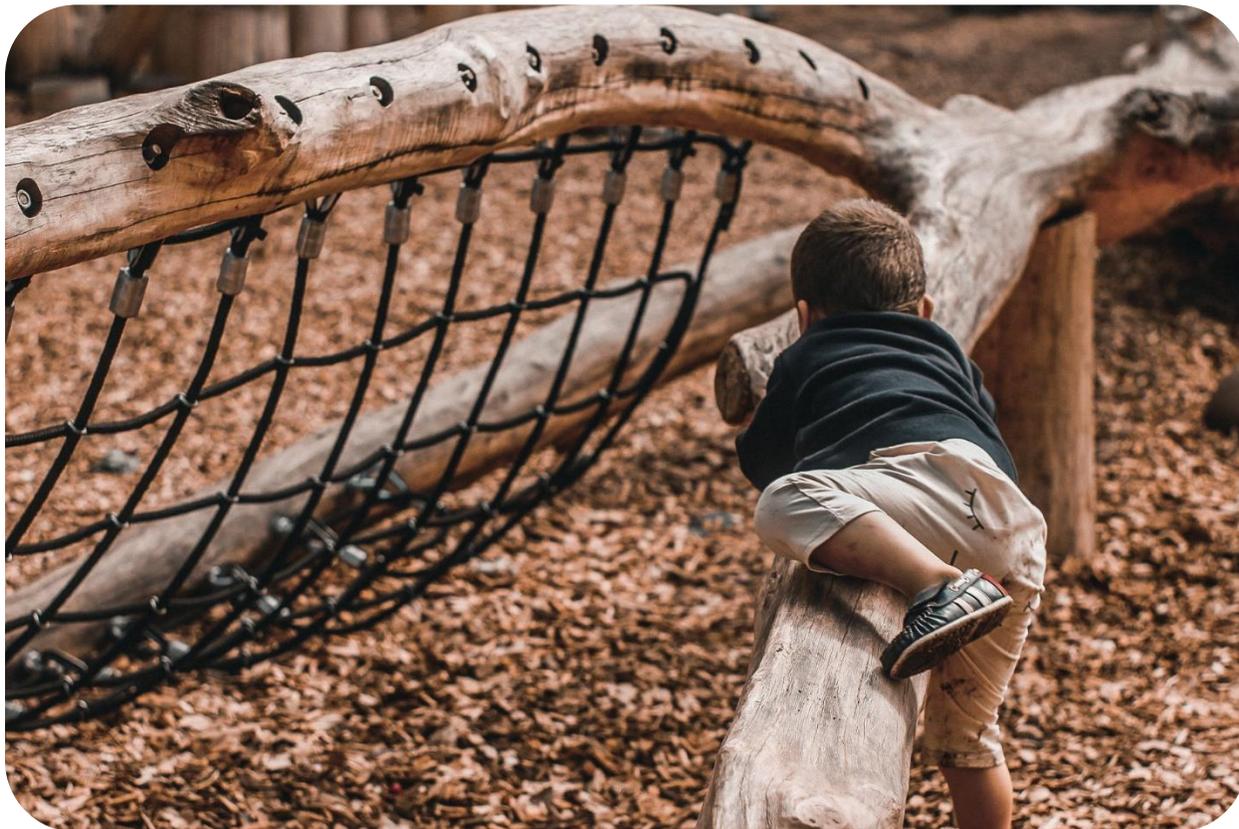


Figure 32: Outdoor Activity (MPI)



**COMMERCIAL RECREATION MARKET POTENTIAL**

The commercial recreation MPI chart shows Went to art gallery in last 12 months (161 MPI), Went to museum in last 12 months (155 MPI), and Attended dance performance (152 MPI) as the most popular activities among Rockville residents when compared to the national average. The proclivity of residents to participate in commercial recreation is much higher than the national average. It is believed that this is due to the close proximity of Rockville to Washington, DC. National museums in the Washington, DC area have free admission. Commercial recreation participants are also the residents that would support and use the Rockville Civic Center and Croydon Creek Nature Center. The competition in the region for commercial recreation is strong.

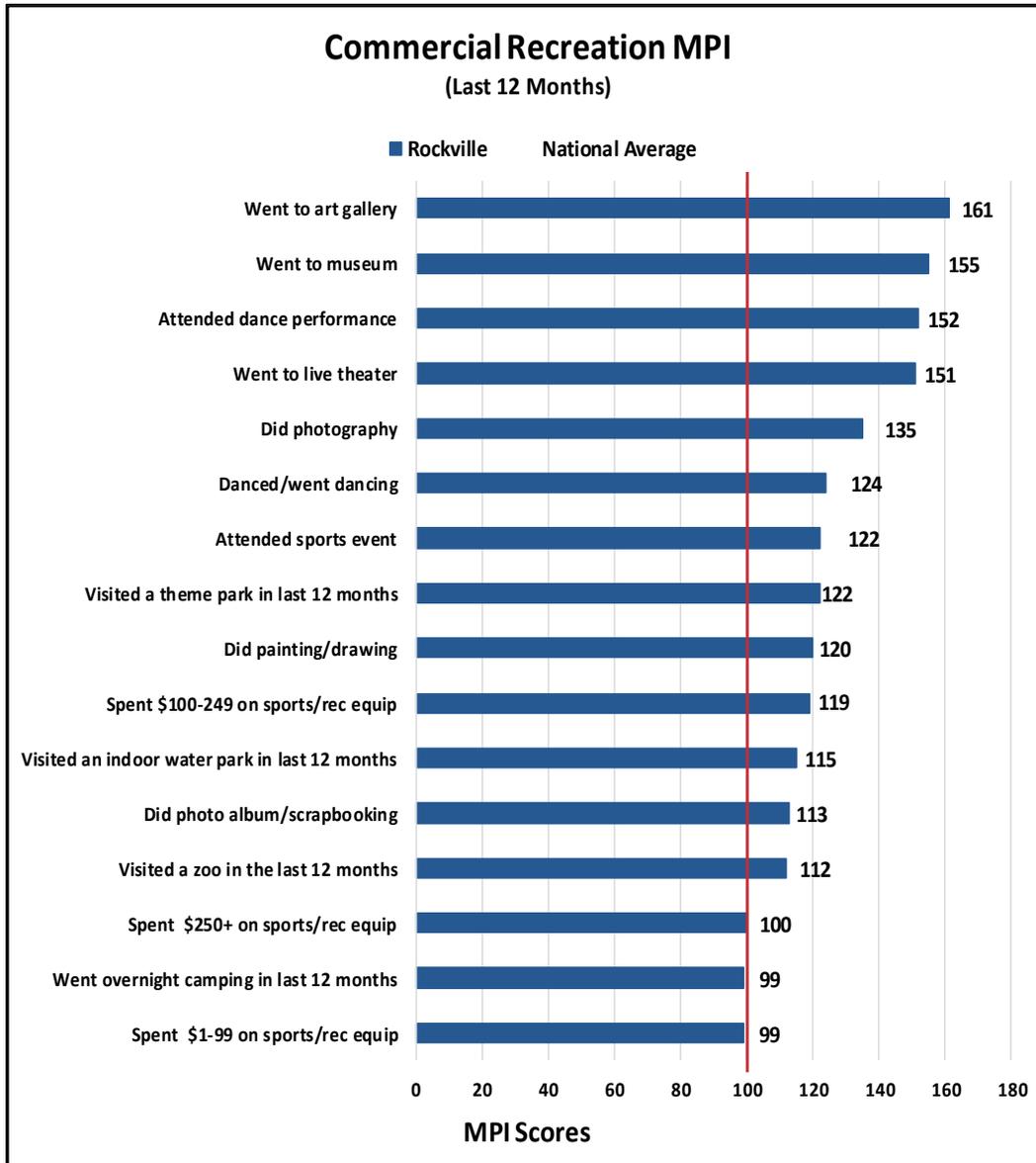


Figure 33: Commercial Recreation (MPI)

RECREATION AND PARKS STRATEGIC PLAN

7.5 CURRENT MARKETING MIX

7.5.1 CURRENT RECREATION MARKETING AND COMMUNICATIONS

The City of Rockville and the Department currently communicate with residents through the use of media such as seasonal program guides “Life in Rockville” and “Adult 60+ Recreation and Services Guide” (print and online), City of Rockville website, Rockville Reports, emails, and social media. In addition, advertising materials are available at City facilities, school fliers/newsletters, E-Newsletters and banners in the park. The Department uses these methods to tell their story, promote services, and engage the customers.

Effective marketing and communication strategies require striking an appropriate balance between the content (storytelling) with the volume of messaging while utilizing the “right” methods of delivery. The City has a broad distribution of delivery methods for promoting programs. Currently, the City has a Style Guide and “Connect, Create and Celebrate” campaign, and communication plan, however it is recommended that the City update the marketing plan for the Department that factors in current successes with centralized and decentralized processes while complementing the efforts of the City.

Methods of Promotion	Arts, Culture, & Events	Children & Teen	Tots & Preschool	Summer Camps	Adults	Adults 60+	Nature Programs	Swim & Fitness Center
Program Guides (Print)								
Program Guides (Online)								
Website								
Smart Phone Enabled Site								
App								
Flyers and Brochures								
Direct Mail								
Email Blast								
PSAs								
Marquees								
Paid Advertisement								
Radio								
TV-Local Channel 11 (City Run)								
On-Hold Pre Programmed Phone Messages								
SMS Marketing								
Newsletters								
Special Events								
Word of Mouth								
In-Facility Promotions and Signage								
Facebook								
Twitter								
Flickr								
YouTube Channel								
Blogs/Vlogs								
Webinars								
QR Codes								
Other Senior Expo (Opportunity)								
Other Staff Presentations								
Instagram								

KEY

	No
	Current- maybe eliminate
	Current
	Not considered

Figure 34: Methods of Promotion



7.5.2 WAYS PEOPLE LEARN OF PARKS AND RECREATION SERVICES

As part of the statistically-valid survey for this strategic key question “How do you learn about City of Rockville Department of Recreation and Parks programs and activities,” was asked as a multiple-choice question with more than one answer available to be selected. The responses collected helped identify the most used methods by households seeking information on the programs and services. The “Life in Rockville”, the City Website, and Rockville Reports are the top three methods by households.

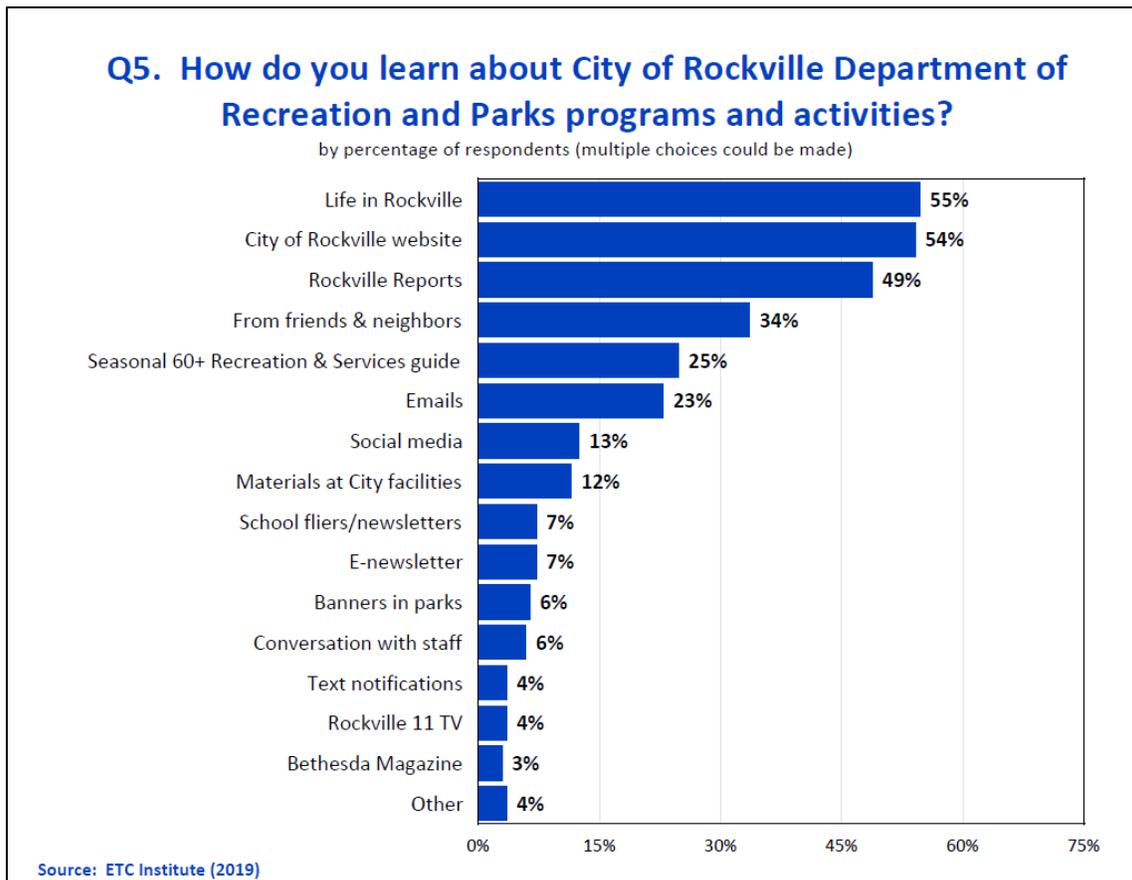


Figure 35: (ETC) Learning about programs

## RECREATION AND PARKS STRATEGIC PLAN

## 7.6 DIGITAL MARKETING

Agencies are often limited by municipal communications departments pushing for a consistent voice and controlled messaging. While consistency is a good thing, it is becoming more imperative for agencies to educate the communication departments on the differences in services of parks and recreation departments from other municipal services. (Bhatt, 2017)

Parks and recreation agencies constantly compete for resident's time with public and private organizations, or simply with binge-watching television, playing video games or using the newest app to communicate with friends. There is no such competition for the police, the fire department or public works trying to entice residents to choose their services over another organization. This is where marketing and communications of municipalities can be more focused on providing simple information by telling people what is offered, where is it offered and how to participate. Marketing and communications in the parks and recreation industry has evolved to include the features, advantages and benefits for users and a call to action that encourages participation.

The Department has achieved success in digital marketing but are limited in resources to master the current level of marketing and communications. The current approach to marketing has the Marketing and Development Manager's dedicated time split. Enhancing customer engagement to a higher level and digital marketing to the next level requires greater focus on developing brand recognition.

The best delivery method for building the brand recognition and telling the Department's story is through digital marketing. Digital marketing allows the Department to keep messaging fresh and update the story easily when something new that demonstrates the values is being implemented. Print marketing does not allow quick and real time updates to the story. Social media is a good example of this as it provides the platform to consistently share behind the scenes activities and reinforce the brand on a weekly, if not daily basis.

## 7.6.1 SOCIAL MEDIA TRENDS

The City has great use of Web 2.0 technology with Facebook, Instagram, Twitter, YouTube, and NextDoor. The key to successful implementation of a social network is to move the participants from awareness to action and creating greater user engagement. This could be done by:



- Allowing controlled 'user generated content' by encouraging users to send in their pictures from the City's special events or programs
- Introducing Facebook-only promotions to drive greater visitation to Facebook
- Leverage the website to obtain customer feedback for programs, parks and facilities and customer service
- Expand opportunities for Crowdsourcing information on an ongoing basis. Crowdsourcing is used for a call out of all types of resources such as manpower, volunteers, and equipment to help accomplish your set goal.
  - Some existing resources include [mindmixer.com](http://mindmixer.com) and [peakdemocracy.com](http://peakdemocracy.com) which can be evaluated if the Department has the resources and can utilize it on an on-going basis.
  - Crowdsourcing options could include printing program guides or developing marketing material
- Provide opportunities for Donations or Crowdfunding through the website. Crowdfunding is a monetary call out to complete a project or meet a goal. It is best practice to work with a third party (friends' group/civic organization) to

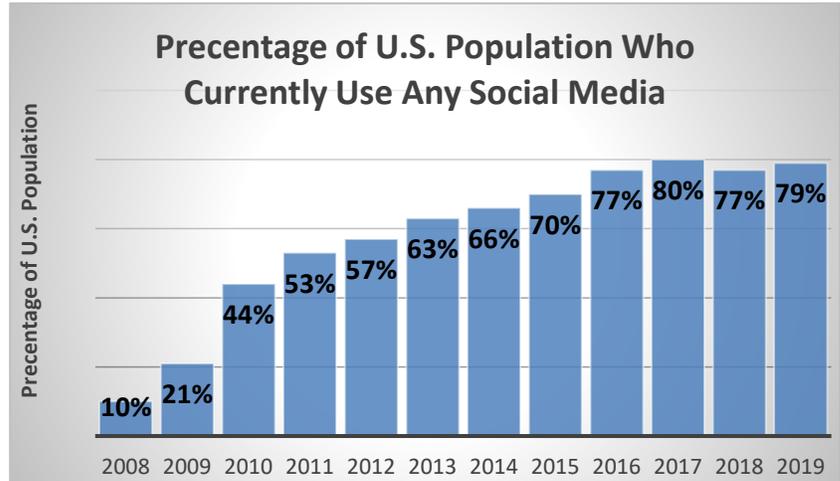


lead this effort. It is important to be cautious and have a contingency plan if the efforts do not raise the money needed for the initiative.

- [kickstarter.org](http://kickstarter.org) / [indiegogo.com](http://indiegogo.com) / [razoo.com](http://razoo.com) these sites help bring small amounts of money together to create needed capital.
- Maximize the website’s revenue generating capabilities
- Conduct annual website strategy workshop with the staff to identify ways and means that the website can support the City’s Social Media Trends

**Social Media Users**

Over the last decade, social media has become one of the Country’s fastest growing trends. It has grown from only ten percent of the country using social media in 2008 to an estimated seventy-nine percent of the U.S. population currently using some form of social media. With such a large percentage of the population using these online media platforms in their daily lives, it becomes essential for the City to continue to take advantage of these marketing opportunities and new

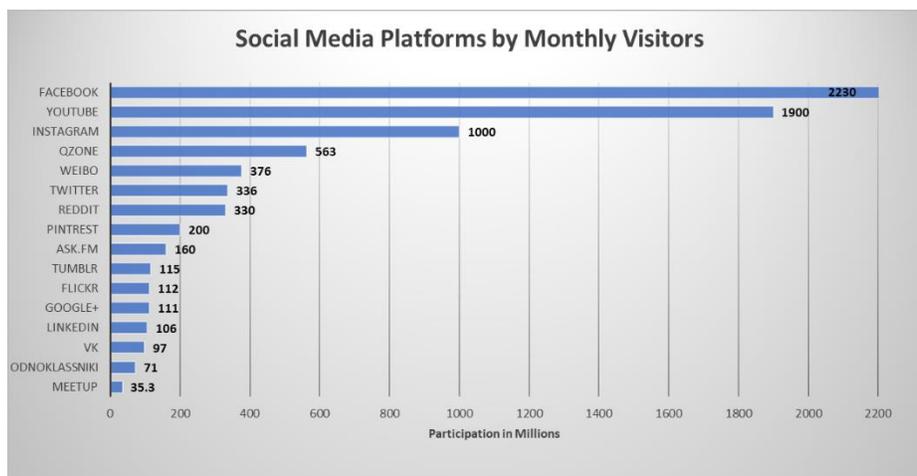


Source: <https://www.statista.com/statistics/273476/percentage-of-us-population-with-a-social-network-profile/>

ones that emerge. Social media can be a useful and affordable tool to reach current and potentially new system users. Such platforms as Facebook, YouTube, Instagram, Pinterest, Twitter or LinkedIn are extremely popular with not only today’s youth but also young and middle-aged adults.

**Social Media Platforms**

Below is a chart that depicts the most frequently used social media sites throughout the world. As of August 2019, Facebook stands out as the most heavily trafficked social media platform, with an estimated 2.2 billion visitors per month with YouTube coming in second with 1.9 billion visitors per month.

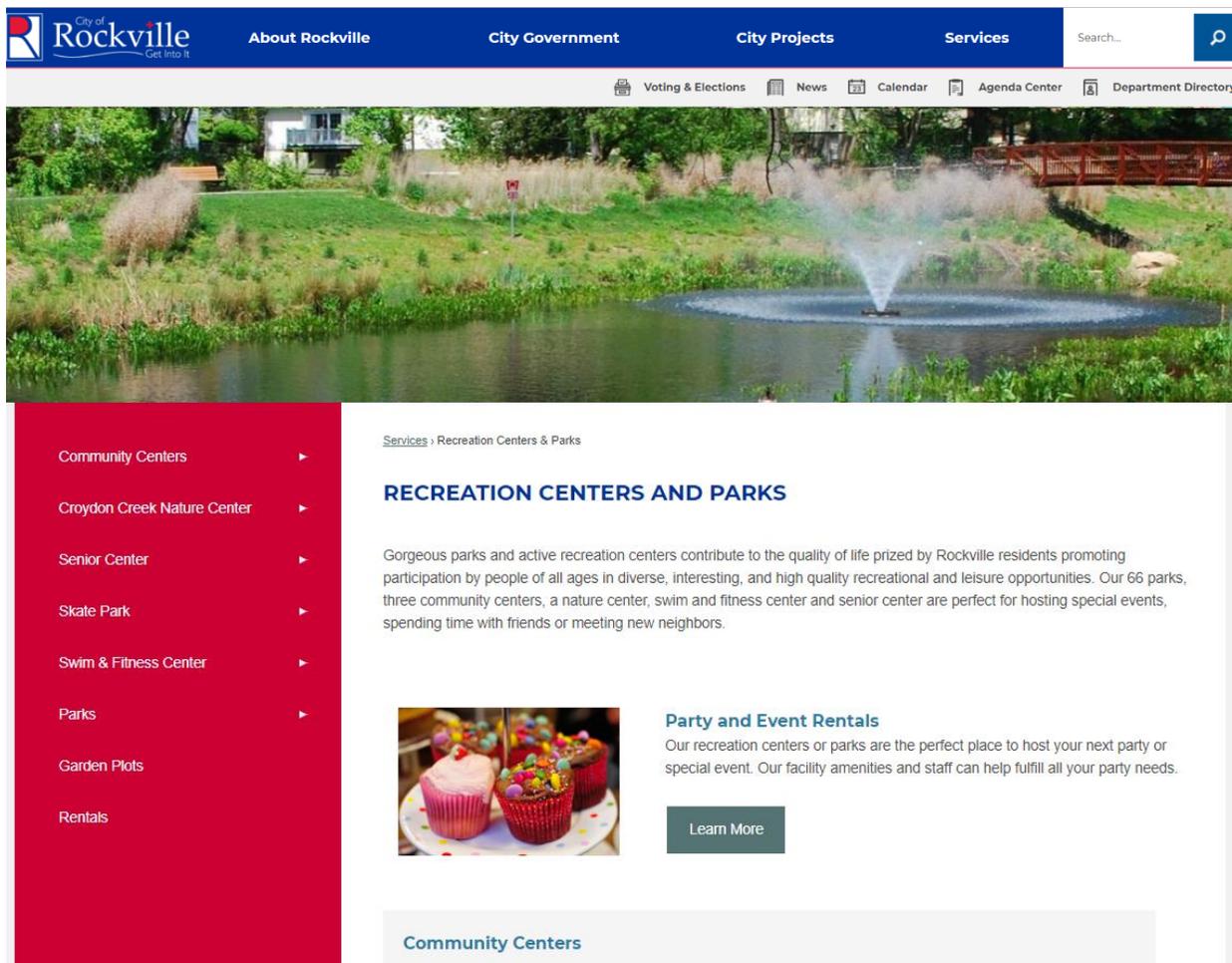


Source: <https://www.statista.com/topics/2237/internet-usage-in-the-united-states/>

RECREATION AND PARKS STRATEGIC PLAN

7.6.2 WEBSITE

The current webpage is within the city’s website, Recreation and Parks are located under “Services.” The Services drop down menu provides you with a list of services from animals and pets to water, sewer & stormwater, which makes it harder for the user to find information specific simply to Recreation and Parks. There are several tabs that could be considered Recreation and Parks including; arts & culture, camps & childcare, recreation activities, and recreation centers & parks. The recreation registration site is a mobile friendly website which is good and a key tool in today’s times of increased smartphone utilization.



The focus on a brand is stronger when the values of the people behind the brand are known by the consumer. Consistently showing the human side of the brand and people working for the company living their values and the organization mission is something all humans can relate to. These relatable moments are reinforced when actually experienced by customers through interactions. This makes it important to train staff on the culture, storytelling and customer service.

7.7 RESOURCE REQUIREMENT

7.7.1 BUDGET

From a budget standpoint, the benchmark for best-in-class agencies is 2% - 3% of the operating budget allocated towards marketing activities. Currently, the Department’s spending (0.7%) is much lower though, the budget for marketing currently does not include a proportionate salary of the City’s Public

Information Office (PIO). It is a challenge to identify the PIO costs into the Department's budget as it is not isolated and tracked while one must recognize the PIO's contribution to all departments in communications and marketing.

Additional funding sources outside of dedicated Department spending should be evaluated to support the resource requirements. This could include leveraging resources for earned income through partnerships, foundations and sponsorships. It could also include tapping into an appropriate volunteer base who could help create pathways for fundraising and advocacy.

The City has invested in resources and prioritized their spending on marketing and branding over several years to build a solid foundation that has served the City and Department well. Best practice priorities to build marketing and branding resources begin with allocating dollars towards marketing within the budget, defining the marketing staff levels and budgeting for continued education, advance technology for automation and alerts, invest in marketing partnerships, and contracting for the development of collateral materials.

The following are some of the investments that can help bolster marketing efforts:

- Develop a Department logo and style guide to ensure a consistent look for the Department
- Ensure dedicated staffing to achieve the outcomes
- Invest in professional design and copywriting support (contract services)
- Provide ongoing training to staff during orientation and building in refresher-training on content development, taking pictures, and the overall culture and values that need to be shared in marketing and communications.
- Marketing & Communications is what you should think of first. Involve marketing and communications in the very beginning of initiatives and projects.

While there is some skepticism about the financial investment in marketing, Genesee County Parks and Recreation, Michigan is a case study and a poster child for why it is critical to do so. This agency first conducted a marketing return on investment (ROI) analysis a few years ago by assessing its direct spending on all advertising for its Halloween event. It tracked total print and digital spending on Halloween ads by region and compared it to total visitors from those areas to this event.

The agency found that \$31,000 in marketing and advertising spending resulted in more than 32,000 visitors, generating revenues of \$424,000 through direct ticket sales, for an ROI of more than \$13 in revenue for every marketing and advertising dollar spent. A similar assessment conducted across all its other events resulted in an ROI ranging from \$2 to \$12.71 in direct revenue generated per dollar spent on marketing/advertising. (Bhatt, 2017)

### 7.7.2 STAFFING

From a staffing perspective, agencies the size of the Department have marketing divisions with staff time fully dedicated to it. Some examples include Prince George's County/Montgomery County MD, Carmel Clay Parks and Recreation, IN, MetroParks Tacoma among others. Currently, the Department has a Marketing and Development Manager, whose job responsibilities are split between marketing & communications (60%) and development (40%). The City also has a coordinator within PIO for digital marketing that assists all City departments with email marketing and social media.

The planning team suggests having two full time staff and an intern dedicated toward the Department's marketing and development efforts. This staffing plan can be developed over the next 5 years. Adding the part-time intern first to support current Marketing and Development Manager with current growth of

## RECREATION AND PARKS STRATEGIC PLAN

Department needs. Once the Department's needs outweigh the intern's capacity the department could assess the ROI of an additional full-time staff member, Marketing Associate. The consultant team recommends the following positions and their duties:

**Marketing and Development Manager** (Advertising / Promotions / ROI and Analytics) (*existing position*)  
Responsible for the Implementation of the strategic direction. This position will also lead the development of advertising and promotions strategies. It will track the effectiveness of the implementation process through analytics, return on investment and performance metrics.

Key facets include deciding what and how data should be tracked. This should be extended to all data collected through web analytics, email campaigns, SMS marketing, social media, marketing automation, search engine optimization and other mediums. This information would be shared with the internal team to continue design of future promotions and tailor the message based on the findings from the data captured. This position will also liaise with the City's HR or training and development team to develop on-going training programs for Department staff and with the PIO to ensure the messaging is consistent with the City's overall branding requirements.

**Marketing Associate** (Content Design and Development Support) (*new position*) - This position is responsible for content design and development. They would be providing support services to the Department team and program staff. The primary area of support will be for marketing initiatives online including website maintenance and updates. The ancillary area of support will be for the print collateral and material required for the print media as well.

**Social Media and Crowdsourcing Head** (Intern) - This could be an internship program for a student to work with the City of Rockville in managing social media engagement efforts, keeping up with technology trends, mining the internet for crowdsourced data to gauge public opinion about Department's offerings, develop messages responding to their opinion and support the team in tracking social media ROI or as required. The internship can be established in partnership with University of Maryland, Montgomery College and Strayer University where degrees in communications, computer and information technology, design and graphics, digital design and web development are offered.

Staff growth must be a phased approach and, in keeping with the Department's overall philosophy, the Department must evaluate outsourcing various marketing components, when appropriate. Currently, the Department utilizes recreation staff and PIO to help supplement marketing efforts. Where possible, it may be more practical to centralize this within the Department's Marketing Division.

To maintain quality relationships from the development side of marketing, currently under the Marketing and Development Manager, the addition of a second Marketing Associate may be required (Full-Time staff totaling 3). This associate's duties would focus on all the development & relationship sides of marketing.

Also, the Department could tap into the existing volunteer network to utilize skilled volunteers supplementing the capacity for marketing tactics and initiatives to designing and copywriting.

Often, marketing is disconnected from the financial results of the organization and there is a lack of alignment between marketing efforts and resources invested. Having a good understanding of the financial results achieved from the marketing efforts, provide the staff and Department an understanding of the effectiveness of the marketing mediums used. There should be a correlation between marketing dollars and targeted areas that have the greatest potential to produce revenue, reinforce the brand or enhance brand visibility.

Marketing staff tend to be deluged with requests, and it is hard to determine what one can do and what one cannot do, in terms of resource allocation. It often results in a more reactive approach with the focus on an individual activity such as producing a marketing flyer or updating the website.

To that end, it would be helpful for the team to provide an internal customer orientation to ensure the developed marketing process is understood. On an annual basis, the marketing team should lead a meeting to review the upcoming year’s goals and objectives, which will keep everyone on the same page. Additionally, working closely with technology staff, in terms of monitoring customer registration processes, web usage patterns and data mining to measure marketing effectiveness is recommended.

### 7.8 TOOLS & GUIDELINES

The following are the list of templates and guidelines that should be developed as a part of the plan. The list of all the different guidelines and procedures are provided below. This list will continue to expand and modify as the marketing team continues establishing new standards and existing standards evolve.

#### 7.8.1 MARKETING AND BRANDING STANDARDS

When building a brand that reflects an agency’s values, it is important to know that your brand identity is defined by how people perceive the services, the employees and the level of trust for quality services. Consistency in marketing, messaging, and positive customer interactions all build or reinforce the Department’s brand. Seeking behind the scenes photos and operational stories that demonstrate staff living the values and mission of the Department reinforce the brand. Being intentional about communicating and demonstrating your values yields results.

This area can be enhanced by the department to stand out in a competitive area with multiple similar providers. Rockville is the County Seat and the need for the City services to stand out and be more easily recognized cannot be overstated, especially when it comes to recreation and parks. Many park signs resemble county, school system, and other local park jurisdiction signs and the need to brand these with colors and a Department logo will ensure residents know where their contributions are going and which

facilities are made possible by Rockville residents. In many cities across the country, municipalities have recognized the need to follow private sector practices in marketing product and service lines, especially when these are enterprise-type services such as Recreation and Parks are in Rockville. Simply stated, the municipality is the parent company and the Department is the offspring of the City. This understanding drives the design of parks and recreation department’s logos in these cities. These department logos and sub-branding are designed in a manner to complement the city logo’s and in some instances an adaptation of the city logo.



Here are a couple of examples that demonstrate parks and recreation logos representing what they value and the relationship between the City and the Department logos. The first example shows the company (City of Memphis) and service line (Memphis Parks and Neighborhoods). The tie in here is a

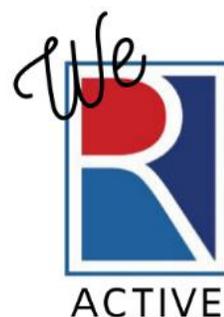
## RECREATION AND PARKS STRATEGIC PLAN

complementary gold color, the oak leaf, and the City logo is even incorporated into the Department logo. The second as company (City of Chesterfield) and service line (Chesterfield Parks, Recreation & Arts). The tie in here is the trees and the hill to the left incorporated into their Department's logo with a trail and family added. The color is complementary to the City's logo. Each of these instances have helped these parks and recreation agencies stand out in their area with many similar providers competing for area resident's disposable income.

Apart of the staffing vision session was developing a unified Department Culture and campaigns that reinforce the impact that the services have in "Nurturing Community Connections" which evolved from "Connect, Create, Celebrate," was mentioned several times across multiple groups. "We R..." was one of the potential campaigns developed during the workshop. "We R" could be used across all marketing and communications to help convey the human story of all the department's operations, reinforcing the impact the services have on the community:

- Program Registrations
- Rentals
- Center Memberships
- Sponsorships
- Volunteers

The logo to the right is just an example of what "We R" could resemble, being able to change out the lower word to reflect the Department's vision, mission, or core values. The Department could display values such as DIVERSE, STEWARDS, INNOVATIVE, COMMUNITY, etc.



### BRANDING STANDARDS

- Email signature protocol-universal signature template
- Flyer development standards (templates)
- Social Media guidelines & set-up -Social Media Standards (Appendix)
- Media inquiry & response guidelines
- Collateral material guidelines
- Department logo protocol (identity guidelines)
- Program Market & Promotion Methods Template (Appendix)
- Logo Database
- Digital Marketing Standard
- Market ROI Model (Section 1.9)

### POLICIES TO BE UPDATED/DEVELOPED

- **Earned Income Policy** including partnership/donations/crowdfunding
- City/Department **Sponsorship Policy** to pursue additional system-wide, packages and long-term sponsorships opportunities.
- **Advertising and Media Buying Policy** pertaining especially to online advertising and media buying

## 7.9 MARKETING RETURN ON INVESTMENT

Focusing on Return on Investment (ROI) for all marketing spending may assist with cost recovery goals. While it may be unrealistic to be able to accurately track the return on all marketing, it would be useful to establish certain tracking measures that would help the staff make informed decisions. The following section outlines the process that provides the ROI template that could be used to evaluate the City of Rockville's marketing vision.

### 7.9.1 PROCESS

The process recommendations to track user information and participation metrics include:

**Encourage user sign-up for email database:** Provide incentives through discounts, promotions or contests through the website alone. An example would be to offer early bird registration for programs through the website only. This would help identify the effectiveness of all automated or email marketing and help identify 'open' and 'click through' rates.

**Social Networking Groups:** Those who are 'fans' on Facebook (eventually 'Followers' on Twitter, Pinterest or Instagram) could also be provided specific incentives, similar to email blasts, to sign up.

**Web analytics** (e.g. Google Analytics): As mentioned earlier, Google Analytics can continue to help the PRNS identify the most popular pages, and sections or sub-sections that users view. Additionally, information regarding key words entered into search engines to locate web sites driving the most traffic to the City of Rockville site should be tracked.

**Track sources of information during registration, special events and at facilities:** Ensure every program registration format obtains the source of information that drove the participant to sign up for the program. During special events, utilize the volunteer base to conduct intercept surveys using iPads or tablets and identify participant data. Data could include 'how they heard about the program or event', 'where they were coming from', 'length of stay', 'anticipated spending' and 'willingness to be a part of future correspondence about promotions or incentives from the City or Rockville.

**Build database identifying sources of information for participants and corresponding revenue generated:** By developing the database that documents the sources of information used by respondents and the corresponding fee / dollar spending for those programs. Potentially, being able to identify individual marketing methods and the corresponding revenue generated through the participants.

**Document true costs of marketing:** Utilize the currently used Cost of Service Model's structure to track true costs of marketing for a specific activity or program, event, or facility. The true cost would include all direct costs associated with the activity including cost of printing, mailing, buying advertisements etc. True cost would also include direct and overhead staff time allocated.

### 7.9.2 TRACKING RETURN ON INVESTMENT

The Consulting Team has developed a basic formula and a sample of a model that may help staff track and calculate ROI

The model below should be developed in excel with calculating equations.

Marketing ROI = Contribution (\$) generated from external referred customer

## RECREATION AND PARKS STRATEGIC PLAN

(\$) for staff interaction & other costs to manage & engage in the process

Email Marketing		Direct Marketing	
	Input		Input
Total # of Emails	2,500	Total # of Postcards sent	10,000
Total Cost	\$500.00	Total Cost	\$2,500.00
Response Rate (%)	30%	Response Rate (%)	10%
Conversation Rate	10%	Conversion Rate	10%
Average Spending by buyer (\$)	\$20.00	Average Spending by buyer (\$)	\$12.00
	Output		Output
Total # of emails	2,500	Total # of Postcards	10,000
Total Cost	\$500	Total Cost	\$2,500
Cost/Unit	\$0.20	Cost/Unit	\$0.25
Response Rate (%)	30%	Response Rate (%)	10%
# of Responses	750	# of Responses	1,000
Cost/Responses	\$1.00	Cost/Responses	\$3.00
Conversion Rate (%)	10%	Conversion Rate (%)	10%
# of Buyers	75	# of Buyers	100
Cost/Buyer (\$)	\$6.67	Cost/Buyer (\$)	\$25.00
Revenue Generated	\$1,500.00	Revenue Generated	\$1,200.00
Net Profit/(Loss)	\$1,000.00	Net Profit/(Loss)	(\$1,300)

- Figures in the table above are not actual and are only used to demonstrate use of the template
- Response Rate (% of responses expected from the total list)
- Conversion Rate (% of respondents that will make a purchase)
- Buyers=Participants

### 7.9.3 SOCIAL MEDIA ROI

It is now possible to quantify the impact of the social media strategies that City of Rockville uses and their effect in building engagement. The eventual goal of any social media is to convert 'followers' and 'friends' into purchasers.

Google Analytics provides Social Reports for three key areas and are very effective in measuring the ROI of Social Media strategies

- **Social Conversions Report** - this shows conversion rates and monetary value of conversions that occurred due to social network visitations.
- **Social Sources Report** - this shows which social networks refer the highest quality traffic. Clearer identification helps refine social strategy and time and resource allocation towards individual networks.
- **Social Sharing Report** - this tracks the extent to which content on the website and on external social sites is shared. The more content is shared, the higher its effectiveness.

## 7.10 MARKETING CONCLUSION

One thing is for certain, change will happen with or without your involvement. It is far better to embrace the change and be involved in determining how best to harness it for better service delivery. This will lead to your organization defining the next practices that make you great before many others have even figured out to embrace the change. The Department has embraced change in marketing and communications and their approach to transitioning services to keep a fresh supply to achieve the majority of the goals. An intentional investment in transitioning marketing and branding the Department's service lines to the next practice will help bolster the return on the investment through participation, support and revenues. With ever-increasing choices and competition, intentional marketing and branding backed by an appropriate level of funding is a critical tool to achieving a desired level of financial sustainability.

The parks and recreation industry has evolved as a result of increased competition from non-profit and for-profit organizations. Recreation and Parks departments are the only municipal department with whom residents have to choose to spend their disposable income. Developing consistent messaging based on the mission of "Nurturing Community Connections" will help unify communications. Developing a brand and marketing all aspects of operations consistently to customers and potential customers will help build a life-long relationship and support. Digital marketing is an important avenue to communicate services and development in an everchanging environment.

The data analysis and strategies are meant to help the Department build long-term customer relationships through telling a compelling story that inspires your community to participate, support operations and development, and advocate for improvement of its park and recreation services. The following strategies will help Rockville continue the forward progress in marketing that has been established for parks and recreation services.

- Design a Recreation and Parks logo for continued brand development and more easily recognized parks, facilities, programs and events. The diversity of the community is such that having quick identifiable visuals will help all visitors find Rockville parks and facilities. This is helping the public understand who is providing the service/facility, who benefits, and where to go to participate. When the city goes through a new branding process, the Department should participate in the process and develop a Recreation and Park brand that complements the City brand.
- Enhance digital marketing mix to help replace the absence of a print newspaper in the area.
  - Make signage in parks and facilities a strong piece in the branding - this is where the City can stand out among the competition. It is important for the residents to distinguish between Rockville and others and a very good way to demonstrate what the residents are getting for their tax dollars.
  - Place a couple of digital marquee signs in a couple of major parks and facilities including Falls Grove Park, community centers, Swim and Fitness Center and RedGate Park. Be strategic to choose locations near fiber infrastructure so the signs can be easily changed/updated from a computer workstation. This is particularly beneficial when immediate needs or emergencies develop. These signs can be used to communicate other City services and accomplish City-wide communication goals as well. It is important to ensure that the signs are in line with City ordinances for signs. If the Department sees the value in the addition of marquees, they may have to follow the processes to amend current ordinances.

## RECREATION AND PARKS STRATEGIC PLAN

- Capture more comprehensive photography for print and digital collateral. This can be accomplished in two ways. First, training staff on capturing moments with their subsidized or issued phones. It may also be beneficial to strategically select programs and events where you contract with a photographer or drone operator to capture pictures for digital marketing. Drones also make great video footage along trails, waterways, parks, and facilities creating video content for future promotions.
- Increase customer engagement through social media campaigns and contests. Campaigns should be used to increase awareness, reach and followers. Contests can be centered around national days, special happenings, and unique opportunities within the city by getting new people into the park with photo contest.
- Monday Morning Messaging Meetings - The intent is to discuss with division leaders about the current week's or following week's planned operational activities. These meetings are a great opportunity to discuss campaigns and contests that build the human connection with followers and reinforce the brand when they see pictures and video of staff living out the mission, vision and values. These can be electronic meeting to save windshield time.
- From a **marketing and promotions** standpoint, continue to maintain a diverse marketing mix. This includes continuing the site/core service specific communications plans. Overall, the Department should develop a Recreation and Parks marketing plan that supports each cost center, each cost center's priorities to reach cost recovery or community services goals. Make sure this plan shares the spotlight celebrating the Recreation and Park's successes; annual reports, services provided, and volunteer recognition with the public across all platforms. The department could better identify marketing return on investment (ROI) for all marketing initiatives. As well as, find opportunities to increase the number of cross-promotions internally.
- Consider the addition of another **marketing & communications position** to assist with existing staff efforts, help protect the brand, and consistently engage the citizens / visitors on social media with contests, throwback Thursdays (history of park system development), etc.
- Continue to **train** Department staff. Develop training on marketing and communication best practices in Google Analytics, adobe illustrated and promo videos, while developing training in Rec1 shopping cart reminders, promo-codes, gift cards and percent to goals.
- Consider simplifying the **website** to have Core Program Areas identified for participants and staff to quickly identify program information.
- Update the **marketing plan** specifically for the Department to include the components identified above; marketing tools, standards, guidelines and policies to create one culture or brand.
- Establish **priority segments** to target in terms of new program/service development and communication tactics.
- Establish and regularly review **performance measures** for marketing; performance measures can be tracked through increased use of customer surveys as well as some web-based metrics.
- Leverage **relationships with partners** to enhance marketing efforts through cross-promotions that include defined measurable outcomes.
- Develop an **ROI** workbook to help staff make strategic decisions about marketing to improve staff capacity, cost recovery and mission of the Department.

## CHAPTER EIGHT – STRATEGIC ACTION PLAN

### 8.1 VISION

The following vision presents how the Department desires to be viewed in the future:

*“To be THE place to make lifelong memories as you live, work, play and thrive.”*

### 8.2 MISSION

The following is the mission for how the Department will implement the vision:

*“To nurture community connections.”*

### 8.3 CORE VALUES

- Diversity, Equity & Inclusion
- Exceptional Customer Experience
- Stewardship of Resources
- Innovation
- Collaboration

### 8.4 BIG MOVES

- Build a standalone brand identity for the Recreation and Parks Department to tell its story and increase community awareness and participation
- Continue to identify new and dedicated funding sources to ensure long-term financial sustainability
- Design, develop and maximize the use of RedGate Park as a community asset and a regional destination
- Ensure equity of access in program and park / facility distribution throughout Rockville
- Evaluate the viability of a multi-generational community facility focused on new recreational programming, performing arts and cultural offerings

### 8.5 CONCLUSION

The Rockville community is fortunate to have the diversity and variety of offerings that the Department provides, a rarity for a City this size. The staff’s dedication, their commitment to serving the community and desire to constantly keep improving are key facets that differentiate the Department from others and will be vital components to ensure the successful implementation of this Plan.

This Plan provides a roadmap to help the Department evolve and innovate as the Rockville community diversifies and new trends emerge. From all indications, the Department is well-positioned to successfully continue impacting lives and nurturing community connections through recreation programs, parks and trails, special events and facilities ranging from sports to aquatics and from nature to culture.

The Consulting Team has no doubt that the Department and its staff will leave no stone unturned to implement this plan and ensure that Rockville will achieve its vision of being

**THE place to make lifelong memories as you live, work, play and thrive**

RECREATION AND PARKS STRATEGIC PLAN

APPENDIX A – DEMOGRAPHIC AND TRENDS ANALYSIS

METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All demographic data was acquired in October 2019 and reflects actual numbers as reported in the 2010 Census as well as estimates for 2019 and 2024 as obtained by ESRI. Straight line linear regression was utilized for 2029 and 2034 projections. The City boundaries shown below were utilized for the demographic analysis (Figure 36).

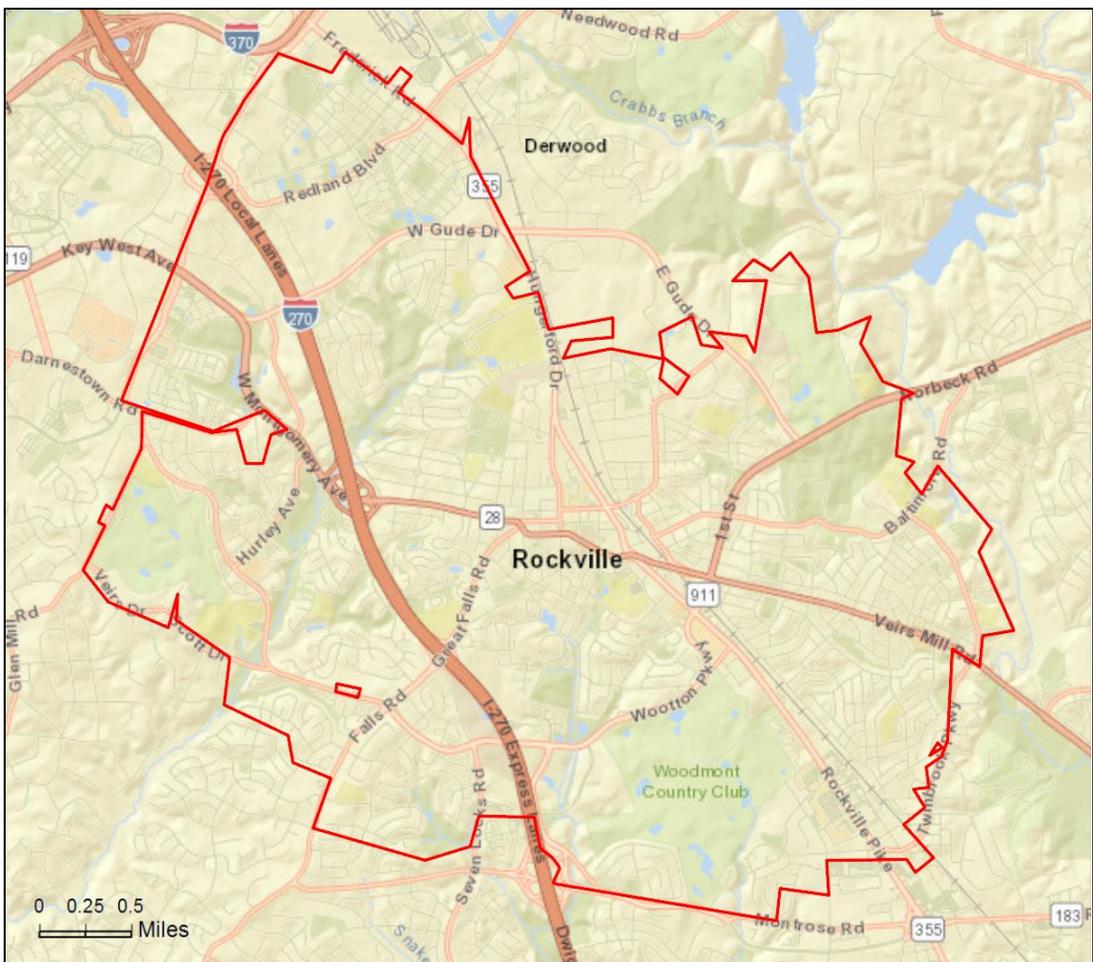


Figure 36: City Boundaries

**CITY POPULACE**

**POPULATION**

The City’s population experienced an increase in growth within recent years, increasing 8.28% from 2010 to 2019 (0.92% per year). This is above the national annual growth rate of 0.85% (from 2010-2019). Similar to the population, the total number of households also experienced an increase in recent years (9.27% since 2010) with 1.03% per year.

Currently, the population is estimated at 66,402 individuals living within 25,902 households. Projecting ahead, the total population and total number of households are both expected to continue growing at an above average rate over the next 15 years. Based on 2034 predictions, the City is expected to have 74,729 residents living within 29,351 households (Figures 37 & 38).

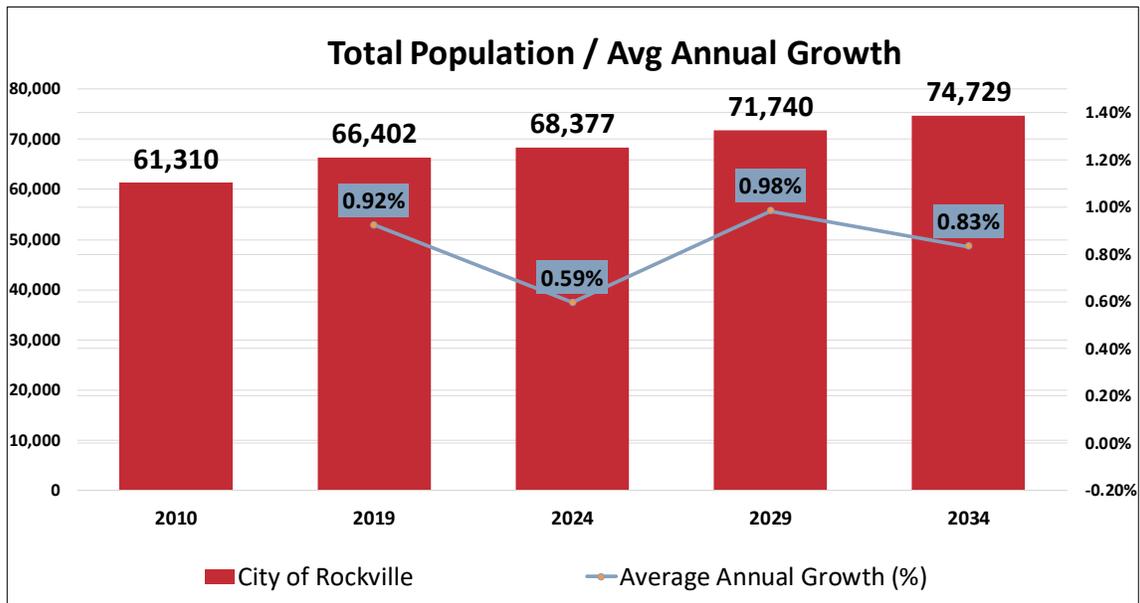


Figure 37: Total Population

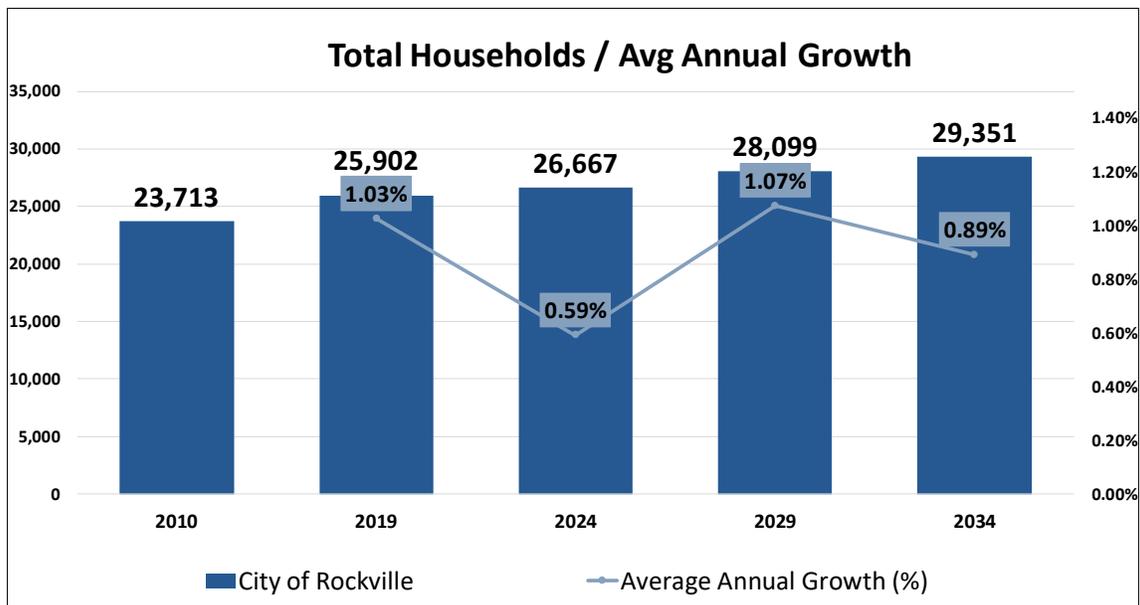


Figure 38: Total Number of Households

RECREATION AND PARKS STRATEGIC PLAN

AGE SEGMENT

Evaluating the City by age segments, Rockville is an older community, with the primary population falling between the age of 35 and 74. The City has a median age of 40.3 years old which is slightly above the U.S. median age of 38.5 years. Assessing the population as a whole, the City is projected to continue its current aging trend. Over the next 15 years, the 55+ population is expected to grow to represent 36% of the City’s total population. This is largely due to the increased life expectancies and the remainder of the Baby Boomer generation shifting into the senior age groups (Figure 39).

Due to the continued growth of the older age segments, it is useful to further segment the “Senior” population beyond the traditional 55+ designation. Within the field of parks and recreation, there are two commonly used ways to partition this age segment. One is to simply segment by age: 55-64, 65-74, and 75+. However, as these age segments are engaged in programming, the variability of health and wellness can be a more relevant factor. For example, a 55-year-old may be struggling with rheumatoid arthritis and need different recreational opportunities than a healthy 65-year old who is running marathons once a year. Therefore, it may be more useful to divide this age segment into “Active,” “Low-Impact,” and/or “Social” Seniors.

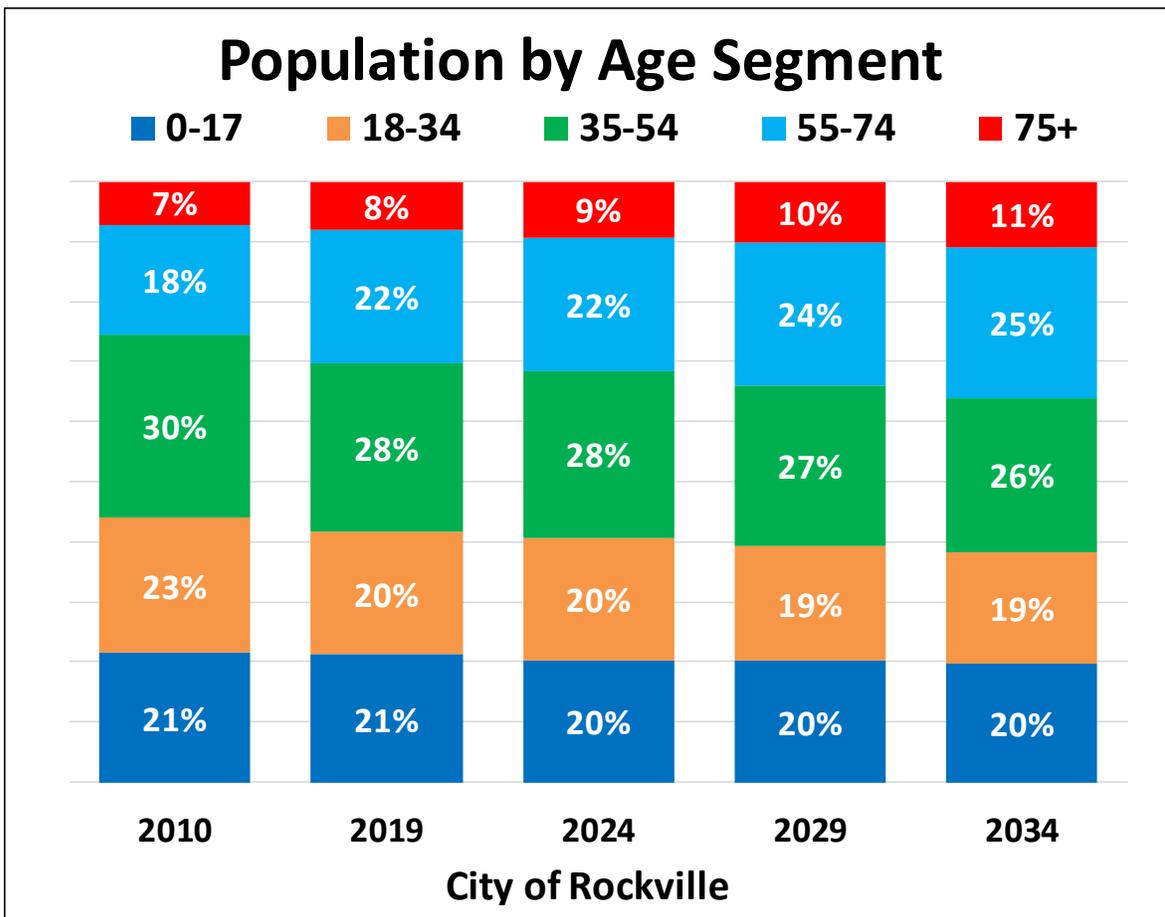


Figure 39: Population by Age Segments

## RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian - This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black - This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander - This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

*Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black or African American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. For this reason, the Hispanic / Latino ethnicity is viewed separate from race throughout this demographic analysis.*

RECREATION AND PARKS STRATEGIC PLAN

RACE

Analyzing race, Rockville’s current population is more diverse compared to the national representations; due predominately to a higher representation in the Asian population. The 2019 estimate shows that 53% of the population falls into the White Alone category and 24% of the population falls into the Asian racial distribution, which is the largest minority representation. With the exception of lower White Alone racial distribution, the racial diversification of the City is somewhat similar to the national population, which is approximately 70% White Alone, 13% Black Alone, and 7% Some Other Race. The predictions for 2034 expect the City’s diversity to somewhat remain the same, with the White Alone population projected to decrease to 42% (Figure 40).

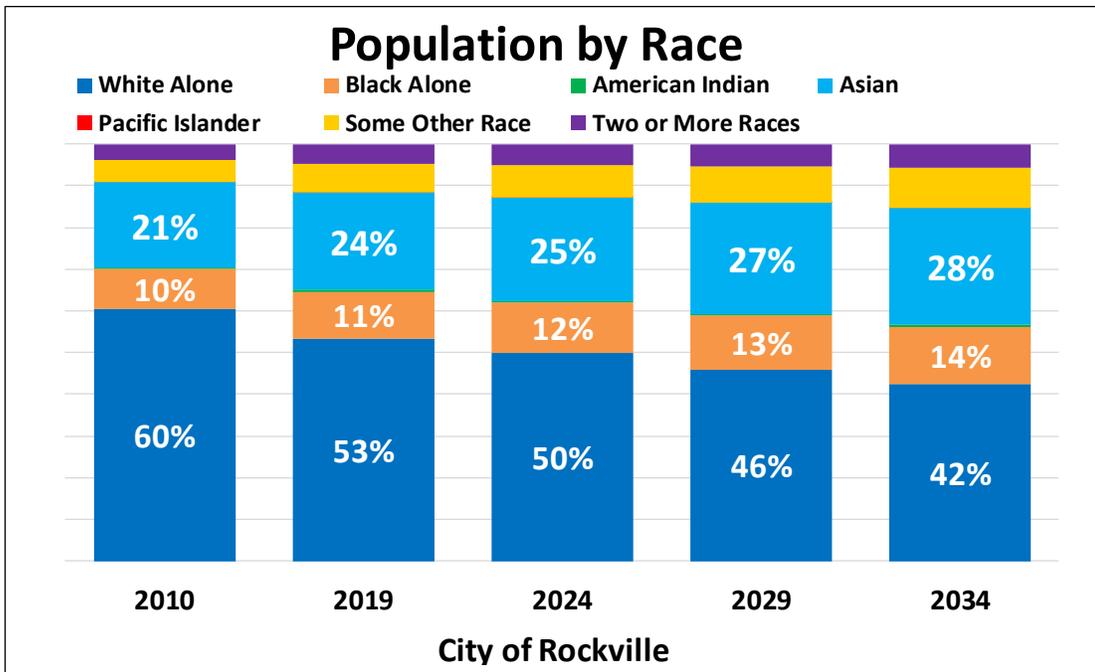


Figure 40: Population by Race

ETHNICITY

The City’s population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any of the racial categories from above. Based on the 2010 Census, those of Hispanic/Latino origin represent 18% of the City’s current population, which is equal to the national average (18% Hispanic/ Latino). The Hispanic/Latino population is expected to grow over the next 15 years, increasing to 25% of the City’s total population by 2034 (Figure 41).

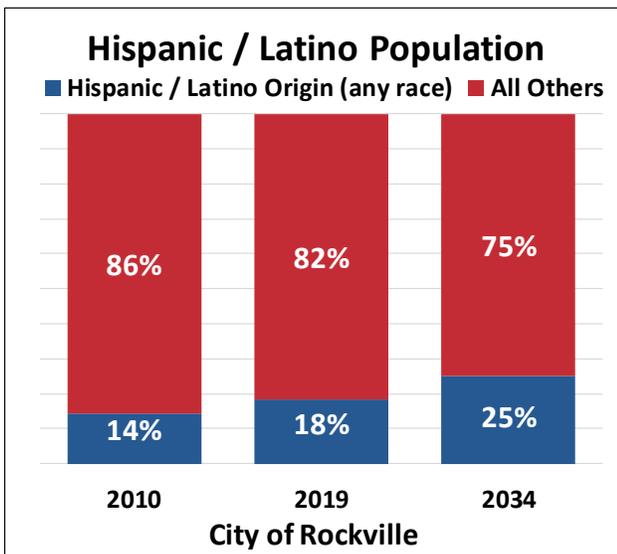


Figure 41: Population by Ethnicity

**HOUSEHOLD INCOME**

As shown below (Figure 42), the City’s per capita income (\$55,055) and median household income (\$103,599) are both above the current state averages (\$41,447 & \$81,440). When compared to the U.S., Rockville’s income characteristics are well above the national averages (\$33,028 & \$60,548).

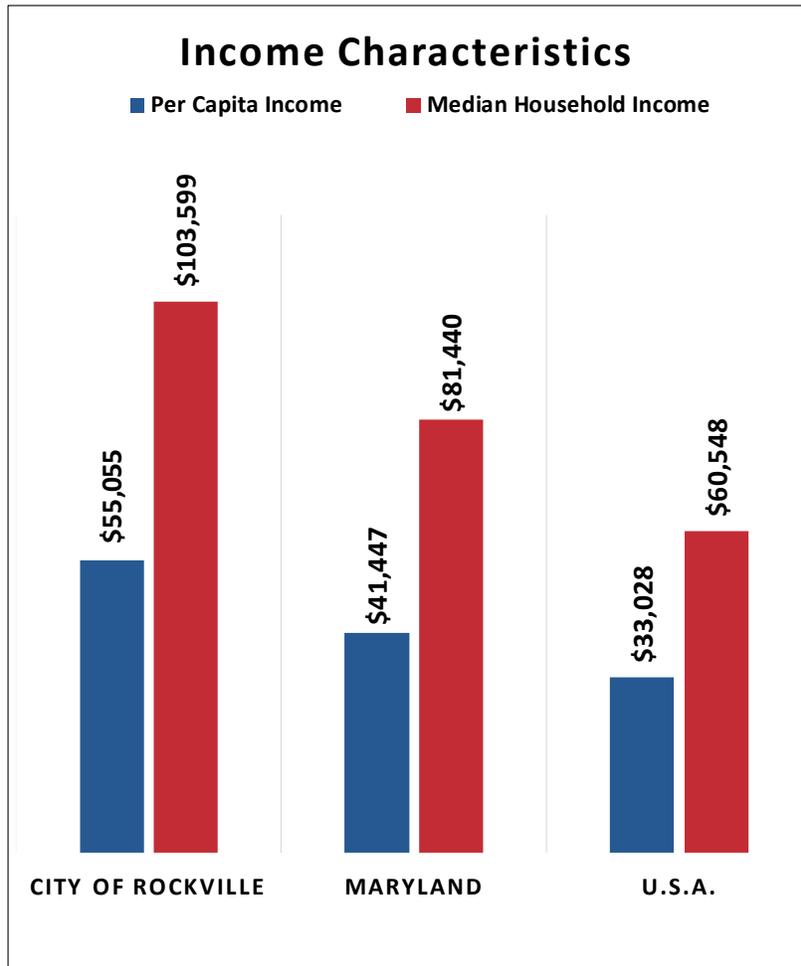


Figure 42: Income Characteristics

## RECREATION AND PARKS STRATEGIC PLAN

## CITY OF ROCKVILLE DEMOGRAPHIC COMPARATIVE SUMMARY

The table below is a summary of the City's demographic figures. These figures are then compared to the state and U.S. populations. This type of analysis allows Rockville to see how their population compares on a local and national scale. The highlighted cells represent key takeaways from the comparison between the City and the national population.

 = Significantly higher than the National Average  
 = Significantly lower than the National Average

2019 Demographic Comparison		Rockville	Maryland	U.S.A.
Population	Annual Growth Rate (2010-2019)	0.92%	0.67%	0.85%
	Projected Annual Growth Rate (2019-2034)	0.84%	0.69%	0.90%
Households	Annual Growth Rate (2010-2019)	1.03%	0.59%	0.80%
	Average Household Size	2.52	2.63	2.59
Age Segment Distribution	Ages 0-17	21%	22%	22%
	Ages 18-34	20%	23%	23%
	Ages 35-54	28%	26%	25%
	Ages 55-74	22%	23%	23%
	Ages 75+	8%	7%	7%
Race Distribution	White Alone	53.3%	54.3%	69.6%
	Black Alone	11.2%	30.3%	12.9%
	American Indian	0.4%	0.4%	1.0%
	Asian	23.5%	6.8%	5.8%
	Pacific Islander	0.1%	0.1%	0.2%
	Some other Race	6.9%	4.7%	7.0%
	Two or More Races	4.6%	3.5%	3.5%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	18.3%	10.8%	18.6%
	All Others	81.7%	89.2%	81.4%
Income Characteristics	Per Capita Income	\$55,055	\$41,447	\$33,028
	Median Household Income	\$103,599	\$81,440	\$60,548

Figure 43: The City's Demographic Comparative Summary Table

### DEMOGRAPHIC SUMMARY

- The City's **population annual growth rate** (0.92%) is higher than the U.S.'s (0.85%) growth rate.
- Rockville's **household annual growth rate** (1.03%) is also significantly higher than the national (0.80%) average.
- The City's **racial distribution** has a lower White Alone (53.3%) population and higher Asian (23.5%) population, when compared to national percentage distribution: White Alone (69.6%) and Asian (5.8%).
- The City's **per capita income** (\$55,055), as well as the **median house income** (\$103,599) is well above average, when compared to the U.S.'s income characteristics (\$33,028 & \$60,548).



## RECREATION AND PARKS STRATEGIC PLAN

### RECREATIONAL TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well as generational participation trends. Trends data used for this analysis was obtained from Sports & Fitness Industry Association (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI).

#### NATIONAL TRENDS IN RECREATION

##### METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Recreational Activities Topline Participation Report 2019* was utilized in evaluating the following trends:

- National Sport and Fitness Participatory Trends
- Core vs. Casual Participation Trends
- Participation by Generation
- Non-Participant Interest by Age Segment



The study is based on findings from surveys carried out in 2018 by the Physical Activity Council (PAC), resulting in a total of 20,069 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 20,069 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.31 percentage points at a 95 percent confidence interval. Using a weighting technique, survey results are applied to the total U.S. population figure of 300,652,039 people (ages six and older). The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S.

#### CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness and recreational activities more than 50 times per year, while for sports, the threshold for core participation is typically 13 times per year.

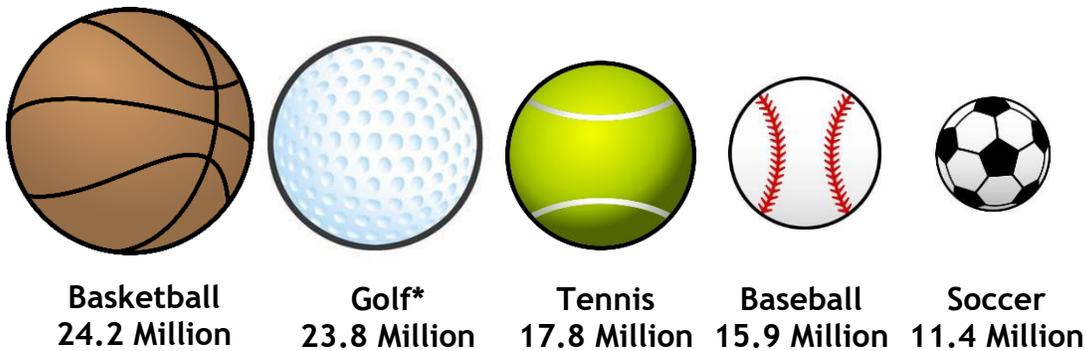
In a given activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.

## NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

### NATIONAL TRENDS IN GENERAL SPORTS PARTICIPATION LEVELS

The sport's most heavily participated in the United States were Basketball (24.2 million) and Golf (23.8 million in 2017), which have participation figures well in excess of the other activities within the general sports category. Followed by Tennis (17.8 million), Baseball (15.9 million), and Soccer (11.4 million).

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with a relatively small number of participants. Even though Golf has experienced a recent decrease in participation, it still continues to benefit from its wide age segment appeal and is considered a life-long sport. Basketball's success can be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.



### FIVE-YEAR TREND

Since 2013, Roller Hockey (33.6%) and Rugby (31.9%) have emerged as the overall fastest growing sports. During the last five-years, Baseball (19.5%), Cheerleading (18.7%), and Flag Football (17.1%) have also experienced significant growth. Based on the five-year trend, the sports that are most rapidly declining include Ultimate Frisbee (-46.6%), Touch Football (-22.7%), Tackle Football (-16.4%), Badminton (-11.4%), and Outdoor Soccer (-10.4%).

### ONE-YEAR TREND

In general, the most recent year shares a similar pattern with the five-year trends; with Pickleball (5.4%), Basketball (3.5%), and Baseball (1.5%) experiencing the greatest increases in participation this past year. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, such as Roller Hockey (-5.5%). Other sports including Squash (-13.9%) and Ultimate Frisbee (-13.3%) have also seen a significant decrease in participate over the last year.

### CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball, have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). While less mainstream sports, such as Ultimate Frisbee, Roller Hockey, Squash, and Boxing for Competition have larger casual participation base. These participants may be more inclined to switch to other sports or fitness activities, which is likely why they have all experienced a decline in participation this past year. *Please see the end of Appendix A for full Core vs. Casual Participation breakdown.*

## RECREATION AND PARKS STRATEGIC PLAN

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Golf (9 or 18-Hole Course)	24,720	23,829	N/A	N/A	N/A
Basketball	23,669	23,401	24,225	2.3%	3.5%
Tennis	17,678	17,683	17,841	0.9%	0.9%
Baseball	13,284	15,642	15,877	19.5%	1.5%
Soccer (Outdoor)	12,726	11,924	11,405	-10.4%	-4.4%
Softball (Slow Pitch)	6,868	7,283	7,386	7.5%	1.4%
Football, Flag	5,610	6,551	6,572	17.1%	0.3%
Badminton	7,150	6,430	6,337	-11.4%	-1.4%
Volleyball (Court)	6,433	6,317	6,317	-1.8%	0.0%
Football, Touch	7,140	5,629	5,517	-22.7%	-2.0%
Soccer (Indoor)	4,803	5,399	5,233	9.0%	-3.1%
Football, Tackle	6,165	5,224	5,157	-16.4%	-1.3%
Volleyball (Sand/Beach)	4,769	4,947	4,770	0.0%	-3.6%
Gymnastics	4,972	4,805	4,770	-4.1%	-0.7%
Track and Field	4,071	4,161	4,143	1.8%	-0.4%
Cheerleading	3,235	3,816	3,841	18.7%	0.7%
Racquetball	3,824	3,526	3,480	-9.0%	-1.3%
Pickleball	N/A	3,132	3,301	N/A	5.4%
Ultimate Frisbee	5,077	3,126	2,710	-46.6%	-13.3%
Ice Hockey	2,393	2,544	2,447	2.3%	-3.8%
Softball (Fast Pitch)	2,498	2,309	2,303	-7.8%	-0.3%
Lacrosse	1,813	2,171	2,098	15.7%	-3.4%
Wrestling	1,829	1,896	1,908	4.3%	0.6%
Roller Hockey	1,298	1,834	1,734	33.6%	-5.5%
Rugby	1,183	1,621	1,560	31.9%	-3.8%
Squash	1,414	1,492	1,285	-9.1%	-13.9%
Boxing for Competition	1,134	1,368	1,310	15.5%	-4.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 44 - General Sports Participatory Trends

## NATIONAL TRENDS IN GENERAL FITNESS PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals. The most popular general fitness activities amongst the U.S. population include: Fitness Walking (111.1 million), Treadmill (53.7 million), Free Weights (51.3 million), Running/Jogging (49.5 million), and Stationary Cycling (36.7 million).



**Fitness Walking**  
111.1 Million



**Treadmill**  
53.7 Million



**Dumbbell Free Weights**  
51.3 Million



**Running/Jogging**  
49.5 Million



**Stationary Cycling**  
36.7 Million

### FIVE-YEAR TREND

Over the last five years (2013-2018), the activities growing most rapidly are Trail Running (47.4%), Aerobics (24.8%), Barre (21.8%), Stair Climbing Machine (18.8%), and Yoga (18.2%). Over the same time frame, the activities that have undergone the biggest decline include: Dumbbell Free Weights (-12.0%), Running/Jogging (-8.7%), Fitness Walking (-5.3%), Traditional Triathlon (-4.2%), and Boot Camps Style Cross Training (-3.1%).

### ONE-YEAR TREND

In the last year, activities with the largest gains in participation were Trail Running (9.4%), Yoga (5.1%), and Elliptical Motion Trainer (3.0%). From 2017-2018, the activities that had the largest decline in participation were Non-Traditional Triathlon (-15.5%), Running/Jogging (-2.6%), and Cross-Training Style Workout (-2.1%).

### CORE VS. CASUAL TRENDS IN GENERAL FITNESS

It should be noted that many of the activities that are rapidly growing have a relatively low user base, which allows for more drastic shifts in terms of percentage, especially for five-year trends. Increasing casual participants may also explain the rapid growth in some activities. All of the top trending fitness activities, for the one-year and five-year trend, consist primarily of casual users. This is significant, as casual users are much more likely to switch to alternative activities compared to a core user. *Please see the end of Appendix A for full Core vs. Casual Participation breakdown.*

## RECREATION AND PARKS STRATEGIC PLAN

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Fitness Walking	117,351	110,805	111,101	-5.3%	0.3%
Treadmill	48,166	52,966	53,737	11.6%	1.5%
Free Weights (Dumbbells/Hand Weights)	58,267	52,217	51,291	-12.0%	-1.8%
Running/Jogging	54,188	50,770	49,459	-8.7%	-2.6%
Stationary Cycling (Recumbent/Upright)	35,247	36,035	36,668	4.0%	1.8%
Weight/Resistant Machines	36,267	36,291	36,372	0.3%	0.2%
Elliptical Motion Trainer	30,410	32,283	33,238	9.3%	3.0%
Yoga	24,310	27,354	28,745	18.2%	5.1%
Free Weights (Barbells)	25,641	27,444	27,834	8.6%	1.4%
Bodyweight Exercise	N/A	24,454	24,183	N/A	-1.1%
Dance, Step, & Choreographed Exercise	N/A	22,616	22,391	N/A	-1.0%
Aerobics (High Impact)	17,323	21,476	21,611	24.8%	0.6%
Stair Climbing Machine	12,642	14,948	15,025	18.8%	0.5%
Cross-Training Style Workout	N/A	13,622	13,338	N/A	-2.1%
Trail Running	6,792	9,149	10,010	47.4%	9.4%
Stationary Cycling (Group)	8,309	9,409	9,434	13.5%	0.3%
Pilates Training	8,069	9,047	9,084	12.6%	0.4%
Cardio Kickboxing	6,311	6,693	6,838	8.4%	2.2%
Boot Camp Style Cross-Training	6,911	6,651	6,695	-3.1%	0.7%
Martial Arts	5,314	5,838	5,821	9.5%	-0.3%
Boxing for Fitness	5,251	5,157	5,166	-1.6%	0.2%
Tai Chi	3,469	3,787	3,761	8.4%	-0.7%
Barre	2,901	3,436	3,532	21.8%	2.8%
Triathlon (Traditional/Road)	2,262	2,162	2,168	-4.2%	0.3%
Triathlon (Non-Traditional/Off Road)	1,390	1,878	1,589	14.3%	-15.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 45 - General Fitness National Participatory Trends

## NATIONAL TRENDS IN OUTDOOR RECREATION PARTICIPATION LEVELS

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints. In 2018, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include: Day Hiking (47.9 million), Road Bicycling (39.0 million), Freshwater Fishing (39.0 million), and Camping within ¼ mile of Vehicle/Home (27.4 million), and Recreational Vehicle Camping (16.0 million).



**Hiking**  
(Day)  
**47.9 Million**



**Bicycling**  
(Road)  
**39.0 Million**



**Fishing**  
(Freshwater)  
**39.0 Million**



**Camping**  
(<¼mi. of Car/Home)  
**27.4 Million**



**Camping**  
(Recreational Vehicle)  
**16.0 Million**

### FIVE-YEAR TREND

From 2013-2018, BMX Bicycling (58.6%), Day Hiking (39.2%), Fly Fishing (18.1%), Backpacking Overnight (16.2%), and Recreational Vehicle Camping (9.8%) have undergone the largest increases in participation.

The five-year trend also shows activities such as In-Line Roller Skating (-17.8%), Birdwatching (-12.8%), Camping within ¼ mile of Home/Vehicle (-6.3%), and Road Bicycling (-4.5%) experiencing the largest decreases in participation.

### ONE-YEAR TREND

The one-year trend shows activities growing most rapidly being Day Hiking (6.6%), Camping within ¼ mile of Home/Vehicle (-16.5%), and Fly Fishing (18.1%). Over the last year, activities that underwent the largest decreases in participation include: Adventure Racing (-12.4%), In-Line Roller Skating (-4.3%), and Overnight Backpacking (-4.0).

### CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

A large majority of outdoor activities have experienced participation growth in the last five- years, with In-Line Roller Skating, Birdwatching, Camping within ¼ mile of Home/Vehicle, and Road Bicycling being the only activities decreasing in participation. Although this is a positive trend for outdoor activities, it should be noted that a large majority of participation growth came from an increase in casual users. This is likely why we see a lot more activities experiencing decreases in participation when assessing the one-year trend, as the casual users likely found alternative activities to participate in. *Please see the end of Appendix A for full Core vs. Casual Participation breakdown.*

## RECREATION AND PARKS STRATEGIC PLAN

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Hiking (Day)	34,378	44,900	47,860	39.2%	6.6%
Bicycling (Road)	40,888	38,866	39,041	-4.5%	0.5%
Fishing (Freshwater)	37,796	38,346	38,998	3.2%	1.7%
Camping (< 1/4 Mile of Vehicle/Home)	29,269	26,262	27,416	-6.3%	4.4%
Camping (Recreational Vehicle)	14,556	16,159	15,980	9.8%	-1.1%
Fishing (Saltwater)	11,790	13,062	12,830	8.8%	-1.8%
Birdwatching (>1/4 mile of Vehicle/Home)	14,152	12,296	12,344	-12.8%	0.4%
Backpacking Overnight	9,069	10,975	10,540	16.2%	-4.0%
Bicycling (Mountain)	8,542	8,609	8,690	1.7%	0.9%
Archery	7,647	7,769	7,654	0.1%	-1.5%
Fishing (Fly)	5,878	6,791	6,939	18.1%	2.2%
Skateboarding	6,350	6,382	6,500	2.4%	1.8%
Roller Skating, In-Line	6,129	5,268	5,040	-17.8%	-4.3%
Bicycling (BMX)	2,168	3,413	3,439	58.6%	0.8%
Climbing (Traditional/Ice/Mountaineering)	2,319	2,527	2,541	9.6%	0.6%
Adventure Racing	2,095	2,529	2,215	5.7%	-12.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 46 - Outdoor / Adventure Recreation Participatory Trends

## NATIONAL TRENDS IN AQUATICS PARTICIPATION LEVELS

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2018, Fitness Swimming was the absolute leader in overall participation (27.6 million) amongst aquatic activities, largely due to its broad, multigenerational appeal.



### FIVE-YEAR TREND

Assessing the five-year trend, all aquatic activities have experienced growth. Aquatic Exercise stands out having increased 24.0% from 2013-2018, most likely due to the ongoing research that demonstrates the activity's great therapeutic benefit, followed by Competitive Swimming (15.4%) and Fitness Swimming (4.6%).

### ONE-YEAR TREND

Similar to the five-year trend, all aquatic activities also experienced growth regarding the one-year trend. Fitness Swimming (1.6%) had the largest increase in 2018, with Competitive Swimming (1.3%) and Aquatic Exercise (0.6%) not far behind.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Swimming (Fitness)	26,354	27,135	27,575	4.6%	1.6%
Aquatic Exercise	8,483	10,459	10,518	24.0%	0.6%
Swimming (Competition)	2,638	3,007	3,045	15.4%	1.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 47 - Aquatic Participatory Trends

### CORE VS. CASUAL TRENDS IN AQUATICS

All aquatic activities have undergone increases in participation over the last five years, primarily due to large increases in casual participation (1-49 times per year). From 2013 to 2018, casual participants of Competition Swimming increased by 45.5%, Aquatic Exercise by 40.0%, and Fitness Swimming by 10.7%. However, all core participation (50+ times per year) for aquatic activities have decreased over the last five-years. *Please see the end of Appendix A for full Core vs. Casual Participation breakdown.*

## RECREATION AND PARKS STRATEGIC PLAN

## NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

## PARTICIPATION LEVELS

The most popular water sports / activities based on total participants in 2018 were Recreational Kayaking (11.0 million), Canoeing (9.1 million), and Snorkeling (7.8 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has long winter seasons or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.



**Kayaking**  
11.0 Million



**Canoeing**  
9.1 Million



**Snorkeling**  
7.8 Million



**Jet Skiing**  
5.3 Million



**Sailing**  
3.8 Million

## FIVE-YEAR TREND

Over the last five years, Stand-Up Paddling (73.3%) was by far the fastest growing water activity, followed by Recreational Kayaking (26.4%), White Water Kayaking (19.4%), Boardsailing/Windsurfing (17.5%), and Sea/Tour Kayaking (4.1%). From 2013-2018, activities declining in participation most rapidly were Surfing (-21.4%), Water Skiing (-20.0%), Jet Skiing (-17.0%), Wakeboarding (-15.7%), and Rafting (-11.3%).

## ONE-YEAR TREND

Contradicting the five-year trend, Surfing was the fastest growing of all water sports/activities increasing 7.2% in 2018. Recreational Kayaking (4.6%) and Stand-Up Paddling (3.8%) also had a spike in participation this past year. Activities which experienced the largest decreases in participation in the most recent year include: Wakeboarding (-7.0%), Snorkeling (-6.8), and Water Skiing (-5.9%)

## CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. These high casual user numbers are likely why a majority of water sports/activities have experienced decreases in participation in recent years. *Please see the end of Appendix A for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Kayaking (Recreational)	8,716	10,533	11,017	26.4%	4.6%
Canoeing	10,153	9,220	9,129	-10.1%	-1.0%
Snorkeling	8,700	8,384	7,815	-10.2%	-6.8%
Jet Skiing	6,413	5,418	5,324	-17.0%	-1.7%
Sailing	3,915	3,974	3,754	-4.1%	-5.5%
Stand-Up Paddling	1,993	3,325	3,453	73.3%	3.8%
Rafting	3,836	3,479	3,404	-11.3%	-2.2%
Water Skiing	4,202	3,572	3,363	-20.0%	-5.9%
Surfing	3,658	2,680	2,874	-21.4%	7.2%
Scuba Diving	3,174	2,874	2,849	-10.2%	-0.9%
Kayaking (Sea/Touring)	2,694	2,955	2,805	4.1%	-5.1%
Wakeboarding	3,316	3,005	2,796	-15.7%	-7.0%
Kayaking (White Water)	2,146	2,500	2,562	19.4%	2.5%
Boardsailing/Windsurfing	1,324	1,573	1,556	17.5%	-1.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 48 - Water Sports / Activities Participatory Trends

RECREATION AND PARKS STRATEGIC PLAN

PARTICIPATION BY GENERATION

Analyzing participation by age for recreational activities reveals that fitness and outdoor sports were the most common activities across all generations. Breaking down activity level by generation shows a converse correlation between age and healthy activity rates.

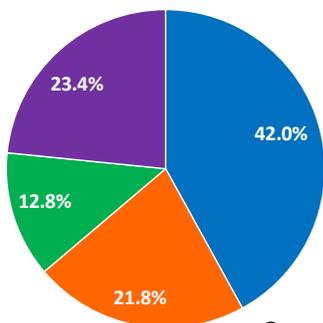
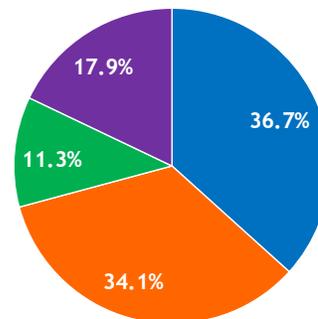
2018 PARTICIPATION RATES BY GENERATION

U.S. population, Ages 6+



Generation Z (born 2000+)

Generation Z were the most active, with only 17.9% of the population identifying as inactive. Approximately 81% of individuals within this generation were deemed high calorie burning in 2018; with 36.7% being active high calorie and 34.1% being casual high calorie.

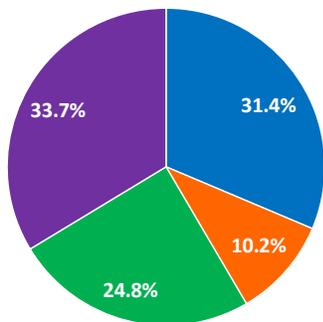
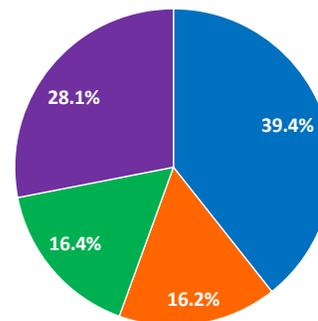


Millennials (born 1980-1999)

Almost half (42.0%) of millennials were active high calorie participants, while 23.4% claimed they were inactive. Even though this inactive rate is much higher than Generation Z's (17.9%), it is still below the national inactive rate (28%).

Generation X (born 1965-1979)

Generation X has the second highest active to a healthy level rate (35.0%) among all generations, only being 0.4% less than Millennials. At the same time, they also have the second highest inactive rate, with 28.1% not active at all.



The Boomers (born 1945-1964)

The Boomers were the least active generation with an inactive rate of 33.7%. This age group tends to participate in less intensive activities. Approximately 34% claimed to engage in casual high (10.2%) along with low/medium (24.8%) calorie participants.

**Definitions:** Active (3+ times per week), Casual (1-2 times per week), High Calorie (20+ minutes of elevated heart rate), Low/Med Calorie (<20 minutes of elevated heart rate), Inactive (no physical activity in 2018)

**NON-PARTICIPANT INTEREST BY AGE SEGMENT**

In addition to participation rates by generation, SFIA also tracks non-participant interest. These are activities that the U.S. population currently does not participate in due to physical or monetary barriers, but is interested in participating in. Below are the top five activities that each age segment would be most likely to partake in, if they were readily available.

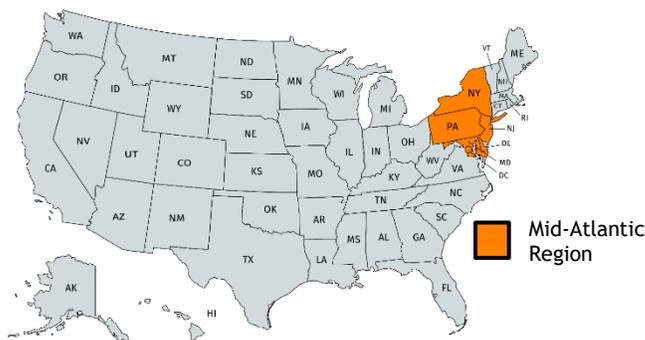
Overall, the activities most age segments are interested in include: Camping, Bicycling, Fishing, and Swimming for Fitness. All of which are deemed as low-impact activities, making them obtainable for any age segment to enjoy.



RECREATION AND PARKS STRATEGIC PLAN

NATIONAL AND REGIONAL PROGRAMMING TRENDS  
 PROGRAMS OFFERED BY PARK AND RECREATION AGENCIES (MID-ATLANTIC REGION)

NRPA’s *Agency Performance Review 2019* summarize key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 1,075 park and recreation agencies across the U.S. as reported between 2016 and 2018.



Based on this year’s report, the typical agency (i.e., those at the median values) offers 175 programs annually, with roughly 63% of those programs being fee-based activities/events.

According to the information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described in the table below (Figure 49). A complete comparison of regional and national programs offered by agencies can be found in Figure 50.

When comparing Mid-Atlantic Region agencies to the U.S. average, team sports, social recreation events, themed special events, health & wellness education, and fitness enhancement classes were all identified in top five most commonly provided program areas offered regionally and nationally.

Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)	
Mid-Atlantic (% of agencies offering)	U.S. (% of agencies offering)
<ul style="list-style-type: none"> <li>Themed Special Events (90%)</li> </ul>	<ul style="list-style-type: none"> <li>Themed Special Events (87%)</li> </ul>
<ul style="list-style-type: none"> <li>Social Recreation Events (88%)</li> </ul>	<ul style="list-style-type: none"> <li>Team Sports (87%)</li> </ul>
<ul style="list-style-type: none"> <li>Team Sports (84%)</li> </ul>	<ul style="list-style-type: none"> <li>Social Recreation Events (86%)</li> </ul>
<ul style="list-style-type: none"> <li>Fitness Enhancement Classes (78%)</li> </ul>	<ul style="list-style-type: none"> <li>Health &amp; Wellness Education (80%)</li> </ul>
<ul style="list-style-type: none"> <li>Individual Sports (75%)</li> </ul>	<ul style="list-style-type: none"> <li>Fitness Enhancement Classes (79%)</li> </ul>

Figure 49 - Core Program Areas

Overall, Mid-Atlantic Region parks and recreation agencies are very similar to the U.S. average regarding program offerings. However, utilizing a discrepancy threshold of +/-5% (or more), Mid-Atlantic agencies are currently offering Health & Wellness Education, Martial Arts, and Cultural Crafts at a lesser rate than the national average.

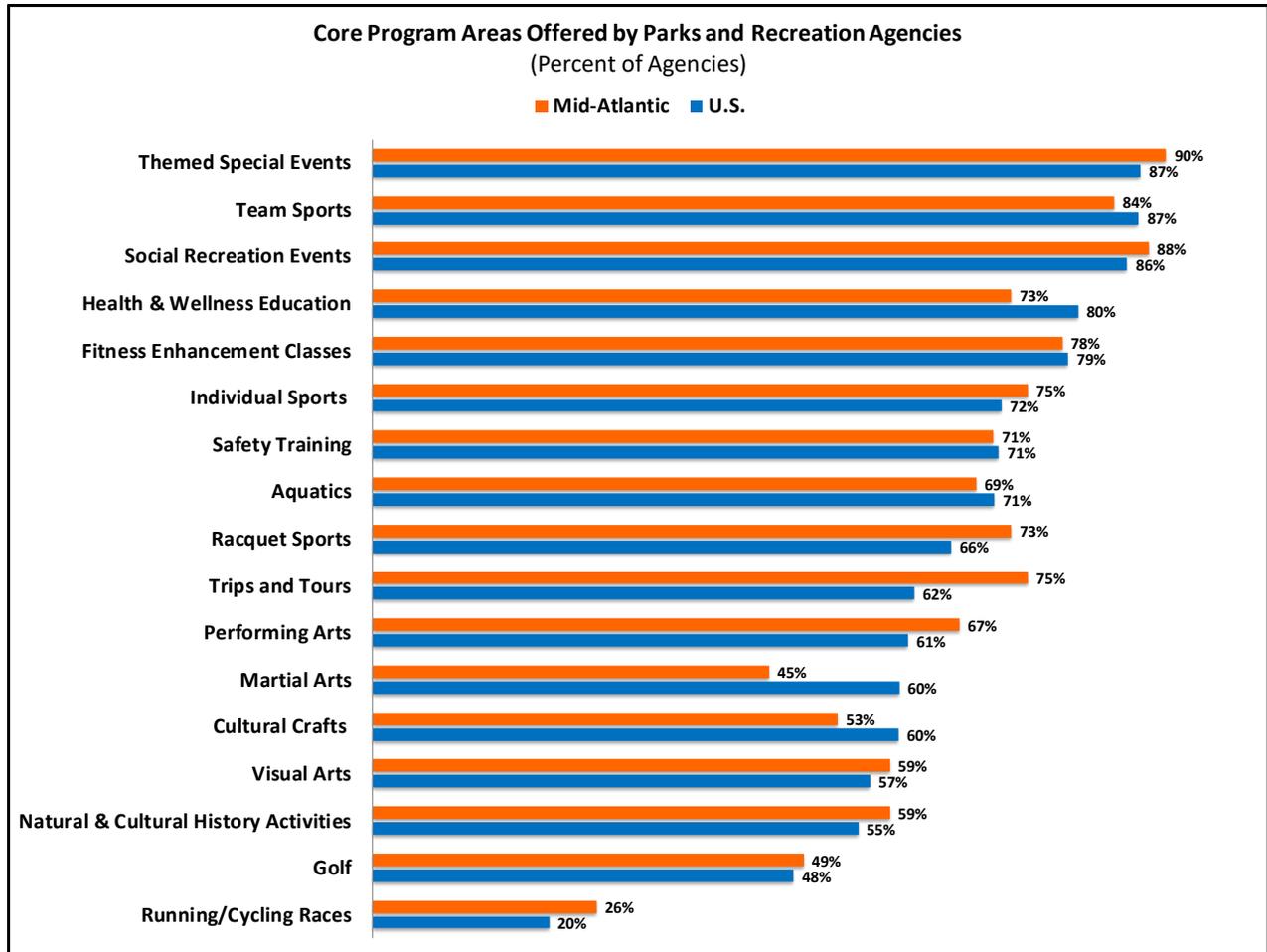


Figure 50 - Programs Offered by Parks and Recreation Agencies

RECREATION AND PARKS STRATEGIC PLAN

TARGETED PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES

For a better understanding of targeted programs (programs that cater to a specific age segment, demographic, etc.), NRPA also tracks program offerings that are dedicated specifically to children, seniors, and people with disabilities. This allows for further analysis of these commonly targeted populations on a national and regional basis.

Based on information reported to the NRPA, the top three targeted programs offered by park and recreation agencies, nationally and regionally, are described in the table below (Figure 51). A complete comparison of regional and national targeted program offerings can be found in Figure 52.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
Mid-Atlantic (% of agencies offering)	U.S. (% of agencies offering)
<ul style="list-style-type: none"> <li>Summer Camp (81%)</li> </ul>	<ul style="list-style-type: none"> <li>Summer Camp (82%)</li> </ul>
<ul style="list-style-type: none"> <li>Specific Senior Programs (76%)</li> </ul>	<ul style="list-style-type: none"> <li>Senior Programs (78%)</li> </ul>
<ul style="list-style-type: none"> <li>Specific Teen Programs (65%)</li> </ul>	<ul style="list-style-type: none"> <li>After School Programs (77%)</li> </ul>

Figure 51 - Top 3 Core Target Program Areas

Agencies in the Mid-Atlantic Region tend to offer targeted programs at a lower rate than the national average. Mid-Atlantic agencies are currently offering After School Programs, Preschool Programs, and Before School Programs at a significantly lower rate than the national average.

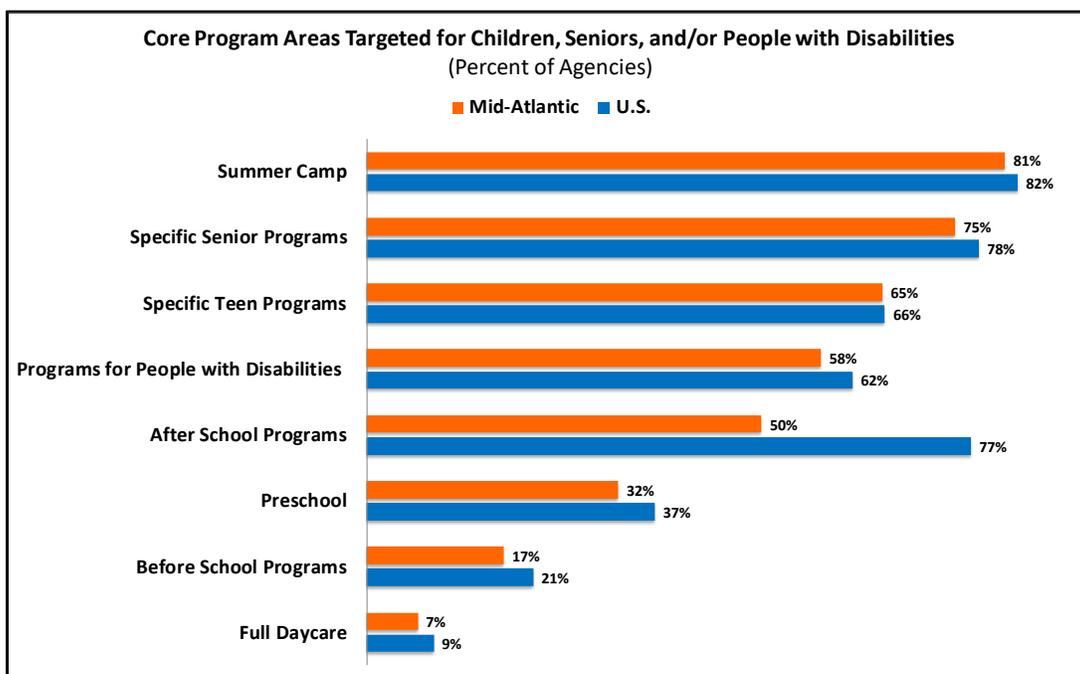


Figure 52 - Targeted Programs for Children, Seniors, and People with Disabilities

**LOCAL SPORT AND LEISURE MARKET POTENTIAL**

**MARKET POTENTIAL INDEX (MPI)**

The following charts show sport and leisure market potential data for the City’s service area, as provided by ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service within the City of Rockville. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The City is compared to the national average in four (4) categories - general sports, fitness, outdoor activity, and commercial recreation.

Overall, the City demonstrates slightly above average market potential index (MPI) numbers, this is particularly noticeable when analyzing the fitness market potential chart. Every activity within this category has an MPI score ≥100. Analyzing the general sports, outdoor activity, and commercial recreation MPI charts, a majority of these activities still scored above the national average, with no activity scoring below a 90.

These overall average MPI scores show that Rockville residents have a rather strong participation presence when it comes to recreational activities. This becomes significant when the City considers starting up new programs or building new facilities, giving them a strong tool to estimate resident attendance and participation.

As seen in the charts below, the following sport and leisure trends are most prevalent for residents within the City. The activities are listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate there is a greater potential that residents within the service area will actively participate in offerings provided by the Department.

**GENERAL SPORTS MARKET POTENTIAL**

When analyzing the general sports MPI chart, Tennis (151 MPI), Soccer (127 MPI), and Golf (119 MPI) are the most popular sports amongst City residents when compared to the national average.

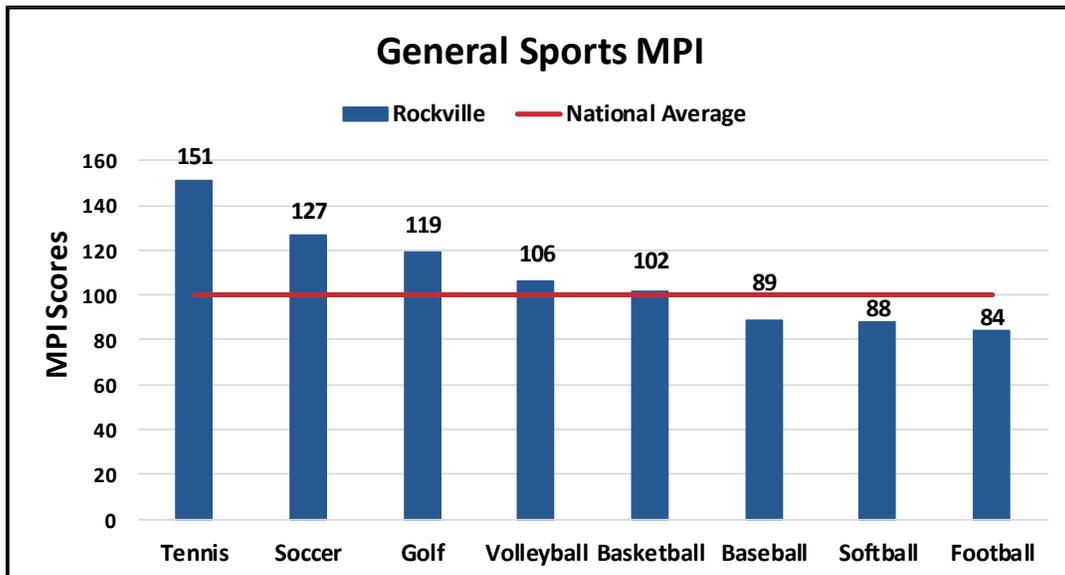


Figure 53 - General Sports Participation Trends

RECREATION AND PARKS STRATEGIC PLAN

FITNESS MARKET POTENTIAL

The fitness MPI chart shows Yoga (151 MPI), Jogging/Running (137 MPI), Pilates (137 MPI), and Weight Lifting (135 MPI) as the most popular activities amongst Rockville residents when compared to the national average.

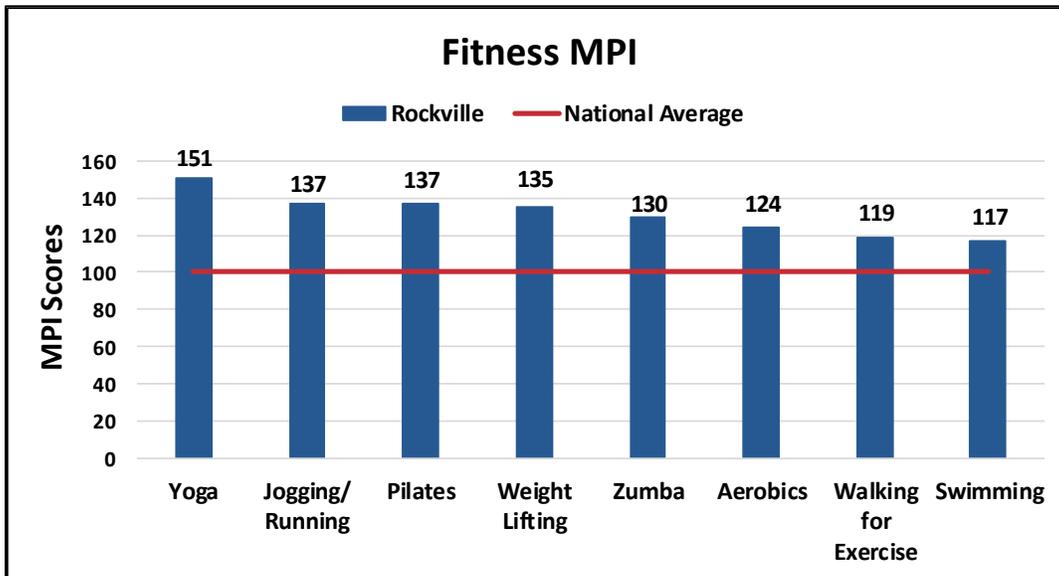


Figure 54 - Fitness Participation Trends

OUTDOOR ACTIVITY MARKET POTENTIAL

When analyzing the outdoor activity MPI chart, Hiking (142 MPI), Bicycling-Road (126 MPI), Bicycling-Mountain (126 MPI), and Canoeing/Kayaking (117 MPI) are the most popular activities amongst City residents when compared to the national average.

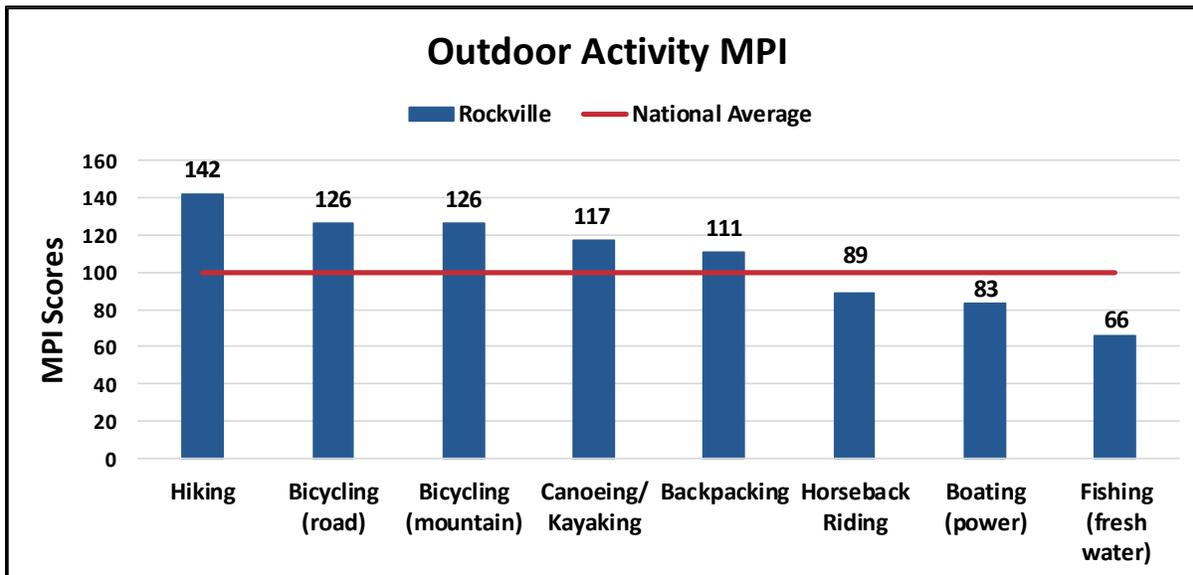


Figure 55 - Outdoor Activity Participation Trends

**COMMERCIAL RECREATION MARKET POTENTIAL**

The commercial recreation MPI chart shows Went to art gallery in last 12 months (161 MPI), Went to museum in last 12 months (155 MPI), and Attended dance performance (152 MPI) as the most popular activities amongst Rockville residents when compared to the national average.

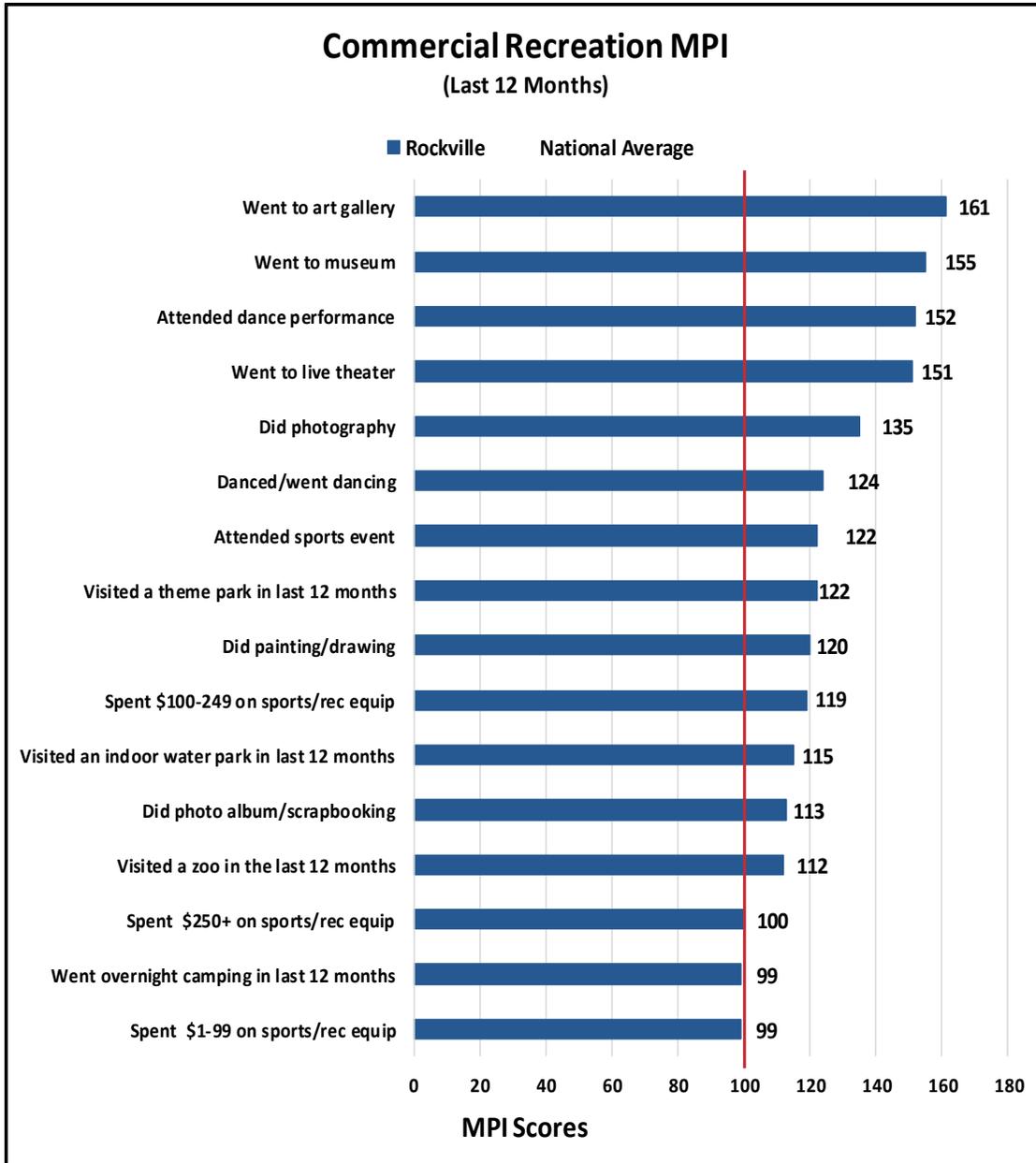


Figure 56 - Commercial Recreation Participation Trends

## RECREATION AND PARKS STRATEGIC PLAN

## CORE VS. CASUAL PARTICIPATION TRENDS

## GENERAL SPORTS

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
#	%	#	%	#	%			
<b>Golf (9 or 18-Hole Course)</b>	<b>24,720</b>	<b>100%</b>	<b>23,829</b>	<b>100%</b>	<b>N/A</b>	<b>100%</b>	<b>N/A</b>	<b>N/A</b>
<b>Basketball</b>	<b>23,669</b>	<b>100%</b>	<b>23,401</b>	<b>100%</b>	<b>24,225</b>	<b>100%</b>	<b>2.3%</b>	<b>3.5%</b>
<i>Casual (1-12 times)</i>	6,998	30%	8,546	37%	9,335	39%	33.4%	9.2%
<i>Core(13+ times)</i>	16,671	70%	14,856	63%	14,890	61%	-10.7%	0.2%
<b>Tennis</b>	<b>17,678</b>	<b>100%</b>	<b>17,683</b>	<b>100%</b>	<b>17,841</b>	<b>100%</b>	<b>0.9%</b>	<b>0.9%</b>
<b>Baseball</b>	<b>13,284</b>	<b>100%</b>	<b>15,642</b>	<b>100%</b>	<b>15,877</b>	<b>100%</b>	<b>19.5%</b>	<b>1.5%</b>
<i>Casual (1-12 times)</i>	4,201	32%	6,405	41%	6,563	41%	56.2%	2.5%
<i>Core (13+ times)</i>	9,083	68%	9,238	59%	9,314	59%	2.5%	0.8%
<b>Soccer (Outdoor)</b>	<b>12,726</b>	<b>100%</b>	<b>11,924</b>	<b>100%</b>	<b>11,405</b>	<b>100%</b>	<b>-10.4%</b>	<b>-4.4%</b>
<i>Casual (1-25 times)</i>	6,532	51%	6,665	56%	6,430	56%	-1.6%	-3.5%
<i>Core (26+ times)</i>	6,194	49%	5,259	44%	4,975	44%	-19.7%	-5.4%
<b>Softball (Slow Pitch)</b>	<b>6,868</b>	<b>100%</b>	<b>7,283</b>	<b>100%</b>	<b>7,386</b>	<b>100%</b>	<b>7.5%</b>	<b>1.4%</b>
<i>Casual (1-12 times)</i>	2,685	39%	3,060	42%	3,281	44%	22.2%	7.2%
<i>Core(13+ times)</i>	4,183	61%	4,223	58%	4,105	56%	-1.9%	-2.8%
<b>Badminton</b>	<b>7,150</b>	<b>100%</b>	<b>6,430</b>	<b>100%</b>	<b>6,337</b>	<b>100%</b>	<b>-11.4%</b>	<b>-1.4%</b>
<i>Casual (1-12 times)</i>	4,834	68%	4,564	71%	4,555	72%	-5.8%	-0.2%
<i>Core(13+ times)</i>	2,316	32%	1,867	29%	1,782	28%	-23.1%	-4.6%
<b>Volleyball (Court)</b>	<b>6,433</b>	<b>100%</b>	<b>6,317</b>	<b>100%</b>	<b>6,317</b>	<b>100%</b>	<b>-1.8%</b>	<b>0.0%</b>
<i>Casual (1-12 times)</i>	2,715	42%	2,939	47%	2,867	45%	5.6%	-2.4%
<i>Core(13+ times)</i>	3,718	58%	3,378	53%	3,450	55%	-7.2%	2.1%
<b>Football, Flag</b>	<b>5,610</b>	<b>100%</b>	<b>6,551</b>	<b>100%</b>	<b>6,572</b>	<b>100%</b>	<b>17.1%</b>	<b>0.3%</b>
<i>Casual (1-12 times)</i>	2,813	50%	3,572	55%	3,573	54%	27.0%	0.0%
<i>Core(13+ times)</i>	2,797	50%	2,979	45%	2,999	46%	7.2%	0.7%
<i>Core Age 6 to 17 (13+ times)</i>	1,363	50%	1,565	55%	1,578	54%	15.8%	0.8%
<b>Football, Touch</b>	<b>7,140</b>	<b>100%</b>	<b>5,629</b>	<b>100%</b>	<b>5,517</b>	<b>100%</b>	<b>-22.7%</b>	<b>-2.0%</b>
<i>Casual (1-12 times)</i>	3,952	55%	3,332	59%	3,313	60%	-16.2%	-0.6%
<i>Core(13+ times)</i>	3,188	45%	2,297	41%	2,204	40%	-30.9%	-4.0%
<b>Volleyball (Sand/Beach)</b>	<b>4,769</b>	<b>100%</b>	<b>4,947</b>	<b>100%</b>	<b>4,770</b>	<b>100%</b>	<b>0.0%</b>	<b>-3.6%</b>
<i>Casual (1-12 times)</i>	3,261	68%	3,544	72%	3,261	68%	0.0%	-8.0%
<i>Core(13+ times)</i>	1,509	32%	1,403	28%	1,509	32%	0.0%	7.6%
<b>Football, Tackle</b>	<b>6,165</b>	<b>100%</b>	<b>5,224</b>	<b>100%</b>	<b>5,157</b>	<b>100%</b>	<b>-16.4%</b>	<b>-1.3%</b>
<i>Casual (1-25 times)</i>	2,601	42%	2,145	41%	2,258	44%	-13.2%	5.3%
<i>Core(26+ times)</i>	3,564	58%	3,078	59%	2,898	56%	-18.7%	-5.8%
<i>Core Age 6 to 17 (26+ times)</i>	2,586	42%	2,427	41%	2,353	44%	-9.0%	-3.0%
<b>Gymnastics</b>	<b>4,972</b>	<b>100%</b>	<b>4,805</b>	<b>100%</b>	<b>4,770</b>	<b>100%</b>	<b>-4.1%</b>	<b>-0.7%</b>
<i>Casual (1-49 times)</i>	3,209	65%	3,139	65%	3,047	64%	-5.0%	-2.9%
<i>Core(50+ times)</i>	1,763	35%	1,666	35%	1,723	36%	-2.3%	3.4%
<b>Soccer (Indoor)</b>	<b>4,803</b>	<b>100%</b>	<b>5,399</b>	<b>100%</b>	<b>5,233</b>	<b>100%</b>	<b>9.0%</b>	<b>-3.1%</b>
<i>Casual (1-12 times)</i>	1,967	41%	2,657	49%	2,452	47%	24.7%	-7.7%
<i>Core(13+ times)</i>	2,836	59%	2,742	51%	2,782	53%	-1.9%	1.5%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

GENERAL SPORTS (CONTINUED)

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
#	%	#	%	#	%			
<b>Track and Field</b>	<b>4,071</b>	<b>100%</b>	<b>4,161</b>	<b>100%</b>	<b>4,143</b>	<b>100%</b>	<b>1.8%</b>	<b>-0.4%</b>
<i>Casual (1-25 times)</i>	1,808	44%	2,040	49%	2,071	50%	14.5%	1.5%
<i>Core(26+ times)</i>	2,263	56%	2,121	51%	2,072	50%	-8.4%	-2.3%
<b>Cheerleading</b>	<b>3,235</b>	<b>100%</b>	<b>3,816</b>	<b>100%</b>	<b>3,841</b>	<b>100%</b>	<b>18.7%</b>	<b>0.7%</b>
<i>Casual (1-25 times)</i>	1,669	52%	2,164	57%	2,039	53%	22.2%	-5.8%
<i>Core(26+ times)</i>	1,566	48%	1,653	43%	1,802	47%	15.1%	9.0%
<b>Ultimate Frisbee</b>	<b>5,077</b>	<b>100%</b>	<b>3,126</b>	<b>100%</b>	<b>2,710</b>	<b>100%</b>	<b>-46.6%</b>	<b>-13.3%</b>
<i>Casual (1-12 times)</i>	3,715	73%	2,270	73%	1,852	68%	-50.1%	-18.4%
<i>Core(13+ times)</i>	1,363	27%	856	27%	858	32%	-37.1%	0.2%
<b>Racquetball</b>	<b>3,824</b>	<b>100%</b>	<b>3,526</b>	<b>100%</b>	<b>3,480</b>	<b>100%</b>	<b>-9.0%</b>	<b>-1.3%</b>
<i>Casual (1-12 times)</i>	2,569	67%	2,451	70%	2,407	69%	-6.3%	-1.8%
<i>Core(13+ times)</i>	1,255	33%	1,075	30%	1,073	31%	-14.5%	-0.2%
<b>Pickleball</b>	<b>N/A</b>	<b>100%</b>	<b>3,132</b>	<b>100%</b>	<b>3,301</b>	<b>100%</b>	<b>N/A</b>	<b>5.4%</b>
<b>Ice Hockey</b>	<b>2,393</b>	<b>100%</b>	<b>2,544</b>	<b>100%</b>	<b>2,447</b>	<b>100%</b>	<b>2.3%</b>	<b>-3.8%</b>
<i>Casual (1-12 times)</i>	1,093	46%	1,227	48%	1,105	45%	1.1%	-9.9%
<i>Core(13+ times)</i>	1,300	54%	1,317	52%	1,342	55%	3.2%	1.9%
<b>Softball (Fast Pitch)</b>	<b>2,498</b>	<b>100%</b>	<b>2,309</b>	<b>100%</b>	<b>2,303</b>	<b>100%</b>	<b>-7.8%</b>	<b>-0.3%</b>
<i>Casual (1-25 times)</i>	1,117	45%	1,077	47%	1,084	47%	-3.0%	0.6%
<i>Core(26+ times)</i>	1,381	55%	1,232	53%	1,219	53%	-11.7%	-1.1%
<b>Lacrosse</b>	<b>1,813</b>	<b>100%</b>	<b>2,171</b>	<b>100%</b>	<b>2,098</b>	<b>100%</b>	<b>15.7%</b>	<b>-3.4%</b>
<i>Casual (1-12 times)</i>	914	50%	1,142	53%	1,036	49%	13.3%	-9.3%
<i>Core(13+ times)</i>	899	50%	1,030	47%	1,061	51%	18.0%	3.0%
<b>Roller Hockey</b>	<b>1,298</b>	<b>100%</b>	<b>1,834</b>	<b>100%</b>	<b>1,734</b>	<b>100%</b>	<b>33.6%</b>	<b>-5.5%</b>
<i>Casual (1-12 times)</i>	841	65%	1,419	77%	1,296	75%	54.1%	-8.7%
<i>Core(13+ times)</i>	457	35%	415	23%	437	25%	-4.4%	5.3%
<b>Wrestling</b>	<b>1,829</b>	<b>100%</b>	<b>1,896</b>	<b>100%</b>	<b>1,908</b>	<b>100%</b>	<b>4.3%</b>	<b>0.6%</b>
<i>Casual (1-25 times)</i>	948	52%	1,179	62%	1,160	61%	22.4%	-1.6%
<i>Core(26+ times)</i>	881	48%	717	38%	748	39%	-15.1%	4.3%
<b>Rugby</b>	<b>1,183</b>	<b>100%</b>	<b>1,621</b>	<b>100%</b>	<b>1,560</b>	<b>100%</b>	<b>31.9%</b>	<b>-3.8%</b>
<i>Casual (1-7 times)</i>	756	64%	1,097	68%	998	64%	32.0%	-9.0%
<i>Core(8+ times)</i>	427	36%	524	32%	562	36%	31.6%	7.3%
<b>Squash</b>	<b>1,414</b>	<b>100%</b>	<b>1,492</b>	<b>100%</b>	<b>1,285</b>	<b>100%</b>	<b>-9.1%</b>	<b>-13.9%</b>
<i>Casual (1-7 times)</i>	1,082	77%	1,044	70%	796	62%	-26.4%	-23.8%
<i>Core(8+ times)</i>	332	23%	447	30%	489	38%	47.3%	9.4%
<b>Field Hockey</b>		<b>100%</b>	<b>1,596</b>	<b>100%</b>		<b>100%</b>	<b>#DIV/0!</b>	<b>-100.0%</b>
<i>Casual (1-7 times)</i>		#DIV/0!	897	56%		#DIV/0!	#DIV/0!	-100.0%
<i>Core(8+ times)</i>		#DIV/0!	700	44%		#DIV/0!	#DIV/0!	-100.0%
<b>Boxing for Competition</b>	<b>1,134</b>	<b>100%</b>	<b>1,368</b>	<b>100%</b>	<b>1,310</b>	<b>100%</b>	<b>15.5%</b>	<b>-4.2%</b>
<i>Casual (1-12 times)</i>	982	87%	1,168	85%	1,118	85%	13.8%	-4.3%
<i>Core(13+ times)</i>	152	13%	199	15%	192	15%	26.3%	-3.5%

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Participation Growth/Decline</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

RECREATION AND PARKS STRATEGIC PLAN

GENERAL FITNESS

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Fitness Walking</b>	<b>117,351</b>	<b>100%</b>	<b>110,805</b>	<b>100%</b>	<b>111,001</b>	<b>100%</b>	<b>-5.4%</b>	<b>0.2%</b>
<i>Casual (1-49 times)</i>	37,538	32%	35,326	32%	36,139	33%	-3.7%	2.3%
<i>Core(50+ times)</i>	79,813	68%	75,479	68%	74,862	67%	-6.2%	-0.8%
<b>Treadmill</b>	<b>48,166</b>	<b>100%</b>	<b>52,966</b>	<b>100%</b>	<b>53,737</b>	<b>100%</b>	<b>11.6%</b>	<b>1.5%</b>
<i>Casual (1-49 times)</i>	21,747	45%	24,444	46%	25,826	48%	18.8%	5.7%
<i>Core(50+ times)</i>	26,419	55%	28,523	54%	27,911	52%	5.6%	-2.1%
<b>Free Weights (Dumbbells/Hand Weights)</b>	<b>58,267</b>	<b>100%</b>	<b>52,217</b>	<b>100%</b>	<b>51,291</b>	<b>100%</b>	<b>-12.0%</b>	<b>-1.8%</b>
<i>Casual (1-49 times)</i>	18,891	32%	18,866	36%	18,702	36%	-1.0%	-0.9%
<i>Core(50+ times)</i>	39,376	68%	33,351	64%	32,589	64%	-17.2%	-2.3%
<b>Running/Jogging</b>	<b>54,188</b>	<b>100%</b>	<b>50,770</b>	<b>100%</b>	<b>49,459</b>	<b>100%</b>	<b>-8.7%</b>	<b>-2.6%</b>
<i>Casual (1-49 times)</i>	24,345	45%	24,004	47%	24,399	49%	0.2%	1.6%
<i>Core(50+ times)</i>	29,843	55%	26,766	53%	25,061	51%	-16.0%	-6.4%
<b>Stationary Cycling (Recumbent/Upright)</b>	<b>35,247</b>	<b>100%</b>	<b>36,035</b>	<b>100%</b>	<b>36,668</b>	<b>100%</b>	<b>4.0%</b>	<b>1.8%</b>
<i>Casual (1-49 times)</i>	18,311	52%	18,447	51%	19,282	53%	5.3%	4.5%
<i>Core(50+ times)</i>	16,936	48%	17,588	49%	17,387	47%	2.7%	-1.1%
<b>Weight/Resistant Machines</b>	<b>36,267</b>	<b>100%</b>	<b>36,291</b>	<b>100%</b>	<b>36,372</b>	<b>100%</b>	<b>0.3%</b>	<b>0.2%</b>
<i>Casual (1-49 times)</i>	14,857	41%	14,496	40%	14,893	41%	0.2%	2.7%
<i>Core(50+ times)</i>	21,410	59%	21,795	60%	21,479	59%	0.3%	-1.4%
<b>Stretching</b>	<b>N/A</b>	<b>N/A</b>	<b>33,195</b>	<b>100%</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<i>Casual (1-49 times)</i>	N/A	N/A	10,095	30%	N/A	N/A	N/A	N/A
<i>Core(50+ times)</i>	N/A	N/A	23,100	70%	N/A	N/A	N/A	N/A
<b>Elliptical Motion Trainer*</b>	<b>30,410</b>	<b>100%</b>	<b>32,283</b>	<b>100%</b>	<b>33,238</b>	<b>100%</b>	<b>9.3%</b>	<b>3.0%</b>
<i>Casual (1-49 times)</i>	14,770	49%	15,854	49%	16,889	51%	14.3%	6.5%
<i>Core(50+ times)</i>	15,640	51%	16,430	51%	16,349	49%	4.5%	-0.5%
<b>Free Weights (Barbells)</b>	<b>25,641</b>	<b>100%</b>	<b>27,444</b>	<b>100%</b>	<b>27,834</b>	<b>100%</b>	<b>8.6%</b>	<b>1.4%</b>
<i>Casual (1-49 times)</i>	9,613	37%	10,868	40%	11,355	41%	18.1%	4.5%
<i>Core(50+ times)</i>	16,028	63%	16,576	60%	16,479	59%	2.8%	-0.6%
<b>Yoga</b>	<b>24,310</b>	<b>100%</b>	<b>27,354</b>	<b>100%</b>	<b>28,745</b>	<b>100%</b>	<b>18.2%</b>	<b>5.1%</b>
<i>Casual (1-49 times)</i>	14,129	58%	16,454	60%	17,553	61%	24.2%	6.7%
<i>Core(50+ times)</i>	10,182	42%	10,900	40%	11,193	39%	9.9%	2.7%
<b>Calisthenics/Bodyweight Exercise</b>	<b>N/A</b>	<b>N/A</b>	<b>24,454</b>	<b>100%</b>	<b>24,183</b>	<b>100%</b>	<b>N/A</b>	<b>-1.1%</b>
<i>Casual (1-49 times)</i>	N/A	N/A	10,095	41%	9,674	40%	N/A	-4.2%
<i>Core(50+ times)</i>	N/A	N/A	14,359	59%	14,509	60%	N/A	1.0%
<b>Choreographed Exercise</b>	<b>N/A</b>	<b>N/A</b>	<b>22,616</b>	<b>100%</b>	<b>22,391</b>	<b>100%</b>	<b>N/A</b>	<b>-1.0%</b>
<i>Casual (1-49 times)</i>	N/A	N/A	14,867	66%	14,503	65%	N/A	-2.4%
<i>Core(50+ times)</i>	N/A	N/A	7,748	34%	7,888	35%	N/A	1.8%

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Participation Growth/Decline</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

\*Cardio Cross Trainer is merged to Elliptical Motion Trainer

GENERAL FITNESS (CONTINUED)

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Aerobics (High Impact)</b>	<b>17,323</b>	<b>100%</b>	<b>21,476</b>	<b>100%</b>	<b>21,611</b>	<b>100%</b>	<b>24.8%</b>	<b>0.6%</b>
<i>Casual (1-49 times)</i>	8,986	52%	12,105	56%	11,828	55%	31.6%	-2.3%
<i>Core(50+ times)</i>	8,337	48%	9,370	44%	9,783	45%	17.3%	4.4%
<b>Stair Climbing Machine</b>	<b>12,642</b>	<b>100%</b>	<b>14,948</b>	<b>100%</b>	<b>15,025</b>	<b>100%</b>	<b>18.8%</b>	<b>0.5%</b>
<i>Casual (1-49 times)</i>	7,365	58%	9,501	64%	9,643	64%	30.9%	1.5%
<i>Core(50+ times)</i>	5,277	42%	5,447	36%	5,382	36%	2.0%	-1.2%
<b>Cross-Training Style Workout</b>	<b>N/A</b>	<b>100%</b>	<b>13,622</b>	<b>100%</b>	<b>13,338</b>	<b>100%</b>	<b>N/A</b>	<b>-2.1%</b>
<i>Casual (1-49 times)</i>	N/A	N/A	6,890	51%	6,594	49%	N/A	-4.3%
<i>Core(50+ times)</i>	N/A	N/A	6,732	49%	6,744	51%	N/A	0.2%
<b>Stationary Cycling (Group)</b>	<b>8,309</b>	<b>100%</b>	<b>9,409</b>	<b>100%</b>	<b>9,434</b>	<b>100%</b>	<b>13.5%</b>	<b>0.3%</b>
<i>Casual (1-49 times)</i>	5,253	63%	6,023	64%	6,097	65%	16.1%	1.2%
<i>Core(50+ times)</i>	3,056	37%	3,386	36%	3,337	35%	9.2%	-1.4%
<b>Pilates Training</b>	<b>8,069</b>	<b>100%</b>	<b>9,047</b>	<b>100%</b>	<b>9,084</b>	<b>100%</b>	<b>12.6%</b>	<b>0.4%</b>
<i>Casual (1-49 times)</i>	4,782	59%	5,698	63%	5,845	64%	22.2%	2.6%
<i>Core(50+ times)</i>	3,287	41%	3,348	37%	3,238	36%	-1.5%	-3.3%
<b>Trail Running</b>	<b>6,792</b>	<b>100%</b>	<b>9,149</b>	<b>100%</b>	<b>10,010</b>	<b>100%</b>	<b>47.4%</b>	<b>9.4%</b>
<b>Cardio Kickboxing</b>	<b>6,311</b>	<b>100%</b>	<b>6,693</b>	<b>100%</b>	<b>6,838</b>	<b>100%</b>	<b>8.4%</b>	<b>2.2%</b>
<i>Casual (1-49 times)</i>	4,088	65%	4,671	70%	4,712	69%	15.3%	0.9%
<i>Core(50+ times)</i>	2,223	35%	2,022	30%	2,126	31%	-4.4%	5.1%
<b>Boot Camp Style Training</b>	<b>6,911</b>	<b>100%</b>	<b>6,651</b>	<b>100%</b>	<b>6,695</b>	<b>100%</b>	<b>-3.1%</b>	<b>0.7%</b>
<i>Casual (1-49 times)</i>	4,490	65%	4,637	70%	4,780	71%	6.5%	3.1%
<i>Core(50+ times)</i>	2,421	35%	2,014	30%	1,915	29%	-20.9%	-4.9%
<b>Martial Arts</b>	<b>5,314</b>	<b>100%</b>	<b>5,838</b>	<b>100%</b>	<b>5,821</b>	<b>100%</b>	<b>9.5%</b>	<b>-0.3%</b>
<i>Casual (1-12 times)</i>	1,533	29%	2,021	35%	1,991	34%	29.9%	-1.5%
<i>Core(13+ times)</i>	3,781	71%	3,816	65%	3,830	66%	1.3%	0.4%
<b>Boxing for Fitness</b>	<b>5,251</b>	<b>100%</b>	<b>5,157</b>	<b>100%</b>	<b>5,166</b>	<b>100%</b>	<b>-1.6%</b>	<b>0.2%</b>
<i>Casual (1-12 times)</i>	2,538	48%	2,738	53%	2,714	53%	6.9%	-0.9%
<i>Core(13+ times)</i>	2,713	52%	2,419	47%	2,452	47%	-9.6%	1.4%
<b>Tai Chi</b>	<b>3,469</b>	<b>100%</b>	<b>3,787</b>	<b>100%</b>	<b>3,761</b>	<b>100%</b>	<b>8.4%</b>	<b>-0.7%</b>
<i>Casual (1-49 times)</i>	2,019	58%	2,329	61%	2,360	63%	16.9%	1.3%
<i>Core(50+ times)</i>	1,450	42%	1,458	39%	1,400	37%	-3.4%	-4.0%
<b>Barre</b>	<b>2,901</b>	<b>100%</b>	<b>3,436</b>	<b>100%</b>	<b>3,532</b>	<b>100%</b>	<b>21.8%</b>	<b>2.8%</b>
<i>Casual (1-49 times)</i>	2,276	78%	2,701	79%	2,750	78%	20.8%	1.8%
<i>Core(50+ times)</i>	625	22%	735	21%	782	22%	25.1%	6.4%
<b>Triathlon (Traditional/Road)</b>	<b>2,262</b>	<b>100%</b>	<b>2,162</b>	<b>100%</b>	<b>2,168</b>	<b>100%</b>	<b>-4.2%</b>	<b>0.3%</b>
<b>Triathlon (Non-Traditional/Off Road)</b>	<b>1,390</b>	<b>100%</b>	<b>1,878</b>	<b>100%</b>	<b>1,589</b>	<b>100%</b>	<b>14.3%</b>	<b>-15.4%</b>

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Participation Growth/Decline</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

## RECREATION AND PARKS STRATEGIC PLAN

## OUTDOOR/ADVENTURE RECREATION

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Hiking (Day)	34,378	100%	44,900	100%	47,860	100%	39.2%	6.6%
Bicycling (Road)	40,888	100%	38,866	100%	39,041	100%	-4.5%	0.5%
<i>Casual (1-25 times)</i>	19,470	48%	20,212	52%	20,777	53%	6.7%	2.8%
<i>Core(26+ times)</i>	21,417	52%	18,654	48%	18,264	47%	-14.7%	-2.1%
Fishing (Freshwater)	37,796	100%	38,346	100%	38,998	100%	3.2%	1.7%
<i>Casual (1-7 times)</i>	20,067	53%	19,977	52%	21,099	54%	5.1%	5.6%
<i>Core(8+ times)</i>	17,729	47%	18,369	48%	17,899	46%	1.0%	-2.6%
Camping (< 1/4 Mile of Vehicle/Home)	29,269	100%	26,262	100%	27,416	100%	-6.3%	4.4%
Camping (Recreational Vehicle)	14,556	100%	16,159	100%	15,980	100%	9.8%	-1.1%
<i>Casual (1-7 times)</i>	7,895	54%	9,332	58%	9,103	57%	15.3%	-2.5%
<i>Core(8+ times)</i>	6,661	46%	6,826	42%	6,877	43%	3.2%	0.7%
Fishing (Saltwater)	11,790	100%	13,062	100%	12,830	100%	8.8%	-1.8%
<i>Casual (1-7 times)</i>	7,060	60%	7,625	58%	7,636	60%	8.2%	0.1%
<i>Core(8+ times)</i>	4,730	40%	5,437	42%	5,194	40%	9.8%	-4.5%
Birdwatching (>1/4 mile of Vehicle/Home)	14,152	100%	12,296	100%	12,344	100%	-12.8%	0.4%
Backpacking Overnight	9,069	100%	10,975	100%	10,540	100%	16.2%	-4.0%
Bicycling (Mountain)	8,542	100%	8,609	100%	8,690	100%	1.7%	0.9%
<i>Casual (1-12 times)</i>	3,751	44%	4,389	51%	4,294	49%	14.5%	-2.2%
<i>Core(13+ times)</i>	4,791	56%	4,220	49%	4,396	51%	-8.2%	4.2%
Archery	7,647	100%	7,769	100%	7,654	100%	0.1%	-1.5%
<i>Casual (1-25 times)</i>	6,337	83%	6,602	85%	6,514	85%	2.8%	-1.3%
<i>Core(26+ times)</i>	1,310	17%	1,167	15%	1,140	15%	-13.0%	-2.3%
Fishing (Fly)	5,878	100%	6,791	100%	6,939	100%	18.1%	2.2%
<i>Casual (1-7 times)</i>	3,761	64%	4,448	65%	4,460	64%	18.6%	0.3%
<i>Core(8+ times)</i>	2,117	36%	2,344	35%	2,479	36%	17.1%	5.8%
Skateboarding	6,350	100%	6,382	100%	6,500	100%	2.4%	1.8%
<i>Casual (1-25 times)</i>	3,702	58%	3,970	62%	3,989	61%	7.8%	0.5%
<i>Core(26+ times)</i>	2,648	42%	2,411	38%	2,511	39%	-5.2%	4.1%
Roller Skating (In-Line)	6,129	100%	5,268	100%	5,040	100%	-17.8%	-4.3%
<i>Casual (1-12 times)</i>	4,249	69%	3,853	73%	3,680	73%	-13.4%	-4.5%
<i>Core(13+ times)</i>	1,880	31%	1,415	27%	1,359	27%	-27.7%	-4.0%
Bicycling (BMX)	2,168	100%	3,413	100%	3,439	100%	58.6%	0.8%
<i>Casual (1-12 times)</i>	1,129	52%	2,039	60%	2,052	60%	81.8%	0.6%
<i>Core(13+ times)</i>	1,039	48%	1,374	40%	1,387	40%	33.5%	0.9%
Adventure Racing	2,095	100%	2,529	100%	2,215	100%	5.7%	-12.4%
<i>Casual (1 times)</i>	901	43%	899	36%	581	26%	-35.5%	-35.4%
<i>Core(2+ times)</i>	1,194	57%	1,630	64%	1,634	74%	36.9%	0.2%
Climbing (Traditional/Ice/Mountaineering)	2,319	100%	2,527	100%	2,541	100%	9.6%	0.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)				
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)			



AQUATICS

National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Swimming (Fitness)</b>	<b>26,354</b>	<b>100%</b>	<b>27,135</b>	<b>100%</b>	<b>27,575</b>	<b>100%</b>	<b>4.6%</b>	<b>1.6%</b>
<i>Casual (1-49 times)</i>	16,912	64%	18,319	68%	18,728	68%	10.7%	2.2%
<i>Core(50+ times)</i>	9,442	36%	8,815	32%	8,847	32%	-6.3%	0.4%
<b>Aquatic Exercise</b>	<b>8,483</b>	<b>100%</b>	<b>10,459</b>	<b>100%</b>	<b>10,518</b>	<b>100%</b>	<b>24.0%</b>	<b>0.6%</b>
<i>Casual (1-49 times)</i>	5,281	62%	7,222	69%	7,391	70%	40.0%	2.3%
<i>Core(50+ times)</i>	3,202	38%	3,237	31%	3,127	30%	-2.3%	-3.4%
<b>Swimming (Competition)</b>	<b>2,638</b>	<b>100%</b>	<b>3,007</b>	<b>100%</b>	<b>3,045</b>	<b>100%</b>	<b>15.4%</b>	<b>1.3%</b>
<i>Casual (1-49 times)</i>	1,153	44%	1,664	55%	1,678	55%	45.5%	0.8%
<i>Core(50+ times)</i>	1,485	56%	1,343	45%	1,367	45%	-7.9%	1.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
<b>Participation Growth/Decline</b>	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

WATER SPORTS/ACTIVITIES

National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Canoeing</b>	<b>10,153</b>	<b>100%</b>	<b>9,220</b>	<b>100%</b>	<b>9,129</b>	<b>100%</b>	<b>-10.1%</b>	<b>-1.0%</b>
<b>Kayaking (Recreational)</b>	<b>8,716</b>	<b>100%</b>	<b>10,533</b>	<b>100%</b>	<b>11,017</b>	<b>100%</b>	<b>26.4%</b>	<b>4.6%</b>
<b>Snorkeling</b>	<b>8,700</b>	<b>100%</b>	<b>8,384</b>	<b>100%</b>	<b>7,815</b>	<b>100%</b>	<b>-10.2%</b>	<b>-6.8%</b>
<i>Casual (1-7 times)</i>	6,893	79%	6,721	80%	6,321	81%	-8.3%	-6.0%
<i>Core(8+ times)</i>	1,807	21%	1,663	20%	1,493	19%	-17.4%	-10.2%
<b>Jet Skiing</b>	<b>6,413</b>	<b>100%</b>	<b>5,418</b>	<b>100%</b>	<b>5,324</b>	<b>100%</b>	<b>-17.0%</b>	<b>-1.7%</b>
<i>Casual (1-7 times)</i>	4,407	69%	3,928	72%	3,900	73%	-11.5%	-0.7%
<i>Core(8+ times)</i>	2,006	31%	1,490	28%	1,425	27%	-29.0%	-4.4%
<b>Sailing</b>	<b>3,915</b>	<b>100%</b>	<b>3,974</b>	<b>100%</b>	<b>3,754</b>	<b>100%</b>	<b>-4.1%</b>	<b>-5.5%</b>
<i>Casual (1-7 times)</i>	2,682	69%	2,720	68%	2,596	69%	-3.2%	-4.6%
<i>Core(8+ times)</i>	1,233	31%	1,254	32%	1,159	31%	-6.0%	-7.6%
<b>Water Skiing</b>	<b>4,202</b>	<b>100%</b>	<b>3,572</b>	<b>100%</b>	<b>3,363</b>	<b>100%</b>	<b>-20.0%</b>	<b>-5.9%</b>
<i>Casual (1-7 times)</i>	3,069	73%	2,575	72%	2,499	74%	-18.6%	-3.0%
<i>Core(8+ times)</i>	1,133	27%	997	28%	863	26%	-23.8%	-13.4%
<b>Rafting</b>	<b>3,836</b>	<b>100%</b>	<b>3,479</b>	<b>100%</b>	<b>3,754</b>	<b>100%</b>	<b>-2.1%</b>	<b>7.9%</b>
<b>Stand-Up Paddling</b>	<b>1,993</b>	<b>100%</b>	<b>3,325</b>	<b>100%</b>	<b>3,453</b>	<b>100%</b>	<b>73.3%</b>	<b>3.8%</b>
<b>Kayaking (Sea/Touring)</b>	<b>2,694</b>	<b>100%</b>	<b>2,955</b>	<b>100%</b>	<b>2,805</b>	<b>100%</b>	<b>4.1%</b>	<b>-5.1%</b>
<b>Scuba Diving</b>	<b>3,174</b>	<b>100%</b>	<b>2,874</b>	<b>100%</b>	<b>2,849</b>	<b>100%</b>	<b>-10.2%</b>	<b>-0.9%</b>
<i>Casual (1-7 times)</i>	2,351	74%	2,113	74%	2,133	75%	-9.3%	0.9%
<i>Core(8+ times)</i>	823	26%	761	26%	716	25%	-13.0%	-5.9%
<b>Wakeboarding</b>	<b>3,316</b>	<b>100%</b>	<b>3,005</b>	<b>100%</b>	<b>2,796</b>	<b>100%</b>	<b>-15.7%</b>	<b>-7.0%</b>
<i>Casual (1-7 times)</i>	2,306	70%	2,101	70%	1,900	68%	-17.6%	-9.6%
<i>Core(8+ times)</i>	1,010	30%	903	30%	896	32%	-11.3%	-0.8%
<b>Surfing</b>	<b>2,658</b>	<b>100%</b>	<b>2,680</b>	<b>100%</b>	<b>2,874</b>	<b>100%</b>	<b>8.1%</b>	<b>7.2%</b>
<i>Casual (1-7 times)</i>	1,629	61%	1,705	64%	1,971	69%	21.0%	15.6%
<i>Core(8+ times)</i>	1,029	39%	975	36%	904	31%	-12.1%	-7.3%
<b>Kayaking (White Water)</b>	<b>2,146</b>	<b>100%</b>	<b>2,500</b>	<b>100%</b>	<b>2,562</b>	<b>100%</b>	<b>19.4%</b>	<b>2.5%</b>
<b>Boardsailing/Windsurfing</b>	<b>1,324</b>	<b>100%</b>	<b>1,573</b>	<b>100%</b>	<b>1,556</b>	<b>100%</b>	<b>17.5%</b>	<b>-1.1%</b>
<i>Casual (1-7 times)</i>	10,960	828%	1,289	82%	1,245	80%	-88.6%	-3.4%
<i>Core(8+ times)</i>	234	-728%	284	18%	310	20%	32.5%	9.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
<b>Participation Growth/Decline</b>	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

## RECREATION AND PARKS STRATEGIC PLAN

## APPENDIX B – BENCHMARK COMPARISON

## PARK ACREAGE

The following table provides a general overview of each system’s park acreage. Rockville has the second highest total acres owned or managed (1,058). Assessing level of service for park acres, Rockville ranks third with 15.93 acres of parkland per 1,000 residents, which is exceptional and is above NRPA’s median metric for all agencies at 10.1 acres per 1,000 residents.

Although Rockville is currently positioned well nationally and among benchmark agencies; the City is in danger falling below national averages due to a growing community and the City being landlocked. The anticipated community growth will impact total acres per 1,000 over the years especially if Rockville is unable retain RedGate Park for parks and recreation purposes. Although Rockville is currently above the national standard for park acreage, there are areas in the city devoid of park land within a 10-minute walk.

As recommended in the Planning and Development Services Community Facilities Trends Report 2016, “Acquire additional park and open space land, including 25-30 acres within the Rockville Pike Neighborhood Plan study area by 2030. East Rockville, Twinbrook and Town Center areas were also identified as those with greatest needs for park facilities.” The Pike corridor is a prime location for mixed use redevelopment.

This area is expected to add 11,800 residents and 13,900 jobs in the Plan Area by 2040. (*City of Rockville, Department of Community Planning and Development Services as part of Metropolitan Washington Council of Governments Round 9.0 projections, 2015.*) Rockville should continually be diligent in obtaining open space to help with future community parkland needs.

Agency	Population	Total Number of Parks	Residents per Park	Total Acres Owned or Managed	Total Developed Acres	Percentage of Developed Acres	Total Acres per 1,000 Residents
MNCPPC - Montgomery County	1,052,567	422	2,494	36,991.00	8,949.99	24%	35.14
City of Westerville Parks and Recreation	39,737	34	1,169	656.76	452.74	69%	16.53
<b>City of Rockville Department of Recreation and Parks</b>	<b>66,402</b>	<b>71</b>	<b>935</b>	<b>1,058.00</b>	<b>690.48</b>	<b>65%</b>	<b>15.93</b>
City of Gaithersburg Parks, Recreation and Culture	70,000	27	2,593	893.44	487.94	55%	12.76
City of Asheville Parks and Recreation	91,902	54	1,702	831.44	800.00	96%	9.05
Arlington County Department of Parks and Recreation	226,400	148	1,530	924.00	674.00	73%	4.08
Park District of Oak Park	51,793	20	2,590	95.60	-	0%	1.85
Recreation - Montgomery County	1,052,567	N/A	-	0.00	0.00	0%	0.00

NRPA Median 10.1 Acres per 1,000 Residents  
 NRPA Lower Quartile 5.2 Acres per 1,000 Residents  
 NRPA Upper Quartile 17.1 Acres per 1,000

## TRAIL MILEAGE

By comparing total trail mileage to the population of the service area, the level of service provided to the community can be determined, which is expressed as trail miles for every 1,000 residents. As seen below, Rockville has the second highest total trail mileage per capita (0.59 miles per 1,000) among benchmark agencies. Three benchmark agencies are achieving the best practice levels of service for trail mileage, with Westerville providing the most at 1.27 miles of trail per 1,000 residents. It is important to note that the existence of trail mileage may not always ensure complete connectivity within the city or walkability in a park and, looking ahead, these are areas that Rockville could focus on.

Agency	Population	Soft Trail Miles	Paved Trail Miles	Total Trail Miles	Trail Miles per 1,000 Residents
City of Westerville Parks and Recreation	39,737	2.5	48.0	50.5	1.27
<b>City of Rockville Department of Recreation and Parks</b>	<b>66,402</b>	<b>4.0</b>	<b>35.0</b>	<b>39.0</b>	<b>0.59</b>
Arlington County Department of Parks and Recreation	226,400	6.8	52.0	58.8	0.26
MNCPPC - Montgomery County	1,052,567	185.0	68.6	253.6	0.24
Park District of Oak Park	51,793	-	-	7.3	0.14
City of Gaithersburg Parks, Recreation and Culture	70,000	-	9.1	9.1	0.13
City of Asheville Parks and Recreation	91,902	1.5	6.2	7.7	0.08
Recreation - Montgomery County	1,052,567	-	-	-	0.00

**Best Practice Agencies 0.25-0.5 Trail Miles per 1,000 Residents**

## RECREATION AND PARKS STRATEGIC PLAN

## FTE'S PER 10,000 RESIDENTS

This section compares levels of staffing for each system by comparing full-time equivalents (FTEs) to total population. In order to provide an accurate comparison of staffing among benchmark agencies, total FTEs are calculated by summing all the hours worked by departmental staff and dividing the total by 2,080, which is traditionally accepted as equivalent to the total annual hours worked by one full-time employee. *Note: Rockville's administration staff work 1,950 hours and has been calculated as such in their total FTE figure.*

Total FTEs per 10,000 residents is a key performance metric that assesses how well each agency is equipped, in terms of human resources, to serve its community. Among peer agencies, Rockville ranks near the top with 34.79 FTEs per 10,000 residents just behind Park District of Oak Park (35.14). Although, Rockville has more FTEs than neighboring Gaithersburg with a smaller population, Rockville has more parks, developed acres, trails, specialty facilities, indoor square footage space, and mandated maintenance for various city assets and properties. These all contribute to the need for increased FTEs to address the amount of operational work and facilities maintained.

Agency	Population	Total FTEs	FTEs per 10,000 Residents
Park District of Oak Park	51,793	182	35.14
<b>City of Rockville Department of Recreation and Parks</b>	<b>66,402</b>	<b>231</b>	<b>34.79</b>
City of Westerville Parks and Recreation	39,737	135	33.89
City of Gaithersburg Parks, Recreation and Culture	70,000	126	18.01
Arlington County Department of Parks and Recreation	226,400	340	15.02
City of Asheville Parks and Recreation	91,902	101	10.99
MNCPPC - Montgomery County	1,052,567	892	8.47
Recreation - Montgomery County	1,052,567	464	4.41

**NRPA Median 8.3 FTEs per 10,000 Residents**

**NRPA Lower Quartile 4.2 FTEs per 10,000 Residents**

**NRPA Higher Quartile 15.1 FTEs per 10,000 Residents**

## VOLUNTEERS

Rockville has done an excellent job of leveraging its volunteer support with 2,634 volunteers contributing 97,449 total hours of assistance toward the programs and services delivered by the Department. These hours translate into \$2,478,128 (<https://independentsector.org/value-of-volunteer-time-2018/>) demonstrating the impact of local volunteers.

The Department has a robust and dynamic volunteer program. On average, each volunteer provides 37 hours of service in a year. Volunteers are a mainstay in many of our programs and services including sports coaches, invasive plant species removal in parks, litter clean-up, mentors, event support, just to name a few. The Department currently coordinates and manages the volunteer effort at the program level. Seventy-six percent of our fulltime staff in all areas of the department coordinate, manage, and lead the volunteer effort.

It is impressive for a City of Rockville’s size to have so many volunteers and for each volunteer to provide on average 37 hours in a year. In comparison, MNCPPC-Montgomery County has more than 1 million residents and of the million approximately 10,000 average just over 7 hours of service per year. The City of Asheville Parks and Recreation currently does not use volunteers and Recreation-Montgomery County likely does not list volunteers by the Recreation Department because the County has a Volunteer Center that tracks and manages all volunteers.

Agency	Population	Volunteers	Total Volunteer Hours
<b>City of Rockville Department of Recreation and Parks</b>	<b>66,402</b>	<b>2,634</b>	<b>97,449</b>
MNCPPC - Montgomery County	1,052,567	10,890	72,118
Arlington County Department of Parks and Recreation	226,400	1,210	34,245
City of Westerville Parks and Recreation	39,737	3,325	14,694
Park District of Oak Park	51,793	1,426	9,899
City of Gaithersburg Parks, Recreation and Culture	70,000	800+	Information not provided
City of Asheville Parks and Recreation	91,902	Do not use	
Recreation - Montgomery County	1,052,567	Information not provided	Information not provided

## RECREATION AND PARKS STRATEGIC PLAN

### OPERATING EXPENSE PER RESIDENT

Agencies participating in the benchmark study are spending on parks and recreation operations at a substantial rate with Rockville at nearly a \$23 million operating expense. Dividing the annual operational budget by each service area's population allows for a comparison of how much each agency is spending on a per resident basis.

Rockville ranks first among peer agencies for expense per resident (\$341.90) and is well above the NRPA metric high quartile of \$153.41 per resident. This is also attributed to the number and variety of cultural and special use facilities in Rockville which often cost more to maintain and operate in order to provide a high-quality service offering to the community. *Note: Rockville's total operating expense does not include \$633,500 in Caregiver Grants that the City provides to 20+ nonprofits within the community providing human services*

Agency	Population	Total Operating Expense	Operating Expense per Resident
<b>City of Rockville Department of Recreation and Parks</b>	<b>66,402</b>	<b>\$ 22,702,962</b>	<b>\$ 341.90</b>
Park District of Oak Park	51,793	\$ 17,548,052	\$ 338.81
City of Westerville Parks and Recreation	39,737	\$ 11,415,602	\$ 287.28
Arlington County Department of Parks and Recreation	226,400	\$ 41,416,046	\$ 182.93
City of Gaithersburg Parks, Recreation and Culture	70,000	\$ 9,062,499	\$ 129.46
MNCPPC - Montgomery County	1,052,567	\$ 112,781,144	\$ 107.15
City of Asheville Parks and Recreation	91,902	\$ 9,716,042	\$ 105.72
Recreation - Montgomery County	1,052,567	\$ 36,503,982	\$ 34.68

#### Total Annual Operating Expenditures

NRPA Median \$3,835,000  
 NRPA Lower Quartile \$1,385,000  
 NRPA Higher Quartile \$10,637,000

#### Operating Expense per Resident

NRPA Median \$78.69 per Resident  
 NRPA Lower Quartile \$42.95 per Resident  
 NRPA Higher Quartile \$153.41 per Resident

### DISTRIBUTION OF EXPENDITURES

The table below compares the distribution of expenditures for each agency across personnel, operations, capital, and other expenses. The median distribution for all agencies reporting to the NRPA database is also provided. Rockville spends marginally lower on operations and higher on personnel expenses compared to NRPA's average distribution.

Agency	Personnel	Operations	Capital Expense not in CIP	Other
City of Gaithersburg Parks, Recreation and Culture	77%	23%	0%	0%
Arlington County Department of Parks and Recreation	72%	28%	0%	0%
City of Westerville Parks and Recreation	70%	29%	1%	0%
MNCPPC - Montgomery County	69%	25%	0%	6%
<b>City of Rockville Department of Recreation and Parks</b>	<b>66%</b>	<b>28%</b>	<b>3%</b>	<b>4%</b>
Recreation - Montgomery County	65%	35%	0%	0%
City of Asheville Parks and Recreation	60%	40%	0%	0%
Park District of Oak Park	56%	34%	0%	10%

#### NRPA Average Distribution

55%      38%      5%      2%

## REVENUE PER RESIDENT

This section assesses the revenue generation of each agency by measuring non-tax revenues and comparing to the population served to determine revenue earned per resident. Rockville ranks third in revenue per resident (\$102) with a total revenue of approximately \$6.8 million, which is a testament to the Department’s focus on cost recovery and financial sustainability.

Agency	Population	Total Non-Tax Revenue	Revenue per Resident
Park District of Oak Park	51,793	\$ 11,391,553	\$ 219.94
City of Westerville Parks and Recreation	39,737	\$ 4,461,943	\$ 112.29
<b>City of Rockville Department of Recreation and Parks</b>	<b>66,402</b>	<b>\$ 6,787,916</b>	<b>\$ 102.22</b>
Arlington County Department of Parks and Recreation	226,400	\$ 10,421,483	\$ 46.03
City of Asheville Parks and Recreation	91,902	\$ 1,901,648	\$ 20.69
MNCPPC - Montgomery County	1,052,567	\$ 16,872,150	\$ 16.03
Recreation - Montgomery County	1,052,567	\$ 10,668,251	\$ 10.14
City of Gaithersburg Parks, Recreation and Culture	70,000	tracked on a facility/ program basis, not department wide	

**NRPA Median \$20.11 per Resident**

**NRPA Lower Quartile \$6.67 per Resident**

**NRPA Higher Quartile \$51.36 per Residents**

## OPERATIONAL COST RECOVERY

Operational cost recovery is derived by dividing total non-tax revenue by total operating expense, and measures how well each department’s revenue generation covers the total cost of operations. Rockville is tied with Recreation - Montgomery County with the third highest cost recovery rate at 29%, just ahead of Arlington County at 25%. Park District of Oak Park has the highest cost recovery rate at 65% followed by Westerville at 39%.

Agency	Total Non-Tax Revenue	Total Operating Expense	Operational Cost Recovery
Park District of Oak Park	\$ 11,391,553	\$ 17,548,052	65%
City of Westerville Parks and Recreation	\$ 4,461,943	\$ 11,415,602	39%
Recreation - Montgomery County	\$ 10,668,251	\$ 36,503,982	29%
<b>City of Rockville Department of Recreation and Parks</b>	<b>\$ 6,787,916</b>	<b>\$ 23,336,462</b>	<b>29%</b>
Arlington County Department of Parks and Recreation	\$ 10,421,483	\$ 41,416,046	25%
City of Asheville Parks and Recreation	\$ 1,901,648	\$ 9,716,042	20%
MNCPPC - Montgomery County	\$ 16,872,150	\$ 112,781,144	15%
City of Gaithersburg Parks, Recreation and Culture	tracked on a facility/ program basis, not department wide	\$ 9,062,499	0%

**NRPA Median 27% Cost Recovery**

**NRPA Lower Quartile 13% Cost Recovery**

**NRPA Higher Quartile 45% Cost Recovery**

## RECREATION AND PARKS STRATEGIC PLAN

### CAPITAL IMPROVEMENTS

Due to the unpredictability of Capital Improvement Plan (CIP) budgets and availability of funding from year to year, the table below reveals a snapshot of the annual capital spending from 2017-2019, as well as the three-year average, for each agency. Over the last three years, Rockville has been consistently lower than its benchmark peers. CIP can and will fluctuate over the years based on planned projects and agency needs. For example: Westerville's 2018 CIP budget jumped to 28.8 million due to their community center expansion that will be completed in 2020.

Agency	CIP Budget 2017	CIP Budget 2018	CIP Budget 2019	Avg Annual CIP Budget 2017-2019
Recreation - Montgomery County	\$ 144,000,000	\$ 163,000,000	\$ 186,000,000	\$ 164,333,333
MNCPPC - Montgomery County	\$ 37,478,000	\$ 23,887,000	\$ 32,505,000	\$ 31,290,000
City of Gaithersburg Parks, Recreation and Culture	\$ -	\$ 8,471,907	\$ 49,582,808	\$ 19,351,572
Arlington County Department of Parks and Recreation	\$ 14,376,487	\$ 11,589,321	\$ 31,259,702	\$ 19,075,170
City of Westerville Parks and Recreation	\$ 3,651,728	\$ 28,805,786	\$ 3,156,950	\$ 11,871,488
<b>City of Rockville Department of Recreation and Parks</b>	<b>\$ 3,091,000</b>	<b>\$ 4,567,000</b>	<b>\$ 4,612,000</b>	<b>\$ 4,090,000</b>
Park District of Oak Park	\$ -	\$ 2,055,000	\$ 3,095,000	\$ 1,716,667
City of Asheville Parks and Recreation	\$ 768,794	\$ 780,625	\$ 795,450	\$ 781,623

### MARKETING

Marketing budgets for parks and recreation agencies are typically less than in the private sector, but the industry is beginning to realize the value of investing in marketing and the potential return on investment (ROI) that can be achieved. Compared to peers reporting figures, Rockville ranks near the bottom for total marketing expense (\$153,340) and marketing spending per resident (\$2.31).

While this does not reflect the marketing and communications support the Department receives from the City's Public Information Office (PIO assists all departments and is not isolated by department), the overall spending is still significantly lower than peer agencies and does limit the Department's ability to tell its story and compete with other service providers in reaching out to current and new audiences.

Agency	Population	2018 Marketing Expense	Marketing Expense per Resident (2018)
City of Westerville Parks and Recreation	39,737	\$ 165,000.00	\$ 4.15
Park District of Oak Park	51,793	\$ 198,099.11	\$ 3.82
Arlington County Department of Parks and Recreation	226,400	\$ 856,686.00	\$ 3.78
MNCPPC - Montgomery County	1,052,567	\$ 2,859,295.00	\$ 2.72
<b>City of Rockville Department of Recreation and Parks</b>	<b>66,402</b>	<b>\$ 153,340.00</b>	<b>\$ 2.31</b>
Recreation - Montgomery County	1,052,567	\$ 40,000.00	\$ 0.04
City of Asheville Parks and Recreation	91,902	\$ -	\$ -
City of Gaithersburg Parks, Recreation and Culture	70,000	Our PIO department assists with marketing of all departments	

## FACILITIES

The following is a comparison of square footage for the total number of community centers within each agency. Rockville does provide a lower level of indoor recreation square footage per resident (1.19). The following recreation facilities are included since they are available to the community on a regular basis:

- Thomas Farm Community Center
- Lincoln Park Community Center
- Twinbrook Community & Recreation Center
- Senior Center

A good portion of Rockville’s total square footage (208,877 sq. ft.) of facilities is considered special use such as the Montrose Community Center (preschool), Rockville Swim and Fitness Center, Glenview Mansion, F. Scott Fitzgerald Theatre, Croydon Creek Nature Center, Elwood Smith Community Center, Pump House Community Center, and Rockcrest Ballet Center.

Agency	Population	Total Number of Indoor Recreation Facilities	Total Sq. Ft. of Indoor Recreation Facilities	Avg. Size of Indoor Recreation Facilities (Sq. Ft.)	Indoor Recreation Sq. Ft. per Resident
City of Westerville Parks and Recreation	39,737	2	100,000	50,000	2.52
Arlington County Department of Parks and Recreation	226,400	15	439,683	29,312	1.94
City of Gaithersburg Parks, Recreation and Culture	70,000	9	118,926	13,214	1.70
City of Asheville Parks and Recreation	91,902	11	110,000	10,000	1.20
<b>City of Rockville Department of Recreation and Parks</b>	<b>66,402</b>	<b>4</b>	<b>79,142</b>	<b>19,786</b>	<b>1.19</b>
Recreation - Montgomery County	1,052,567	37	902,020	24,379	0.86
MNCPPC - Montgomery County	1,052,567	4	195,641	48,910	0.19
Park District of Oak Park	51,793	21	-	-	-

Best practice agencies 1.5-2.0 sq. ft. per person

## PROGRAMS

Program cost recovery is derived by dividing total program revenue by total operating expense for programs, and measures how well each department’s program revenue generation covers the total cost of programs. Park District of Oak leads the peer benchmark agencies in program cost recovery at 154%, followed by Rockville (132%) and City of Asheville Parks and Recreation (128%) which is a testament to the staff’s creativity and commitment to innovation and serving the community’s needs.

Agency	Total Program Revenue	Total Operating Expense for Programs	Operational Cost Recovery for Programs
Park District of Oak Park	\$ 6,265,854	\$ 4,078,176	154%
<b>City of Rockville Department of Recreation and Parks</b>	<b>\$ 5,240,994</b>	<b>\$ 3,974,460</b>	<b>132%</b>
City of Asheville Parks and Recreation	\$ 1,868,515	\$ 1,457,610	128%
MNCPPC - Montgomery County	\$ 14,122,085	\$ 14,959,757	94%
Recreation - Montgomery County	\$ 10,668,251	\$ 12,081,171	88%
City of Westerville Parks and Recreation	\$ 1,387,251	\$ 1,807,571	77%
Arlington County Department of Parks and Recreation	\$ 8,306,235	\$ 14,860,003	56%
City of Gaithersburg Parks, Recreation and Culture	tracked on a facility/ program basis, not department wide	tracked on a facility/ program basis, not department wide	

APPENDIX C – PUBLIC FORUMS

In tandem with the stakeholder and focus group interviews, the project team also hosted two public forums designed to further engage residents of the community. The public forum was an open call to the residents to offer feedback on the recreation and parks system through live polling devices and open discussion on the strengths, opportunities, and priorities for the future.

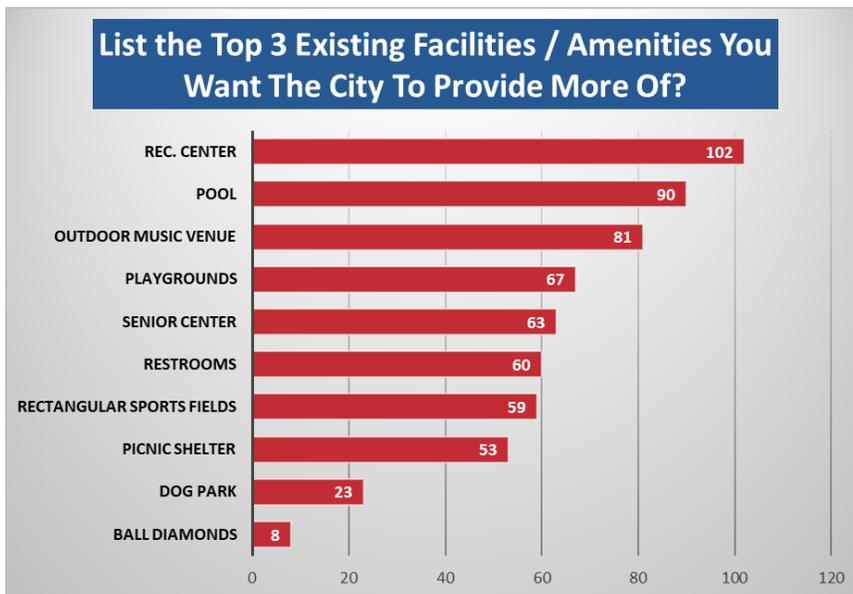
LIVE POLLING EXERCISE

One key approach for soliciting feedback from attendees of the public forum was through live polling of the audience. Using the responses to focus group and key leadership interview questions, the consulting team developed questions within a PowerPoint presentation to gain an understanding of community needs.

Following the initial process presentation, each attendee used a polling device (i.e. ‘clicker’) to answer a series of questions related to usage and need for parks, trails, facilities, and programs. The following charts share the survey results from the live polling portion of the public forum meeting.

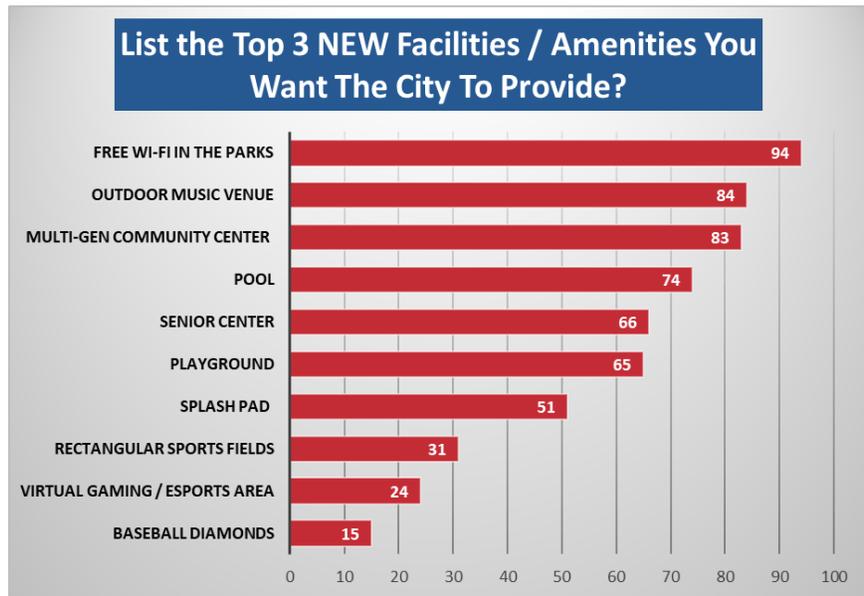
QUESTION 1: LIST THE TOP 3 EXISTING FACILITIES / AMENITIES YOU WANT THE CITY TO PROVIDE MORE OF?

Collectively, the responses identified recreation centers (102 pts.), Pool (90 pts.) and Outdoor Music Venue (81 pts.) as the top three existing facility or amenity they want the City to provide more of. In addition, Playgrounds (67 pts.), Senior Center (63 pts.) and restrooms (60 pts.) round out the top six. Notably, five of the six have wide-segment appeal.



**QUESTION 2: LIST THE TOP 3 NEW FACILITIES / AMENITIES YOU WANT THE CITY TO PROVIDE?**

Collectively, the responses identified Free WiFi in the Parks (94pts.), outdoor music venue (84 pts.), multi-gen community center (83 pts.) pool (74 pts.) as the top new facilities or amenities they want the City to provide. In addition, Senior Center (66 pts.) and playground (65 pts.) round out the top responses.



**QUESTION 3: LIST THE TOP 3 PROGRAMS YOU PARTICIPATE IN THE MOST?**

The responses show that special events (86 pts.), aquatics programs (83 pts.), nature and outdoor adventure (68 pts.), senior activities (68 pts.), adult enrichment and fitness (62 pts.) as the top five programs participated in the most. Teen programs (30 pts.) and trips (27 pts.) make up the third tier of programs participated in most.



RECREATION AND PARKS STRATEGIC PLAN

QUESTION 4: LIST THE TOP 3 EXISTING PROGRAMS YOU WANT THE CITY TO PROVIDE MORE OF?

Collectively, the top programs responses wanting the City to provide more are special events (90 pts.), nature and outdoor adventure (68 pts.), arts programs (57 pts.) and youth programs (55 pts.) aquatics programs (55 pts.) and adult enrichment and fitness classes (54 pts.) round out the top six responses.



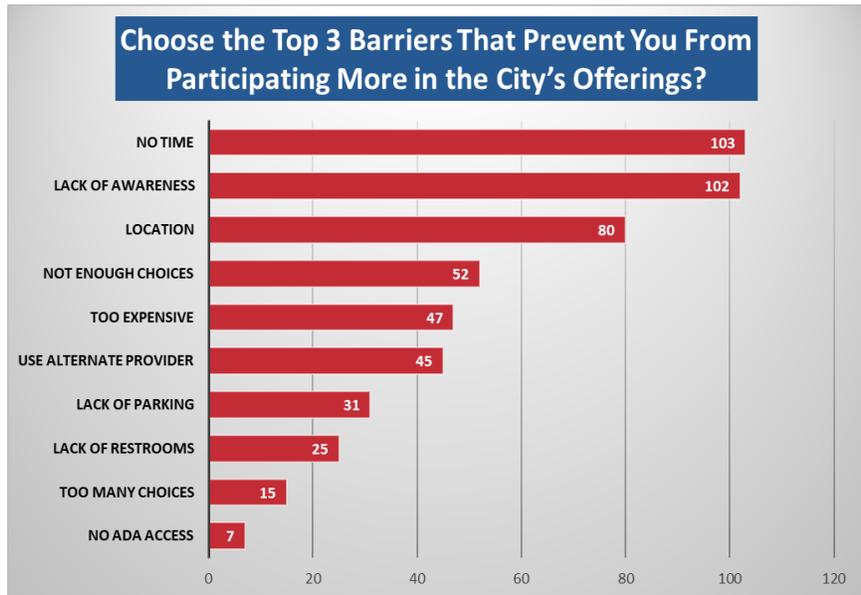
QUESTION 5: CHOOSE YOUR TOP 3 PREFERRED MEANS OF COMMUNICATION FROM THE CITY?

The preferred means of communication from the City are Website (131 pts.), email newsletter (103 pts.) social media (68 pts.), printed material (58 pts.), Life in Rockville Program Guide (52 pts.), and text notification (49 pts.) were identified by the respondents.



**QUESTION 6: CHOOSE THE TOP 3 BARRIERS THAT PREVENT YOUR FROM PARTICIPATING MORE IN THE CITY'S OFFERINGS?**

The responses identified no time (103 pts.) as the top barrier that prevents them from participating more in the City's offerings. Lack of awareness (102 pts.), location (80 pts.), not enough choices (52 pts.) and too expensive (47 pts.) round out the top five responses.



**PUBLIC FORUM OPEN DISCUSSION**

The open discussion that followed the live polling, centered around the strengths, opportunities, and priorities of the system as seen by participants of the public forum. The following notes were taken during the discussion to capture the audience's input.

**STRENGTHS**

- Support for the arts
- Trips and travel
- Distribution, number of, access to, and variety of parks
- Connectivity and number of miles of trails
- Variety of programs and scholarship program
- Services serve all age segments of the community
- Diversity of and in ballet
- Promotions and communication
- Nature center and environmental education
- Events
- Staff are kind, sincere, and knowledgeable
- Diverse and affordable programs
- Walkability and the playgrounds
- Well-maintained park system
- Senior Center
- Diversity of facilities (most cited)

## RECREATION AND PARKS STRATEGIC PLAN

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**OPPORTUNITIES**

- Enhance communication and outreach
- More bicycle parking areas and at theater
- Bike friendly City signage, more bike boulevards, and more bike lanes
- Tennis backboards and better access
- Restrooms at the parks
- Wifi at the parks and facilities
- Indoor pickleball courts at the senior center
- Increase capacity for indoor swimming (lap lanes)
- Theater performance fly space
- Adult only times for Swim Center and extend hours
- Stretch and balance equipment at the Senior Center
- More space for Tai Chi on Fridays
- Space is needed for more introduction level / starter programming at Senior Center
- Need large venues: Maximize RedGate Golf Course opportunity
- Bubble over the competition pool
- Inclusive programming
- Family bathrooms / Accessibility
- Add lighted athletic fields

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**PRIORITIES**

- Secure RedGate Golf Course for parks and recreation purposes as a large venue with multiple experiences
- Comprehensive approach to design of spaces with public input
- Theater and Social Hall
- Inclusion in all things
- More trips - better cost
- Better representation of the arts
- Bike friendly community
- Investment in the theater
- Expand ballet

## APPENDIX D – ONLINE SURVEY RESULTS

### QUESTIONS

HAVE YOU OR MEMBERS OF YOUR HOUSEHOLD VISITED ANY PARKS OR FACILITIES OF THE CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS DURING THE PAST YEAR?

Ninety-eight percent (98%) of respondents have visited a park or facility managed by the recreation and park department during the past year.



## RECREATION AND PARKS STRATEGIC PLAN

FROM THE FOLLOWING LIST, PLEASE CHECK ALL OF THE TYPES OF PARKS/FACILITIES OF THE CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS YOU OR MEMBERS OF YOUR HOUSEHOLD HAVE USED OR VISITED OVER THE PAST 12 MONTHS.

Top five types of parks/ facilities that respondents have used or visited are:

- Neighborhood parks (small) - 81%
- Community center - 73%
- Community parks (large) - 66%
- Playgrounds/ play equipment - 63%
- Paved trails/ greenways - 60%

Parks/Facilities Respondents Have Visited	
Neighborhood parks (small)	81%
Community centers	73%
Community parks (large)	66%
Playgrounds/play equipment	63%
Paved trails/greenways	60%
Natural surface trails/greenways	51%
Nature center	51%
Pools-outdoor	49%
Glenview Mansion	48%
Pools-indoor	48%
F. Scott Fitzgerald Theater	38%
Fitness rooms	25%
Outdoor basketball courts	25%
Senior center	25%
Baseball & softball fields	23%
Outdoor tennis courts	23%
Football/lacrosse/soccer fields	16%
King Farm Dog Park	16%
Community garden	14%
Other	8%
Skate park	6%

**WHICH THREE OF THE PARKS/FACILITIES LISTED IN SECTION 1.1.2 DO YOU OR MEMBERS OF YOUR HOUSEHOLD VISIT MOST OFTEN?**

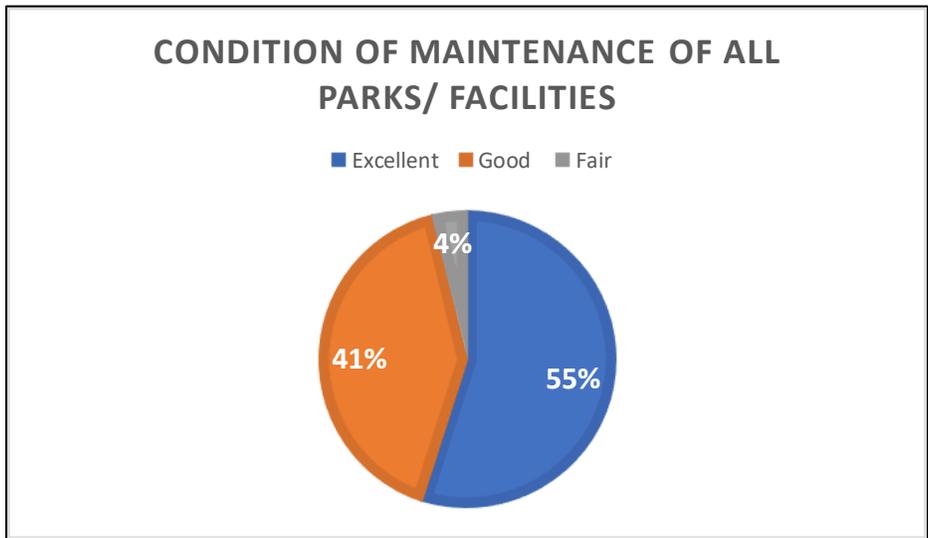
Top three parks/ facilities most visited by respondents are small neighborhood parks (45%), playgrounds/ play equipment (33%), and indoor pools (23%).

Most Visited Parks/ Facilities	
Neighborhood parks (small)	45%
Playgrounds/play equipment	33%
Pools-indoor	23%
Community centers	21%
Paved trails/greenways	21%
Community parks (large)	19%
Natural surface trails/greenways	19%
Pools-outdoor	18%
Nature center	13%
Fitness rooms	11%
F. Scott Fitzgerald Theater	10%
Glenview Mansion	10%
Baseball & softball fields	9%
Senior center	9%
Football/lacrosse/soccer fields	8%
King Farm Dog Park	6%
Community garden	5%
Outdoor basketball courts	5%
Other	5%
Outdoor tennis courts	4%
None chosen	1%

RECREATION AND PARKS STRATEGIC PLAN

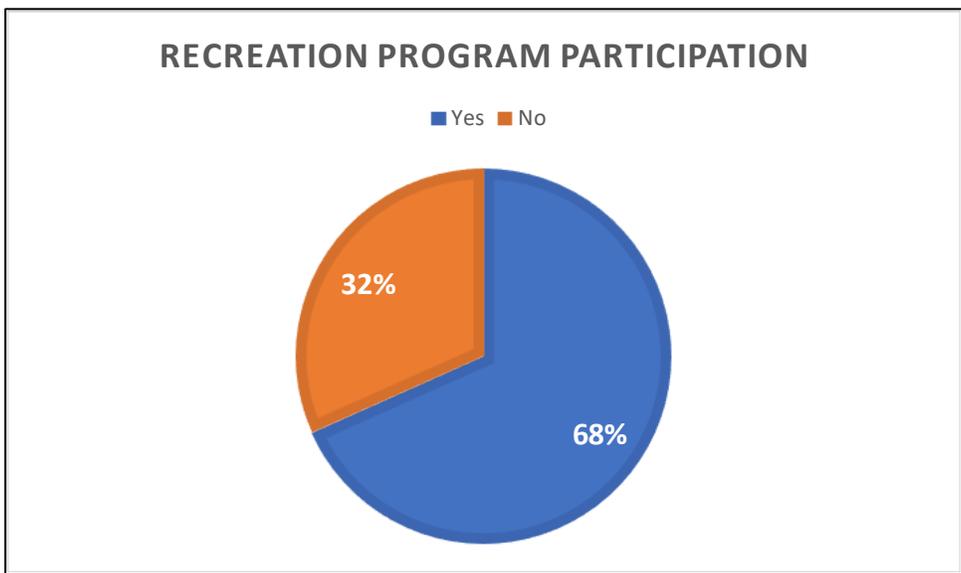
OVERALL, HOW WOULD YOU RATE THE LEVEL OF MAINTENANCE OF ALL OF THE PARKS/FACILITIES OF THE CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS YOU HAVE VISITED?

Over half of respondents indicated the level of maintenance on parks and facilities are in excellent condition while 41% indicated they were in good condition. Only 4% said the condition was fair.



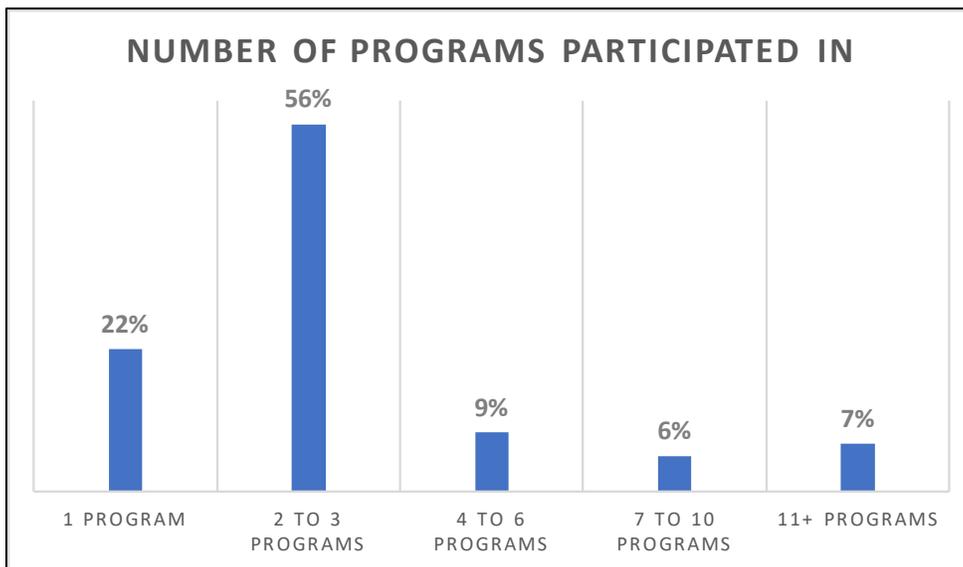
HAVE YOU OR OTHER MEMBERS OF YOUR HOUSEHOLD PARTICIPATED IN ANY RECREATION PROGRAMS OFFERED BY THE CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS DURING THE PAST 12 MONTHS?

Two-thirds of respondents (68%) have participated in a recreation program offered by the Department of during the past 12 months.



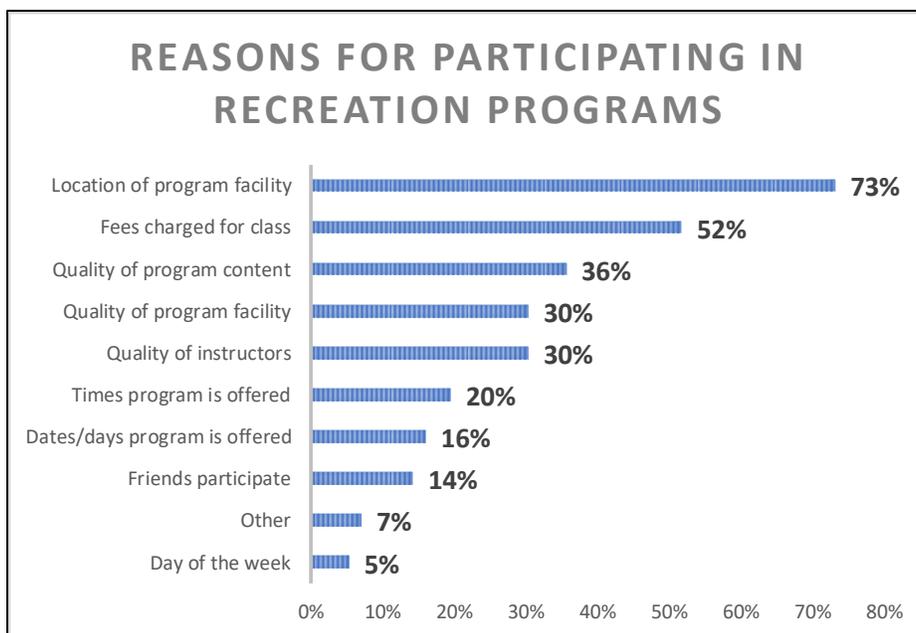
APPROXIMATELY HOW MANY DIFFERENT RECREATION PROGRAMS OFFERED BY THE CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS DID YOU OR MEMBERS OF YOUR HOUSEHOLD PARTICIPATE IN OVER THE PAST 12 MONTHS?

Seventy-eight percent (78%) of respondents participated in 3 or less programs offered by the Department in the past 12 months. Nine percent (9%) of respondents participated in 4 to 6 programs and 13% participate in 7 or more programs.



FROM THE FOLLOWING LIST, PLEASE CHECK THE THREE PRIMARY REASONS WHY YOUR HOUSEHOLD HAS PARTICIPATED IN THE CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS PROGRAMS.

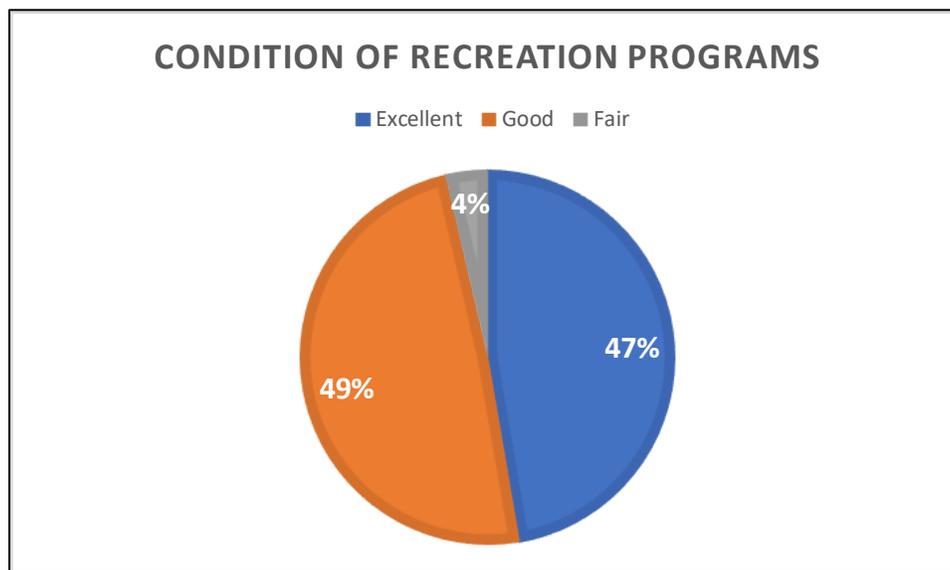
The top three reasons survey respondents participated in recreation programs are location of program facility (73%), fees charged for the class (52%), and quality of program content (36%).



## RECREATION AND PARKS STRATEGIC PLAN

HOW WOULD YOU RATE THE OVERALL QUALITY OF THE CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS PROGRAMS THAT YOU AND MEMBERS OF YOUR HOUSEHOLD HAVE PARTICIPATED IN?

Ninety-six percent (96%) of respondents rated the overall quality of the recreation programs as either excellent (47%) or good (49%). Only 4% of respondents rated the overall quality as fair.



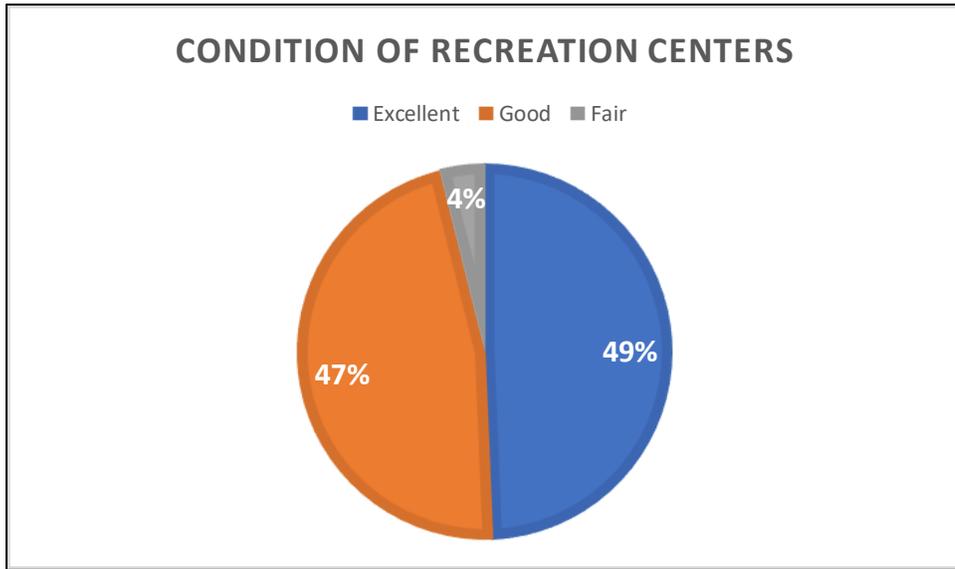
PLEASE INDICATE HOW OFTEN YOU AND MEMBERS OF YOUR HOUSEHOLD HAVE USED EACH OF THE FOLLOWING RECREATION CENTERS OPERATED BY THE CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS DURING THE PAST 12 MONTHS.

The most used recreation centers based on highest percentage overall visitation by respondents' are the Swim & Fitness Center (80% have visited at least once), Croydon Creek Nature Center (70%), F. Scott Fitzgerald Theater (68%), Glenview Mansion (60%) and Thomas Farm Community Center (51%). Over half the respondents have not used the remaining recreation centers in the past 12 months. Percentages in bold indicate the highest percentage for each recreation center listed.

Recreation Centers Used	50+ times	25-49 times	10-24 times	1-9 times	Overall Visitation	Never
Swim & Fitness Center	10%	11%	27%	<b>32%</b>	<b>80%</b>	20%
Croydon Creek Nature Center	1%	0%	4%	<b>64%</b>	<b>70%</b>	30%
F. Scott Fitzgerald Theater	1%	3%	1%	<b>62%</b>	<b>68%</b>	32%
Glenview Mansion	1%	1%	8%	<b>49%</b>	<b>60%</b>	40%
Thomas Farm Community Center	0%	6%	10%	35%	<b>51%</b>	<b>49%</b>
Twinbrook Community Recreation Center	3%	6%	6%	33%	48%	<b>52%</b>
Senior Center	5%	3%	8%	28%	43%	<b>57%</b>
Lincoln Park Community Center	2%	3%	3%	29%	37%	<b>64%</b>
Elwood Smith Community Center	2%	3%	2%	28%	34%	<b>66%</b>
Pumphouse Community Center	0%	2%	2%	12%	15%	<b>85%</b>
Rockcrest Ballet Center	3%	0%	0%	8%	11%	<b>89%</b>
Montrose Community Center	0%	0%	0%	11%	11%	<b>89%</b>

**HOW WOULD YOU RATE THE OVERALL QUALITY OF THE RECREATION CENTERS LISTED IN THE SECTION 1.1.9 THAT YOU AND MEMBERS OF YOUR HOUSEHOLD HAVE USED DURING THE PAST 12 MONTHS?**

Ninety-six percent (96%) of respondents rated the overall quality of the recreation centers as either excellent (49%) or good (47%). Only 4% of respondents rated the overall quality as fair.



**PLEASE CHECK ALL OF THE WAYS YOU LEARN ABOUT CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS PROGRAMS AND ACTIVITIES.**

Top ways survey respondents learn about Department programs and activities are:

- Life in Rockville (seasonal Recreation & Parks guide) - 77%
- City of Rockville website - 76%
- Rockville Reports - 52%
- From friends and neighbors - 42%
- Emails - 40%

This is fairly typical for online survey responses where the respondents are often existing users of the system and are likely to be familiar with the department’s outreach tools.

Ways for Learning About Programs and Activities	
Life in Rockville (seasonal Recreation & Parks guide)	77%
City of Rockville website	76%
Rockville Reports	52%
From friends & neighbors	42%
Emails	40%
Conversation with staff	27%
Seasonal 60+ Recreation & Services guide	26%
Social media	23%
E-newsletter	23%
Materials at City facilities	21%
School fliers/newsletters	15%
Banners in parks	11%
Bethesda Magazine	6%
Rockville 11 TV	4%
Text notifications	2%
Other	2%

## RECREATION AND PARKS STRATEGIC PLAN

WHICH THREE OF THE INFORMATION SOURCES LISTED DO YOU MOST PREFER TO USE TO LEARN ABOUT CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS PROGRAMS AND ACTIVITIES?

By combining respondents' top three preferred ways to learn about programs and activities, Life in Rockville (63%) is the top preferred source followed by City of Rockville website (51%) and Rockville Reports (35%).

Top Ways for Learning About Programs and Activities	
Life in Rockville (seasonal Recreation & Parks guide)	63%
City of Rockville website	51%
Rockville Reports	35%
Emails	28%
E-newsletter	18%
Social media	17%
Seasonal 60+ Recreation & Services guide	16%
From friends & neighbors	16%
School fliers/newsletters	7%
Materials at City facilities	7%
Conversation with staff	5%
Bethesda Magazine	2%
Rockville 11 TV	2%
Banners in parks	2%
None chosen	2%
Text notifications	1%
Other	1%

FROM THE FOLLOWING LIST, PLEASE CHECK ALL OF THE ORGANIZATIONS THAT YOU AND MEMBERS OF YOUR HOUSEHOLD USE FOR PARKS AND RECREATION PROGRAMS, SERVICES, AND FACILITIES.

Most used organizations by respondents for their parks and recreation programs, services, and facility needs are City of Rockville programs (81%), Montgomery County programs (55%), Maryland State parks (45%), National Park Service (42%), and Private or public schools (38%). Despite the variety of choices, when over 4 out of 5 respondents use the City of Rockville programs, it is a great testament to the department's ability to offer programs that are high quality and aligned with the community's needs.

Organizations Used for Recreation	
City of Rockville programs	81%
Montgomery County programs	55%
Maryland State parks	45%
National Park Service	42%
Private or public schools	38%
Youth sports organizations	24%
Private fitness facilities	23%
Private instruction (e.g. dance, outfitters)	21%
Neighboring communities	18%
Homeowners associations/apt. complexes	16%
City of Gaithersburg programs	12%
Places of worship	11%
Clubs (e.g. country clubs, golf courses)	9%
YMCA	5%
Other	5%
None	2%
Boys & Girls Club	1%

PLEASE INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS A NEED FOR EACH OF THE RECREATION AND PARKS AMENITIES/FACILITIES LISTED BELOW.

Top park amenities/ facilities respondents have a need for are:

- Small neighborhood parks - 71%
- Walking trails - 61%
- Natural areas/ wildlife habitats - 57%
- Large community parks - 54%
- Recreation center - 50%

These choices are typical across all types of surveys and community input mechanisms used nationally.

Need for Park Amenities/ Facilities	Yes
Small neighborhood parks (1-10 acres)	71%
Walking trails (paved surface)	61%
Natural areas/wildlife habitats	57%
Large community parks	54%
Recreation centers	50%
Indoor family recreation pool	48%
Paved greenway trails	46%
Playgrounds	45%
Outdoor walking/running track	40%
Indoor walking & running tracks	39%
Mountain bike & hiking trails (natural surface)	39%
Botanical gardens/arboretum	35%
Performing arts center	34%
Outdoor family recreation pool	33%
Indoor lap lanes	31%
Outdoor amphitheater	29%
Soccer/football/lacrosse fields	26%
Senior center	24%
Outdoor adventure park	23%
Camping facilities	22%
Dog parks	22%
Outdoor lap lanes	20%
Outdoor spray parks	20%
Outdoor tennis courts	18%
Outdoor basketball courts	13%
Pickleball courts	13%
Baseball & softball fields	11%
Artificial turf fields	9%
Indoor volleyball & basketball courts	9%
Other	7%
Outdoor sand volleyball courts	5%
Skate park	5%

## RECREATION AND PARKS STRATEGIC PLAN

IF "YES," PLEASE RATE ALL OF THE RECREATION AND PARKS AMENITIES/FACILITIES OF THIS TYPE IN ROCKVILLE USING A SCALE OF 1 TO 5, WHERE 5 MEANS THE NEEDS OF YOUR HOUSEHOLD ARE "100% MET" AND 1 MEANS "0% MET."

Of the amenities/ facilities respondents have a need for, outdoor amphitheater (95%), indoor walking & running tracks (92%), artificial turf fields (86%) and outdoor adventure parks (71%) are meeting their needs 25% or less.

Needs Met for Amenities /Facilities	25% or less	50%	75% or more
Outdoor amphitheater	95%	0%	5%
Indoor walking & running tracks	92%	8%	0%
Artificial turf fields	86%	0%	14%
Outdoor adventure park	71%	7%	21%
Camping facilities	60%	7%	33%
Botanical gardens/arboretum	58%	23%	19%
Indoor volleyball & basketball courts	57%	0%	43%
Pickleball courts	50%	30%	20%
Skate park	50%	50%	0%
Outdoor walking/running track	41%	21%	38%
Mountain bike & hiking trails (natural surface)	36%	14%	50%
Outdoor spray parks	33%	27%	40%
Dog parks	29%	41%	29%
Soccer/football/lacrosse fields	29%	0%	71%
Other	20%	60%	20%
Large community parks	19%	19%	62%
Natural areas/wildlife habitats	18%	27%	55%
Indoor family recreation pool	17%	22%	61%
Performing arts center	17%	13%	71%
Indoor lap lanes	15%	10%	75%
Paved greenway trails	15%	27%	59%
Walking trails (paved surface)	11%	26%	64%
Outdoor tennis courts	7%	21%	72%
Outdoor lap lanes	7%	33%	60%
Recreation centers	6%	11%	83%
Senior center	6%	6%	89%
Small neighborhood parks (1-10 acres)	6%	11%	83%
Baseball & softball fields	0%	13%	88%
Outdoor basketball courts	0%	11%	89%
Outdoor family recreation pool	0%	17%	83%
Outdoor sand volleyball courts	0%	67%	33%
Playgrounds	0%	3%	97%

**WHICH FOUR OF THE AMENITIES/FACILITIES ARE MOST IMPORTANT TO YOUR HOUSEHOLD?**

The sum of respondents top four choice for most important amenities/ facilities are:

- Small neighborhood parks - 35%
- Large community parks - 27%
- Playgrounds - 24%
- Natural areas/ wildlife habitats - 23%

Most Important Amenities/ Facilities	
Small neighborhood parks (1-10 acres)	35%
Large community parks	27%
Playgrounds	24%
Natural areas/wildlife habitats	23%
Recreation centers	22%
Walking trails (paved surface)	22%
Mountain bike & hiking trails (natural surface)	20%
Paved greenway trails	18%
Outdoor family recreation pool	16%
Indoor family recreation pool	15%
Botanical gardens/arboretum	13%
Dog parks	13%
Indoor walking & running tracks	12%
Performing arts center	11%
Indoor lap lanes	10%
Outdoor walking/running track	10%
Outdoor amphitheater	9%
Soccer/football/lacrosse fields	9%
None chosen	7%
Senior center	6%
Artificial turf fields	5%
Outdoor spray parks	5%
Outdoor tennis courts	5%
Baseball & softball fields	4%
Camping facilities	4%
Indoor volleyball & basketball courts	4%
Outdoor basketball courts	4%
Outdoor adventure park	2%
Outdoor lap lanes	2%
Pickleball courts	2%
Other	2%
Outdoor sand volleyball courts	1%
Skate park	1%

## RECREATION AND PARKS STRATEGIC PLAN

PLEASE INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS A NEED FOR EACH OF THE RECREATION AND PARKS PROGRAMS LISTED BELOW.

Top recreation programs respondents have a need for are:

- Farmers market - 66%
- Adult fitness & wellness programs - 62%
- Adult art, dance, performing arts - 42%
- Nature programs - 42%
- Special events - 42%

While Farmer's Market is seldom observed as the top choice, this online survey and the statistically-valid survey both revealed this to be the top choice for respondents in Rockville. Nationwide, this is certainly trending upwards as more communities seek out healthy eating and nutrition along with community gathering and place making opportunities.

Need for Recreation Programs	Yes
Farmers market	66%
Adult fitness & wellness programs	62%
Adult art, dance, performing arts	42%
Nature programs	42%
Special events	42%
Youth learn-to-swim programs	29%
Youth summer camp programs	29%
Adult sports programs	26%
Outdoor adventure programs	26%
Water fitness programs	24%
Senior fitness & wellness programs (age 60+)	23%
Youth sports programs	23%
Youth art, dance, performing arts	22%
After school programs	21%
Senior recreation programs (age 60+)	20%
Pre-school programs	18%
Bird watching	17%
Adult trips	16%
Senior sports programs (age 60+)	15%
Before school programs	12%
Teen programs	12%
Youth development programs	12%
Youth fitness & wellness programs	12%
Senior outreach & support services (age 60+)	11%
Senior trips (age 60+)	10%
Young adult programs	9%
Opportunities for individuals with disabilities	5%
Other	2%

IF "YES," PLEASE RATE THE RECREATION AND PARKS PROGRAMS OF THIS TYPE IN ROCKVILLE USING A SCALE OF 1 TO 5, WHERE 5 MEANS THE NEEDS OF YOUR HOUSEHOLD ARE "100% MET" AND 1 MEANS "0% MET."

Of the recreation programs respondents have a need for, opportunities for individuals with disabilities (100%), other (100%), bird watching (85%) and before school programs (63%) are meeting their needs 25% or less.

Needs Met for Recreation Programs	25% or less	50%	75% or more
Opportunities for individuals with disabilities	100%	0%	0%
Bird watching	85%	15%	0%
Before school programs	63%	0%	38%
Young adult programs	60%	20%	20%
After school programs	58%	0%	42%
Adult trips	55%	18%	27%
Youth development programs	40%	40%	20%
Pre-school programs	36%	27%	36%
Outdoor adventure programs	36%	36%	29%
Teen programs	33%	11%	56%
Adult sports programs	27%	27%	47%
Adult art, dance, performing arts	25%	25%	50%
Youth art, dance, performing arts	25%	17%	58%
Adult fitness & wellness programs	20%	24%	56%
Youth sports programs	15%	15%	69%
Senior sports programs (age 60+)	14%	29%	57%
Water fitness programs	13%	0%	87%
Farmers market	10%	14%	76%
Youth learn-to-swim programs	10%	10%	80%
Nature programs	7%	37%	56%
Senior fitness & wellness programs (age 60+)	7%	14%	79%
Youth summer camp programs	6%	22%	72%
Special events	4%	15%	81%
Senior outreach & support services (age 60+)	0%	0%	100%
Senior recreation programs (age 60+)	0%	25%	75%
Senior trips (age 60+)	0%	60%	40%
Youth fitness & wellness programs	0%	0%	100%

## RECREATION AND PARKS STRATEGIC PLAN

### WHICH FOUR OF THE PROGRAMS ARE MOST IMPORTANT TO YOUR HOUSEHOLD?

The sum of respondents' top four choices for most important recreation programs are:

- Farmers market - 40%
- Nature programs - 29%
- Adult fitness & wellness programs - 27%
- Special events - 26%

Most Important Programs	
Farmers market	40%
Nature programs	29%
Adult fitness & wellness programs	27%
Special events	26%
Adult art, dance, performing arts	18%
Youth learn-to-swim programs	17%
Youth summer camp programs	15%
Adult sports programs	13%
Pre-school programs	13%
Senior fitness & wellness programs (age 60+)	13%
Water fitness programs	12%
Youth sports programs	12%
Youth art, dance, performing arts	10%
After school programs	9%
Outdoor adventure programs	9%
Teen programs	9%
Bird watching	6%
Senior outreach & support services (age 60+)	5%
Senior recreation programs (age 60+)	5%
Senior trips (age 60+)	5%
Adult trips	4%
Before school programs	4%
Senior sports programs (age 60+)	4%
Youth development programs	4%
Opportunities for individuals with disabilities	2%
Young adult programs	2%
Youth fitness & wellness programs	2%
Other	1%

**WHICH FOUR OF THE PROGRAMS DO YOU CURRENTLY PARTICIPATE IN MOST OFTEN AT CITY OF ROCKVILLE FACILITIES?**

Based on the sum of respondents' top four choices, the recreation programs they participate in most often are:

- Farmers market - 39%
- Special events - 37%
- Adult fitness & wellness programs - 28%

Programs Most Participated In	
Farmers market	39%
Special events	37%
Adult fitness & wellness programs	28%
None chosen	22%
Nature programs	20%
Youth learn-to-swim programs	17%
Water fitness programs	13%
Youth summer camp programs	12%
Pre-school programs	10%
Youth sports programs	10%
Youth art, dance, performing arts	7%
Adult art, dance, performing arts	6%
Adult sports programs	5%
After school programs	5%
Senior fitness & wellness programs (age 60+)	5%
Senior recreation programs (age 60+)	5%
Senior trips (age 60+)	5%
Other	4%
Outdoor adventure programs	2%
Senior outreach & support services (age 60+)	2%
Senior sports programs (age 60+)	2%
Teen programs	2%
Adult trips	1%
Youth development programs	1%

RECREATION AND PARKS STRATEGIC PLAN

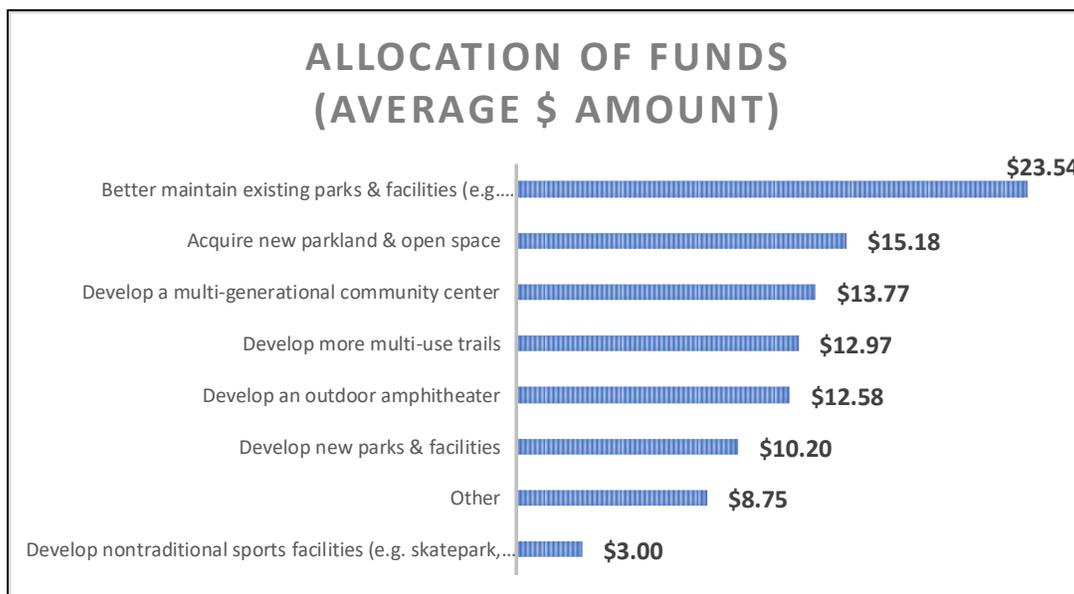
PLEASE CHECK ALL OF THE FOLLOWING REASONS THAT PREVENT YOU OR OTHER MEMBERS OF YOUR HOUSEHOLD FROM USING PARKS, RECREATION FACILITIES, AND PROGRAMS OF THE CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS MORE OFTEN.

About half (51%) of survey respondents do not use parks, recreation facilities, and programs due to inconvenient program times. Other reasons include program or facility not offered (33%) and not enough time (29%). Inconvenient program times are typically much lower than this and it would be helpful to explore ways to identify what other times may be more convenient for program areas in order to increase or maximize participation.

Reasons for Not Using Parks, Facilities, or Programs	
Program times are not convenient	51%
Program or facility not offered	33%
Not enough time	29%
Too far from our residence	18%
Class full	18%
I do not know what is being offered	15%
Use facilities in other communities	13%
Not enough choices	13%
Facilities' operating hours not convenient	10%
Facilities do not have right equipment	7%
Fees are too high	7%
Use other agencies in Rockville	7%
Lack of quality programs	6%
I do not know locations of facilities	6%
Registration for programs is difficult	6%
Facilities are not well maintained	5%
Lack of parking	5%
Accessibility/transportation	4%
Other	4%
Security is insufficient	2%
Poor customer service by staff	1%

IF YOU HAD AN ADDITIONAL \$100, HOW WOULD YOU ALLOCATE THE FUNDS AMONG THE RECREATION AND PARKS CATEGORIES LISTED BELOW?

Respondents would average about \$23.54 to go towards better maintenance of existing parks and facilities followed by \$15.18 to acquire new parkland and open space, and \$13.77 to develop a multi-generational community center.



PLEASE INDICATE HOW SUPPORTIVE YOU WOULD BE OF EACH OF THE FOLLOWING MAJOR ACTIONS THAT THE CITY OF ROCKVILLE COULD TAKE TO IMPROVE THE RECREATION AND PARKS SYSTEM.

Majority respondents are either very or somewhat supportive for each of the following major actions. Top major actions respondents are very supportive for are:

- Additional access to restrooms at parks - 66%
- Develop additional trails & connectivity of trails throughout the community - 66%
- Develop new & connect existing trail system - 57%
- Upgrade existing neighborhood & community parks - 56%
- Acquire open space for passive activities (e.g. trails, picnicking) - 50%

Bolded percentages indicate the highest percentage for each major action listed.

Major Actions	Very Supportive	Somewhat Supportive	Not Sure	Not Supportive
Additional access to restrooms at parks	<b>66%</b>	27%	6%	1%
Develop additional trails & connectivity of trails throughout the community	<b>66%</b>	29%	4%	1%
Develop new & connect existing trail system	<b>57%</b>	31%	8%	4%
Upgrade existing neighborhood & community parks	<b>56%</b>	36%	7%	1%
Acquire open space for passive activities (e.g. trails, picnicking)	<b>50%</b>	38%	7%	5%
Repurpose inactive parks/amenities to create new facilities	<b>48%</b>	39%	11%	1%
Upgrade existing pools	<b>44%</b>	37%	12%	7%
Upgrade existing playgrounds	<b>44%</b>	30%	20%	7%
Develop an outdoor walking/running track	<b>41%</b>	35%	11%	13%
Improved ADA accessibility at current facilities	39%	<b>42%</b>	17%	3%
Develop an outdoor amphitheater	<b>35%</b>	32%	23%	10%
Upgrade existing youth/adult athletic fields	33%	<b>37%</b>	16%	13%
Acquire open space for active activities (e.g. developing soccer, baseball & softball fields)	31%	<b>42%</b>	16%	11%
Develop a multi-generational community center	30%	<b>36%</b>	20%	14%
Develop indoor recreation space (gyms & indoor programming spaces)	29%	<b>39%</b>	20%	12%
Develop new event space capable of hosting events like Hometown Holidays & 4th of July	29%	<b>31%</b>	19%	21%
Upgrade existing picnic facilities	25%	<b>43%</b>	28%	4%
Develop a performing arts venue	22%	<b>32%</b>	30%	16%
Develop a large sports complex	19%	23%	23%	<b>35%</b>

## RECREATION AND PARKS STRATEGIC PLAN

### WHICH FOUR OF THE ITEMS LISTED WOULD YOU BE MOST WILLING TO FUND WITH YOUR TAX DOLLARS?

Based on the sum of respondents top four choices for actions most willing to fund are:

- Additional access to restrooms at parks - 40%
- Develop additional trails & connectivity of trails throughout the community - 35%
- Develop new & connect existing trail system - 23%
- Repurpose inactive parks/amenities to create new facilities - 23%
- Upgrade existing neighborhood & community parks - 23%

Actions Most Willing To Fund	
Additional access to restrooms at parks	40%
Develop additional trails & connectivity of trails throughout the community	35%
Develop new & connect existing trail system	23%
Repurpose inactive parks/amenities to create new facilities	23%
Upgrade existing neighborhood & community parks	23%
Acquire open space for passive activities (e.g. trails, picnicking)	22%
Upgrade existing playgrounds	21%
Develop a multi-generational community center	20%
Develop an outdoor amphitheater	20%
Upgrade existing pools	17%
Acquire open space for active activities (e.g. developing soccer, baseball, & softball fields)	15%
Develop an outdoor walking/running track	13%
Improved ADA accessibility at current facilities	13%
Develop a large sports complex	12%
Develop new event space capable of hosting events like Hometown Holidays & 4th of July	12%
Develop indoor recreation space (gyms & indoor programming spaces)	10%
Upgrade existing youth/adult athletic fields	9%
None chosen	9%
Develop a performing arts venue	2%
Upgrade existing picnic facilities	1%

PLEASE INDICATE YOUR LEVEL OF AGREEMENT WITH THE FOLLOWING STATEMENTS CONCERNING SOME POTENTIAL BENEFITS OF THE CITY OF ROCKVILLE'S RECREATION AND PARK SYSTEM.

Majority respondents strongly agree or agree with each of the following statements below. Top statements respondents strongly agree that Rockville's Recreation and Park System:

- Makes Rockville a more desirable place to live - 69%
- Preserves open space & protects environment - 58%
- Improves my (my household's) physical health & fitness - 52%

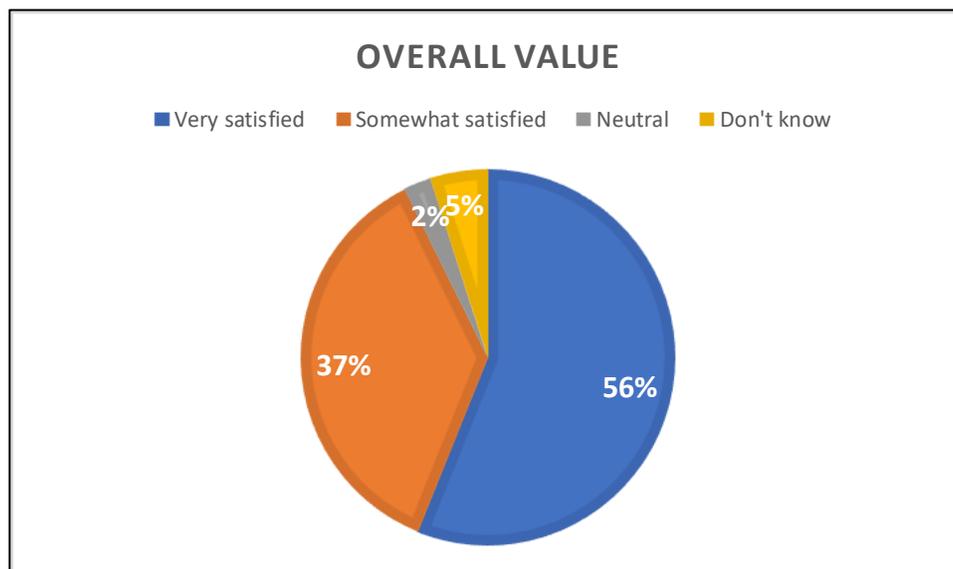
Bolded percentages indicate the highest percentage for each statement listed.

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Makes Rockville a more desirable place to live	<b>69%</b>	30%	0%	0%	1%
Preserves open space & protects environment	<b>58%</b>	38%	4%	0%	0%
Improves my (my household's) physical health & fitness	<b>52%</b>	43%	5%	0%	0%
Fosters an inclusive & welcoming community	43%	<b>49%</b>	7%	1%	0%
Improves my (my household's) mental health & reduces stress	43%	<b>45%</b>	12%	0%	0%
Helps to attract new residents & businesses	<b>41%</b>	39%	20%	0%	0%
Increases my (my household's) property value	40%	<b>44%</b>	15%	0%	0%
Provides clean/aesthetically pleasing landscaping along public streets	39%	<b>50%</b>	8%	1%	1%
Promotes creativity & curiosity in arts & nature	38%	<b>53%</b>	10%	0%	0%
Helps keep kids out of trouble	37%	<b>56%</b>	7%	0%	0%
Provides positive social interactions for me (my household)	36%	<b>55%</b>	8%	1%	0%
Is age-friendly & accessible to all age groups	33%	<b>50%</b>	14%	3%	0%
Positively impacts economic/business development	28%	<b>54%</b>	17%	1%	0%
Helps to reduce crime in my neighborhood	27%	<b>48%</b>	24%	2%	0%
Promotes tourism to City & the region	21%	28%	<b>43%</b>	9%	0%

## RECREATION AND PARKS STRATEGIC PLAN

PLEASE RATE YOUR LEVEL OF SATISFACTION WITH THE OVERALL VALUE YOUR HOUSEHOLD RECEIVES FROM THE CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS.

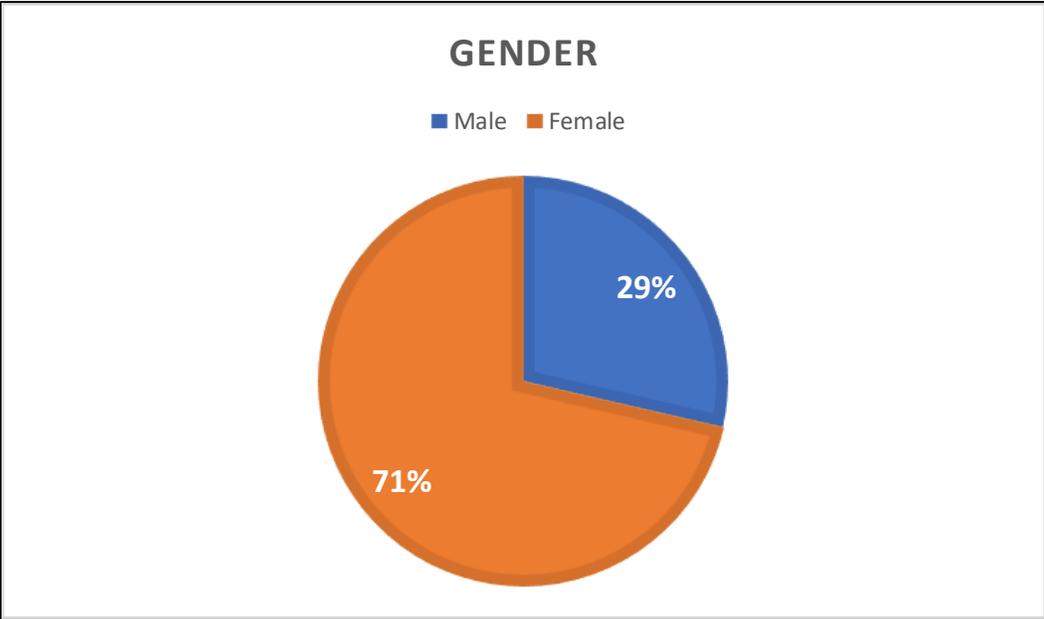
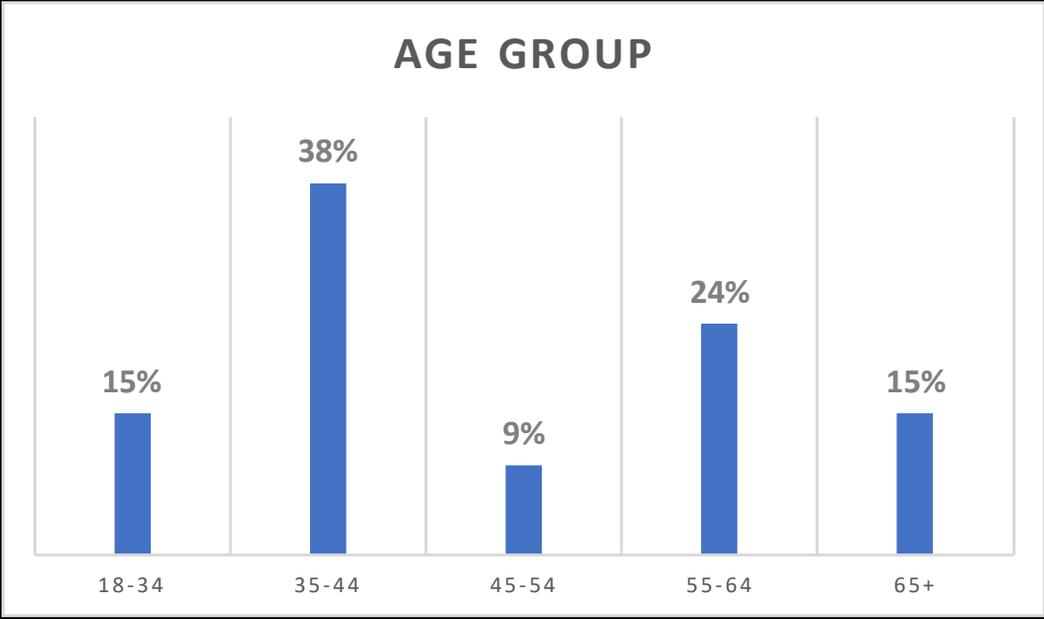
Over half of respondents (56%) are very satisfied with the overall value they receive from the Department. Thirty-seven percent (37%) are somewhat satisfied while 2% are neutral and 5% did not know.



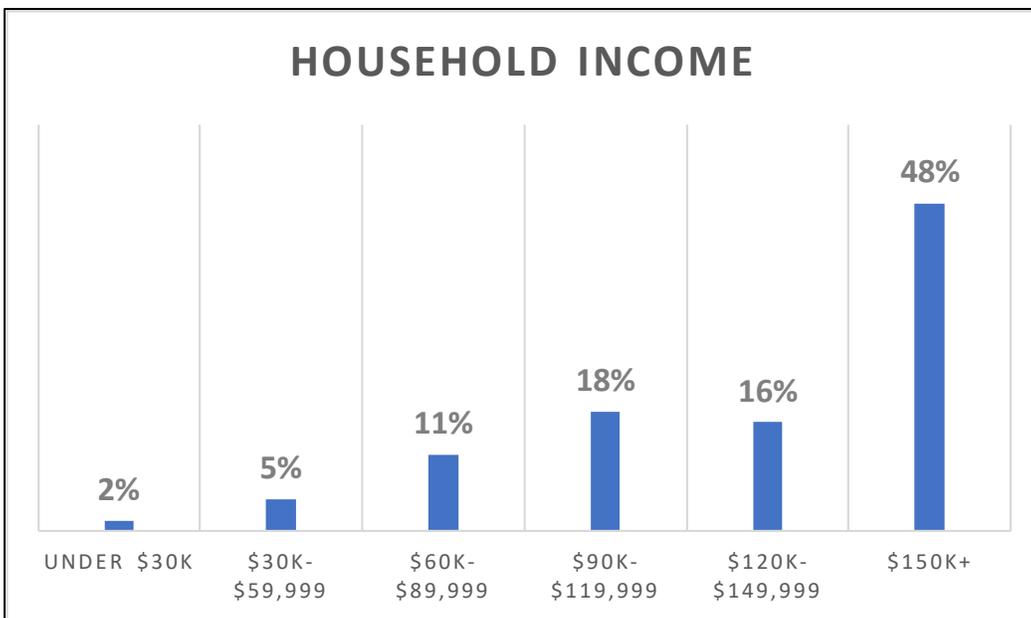
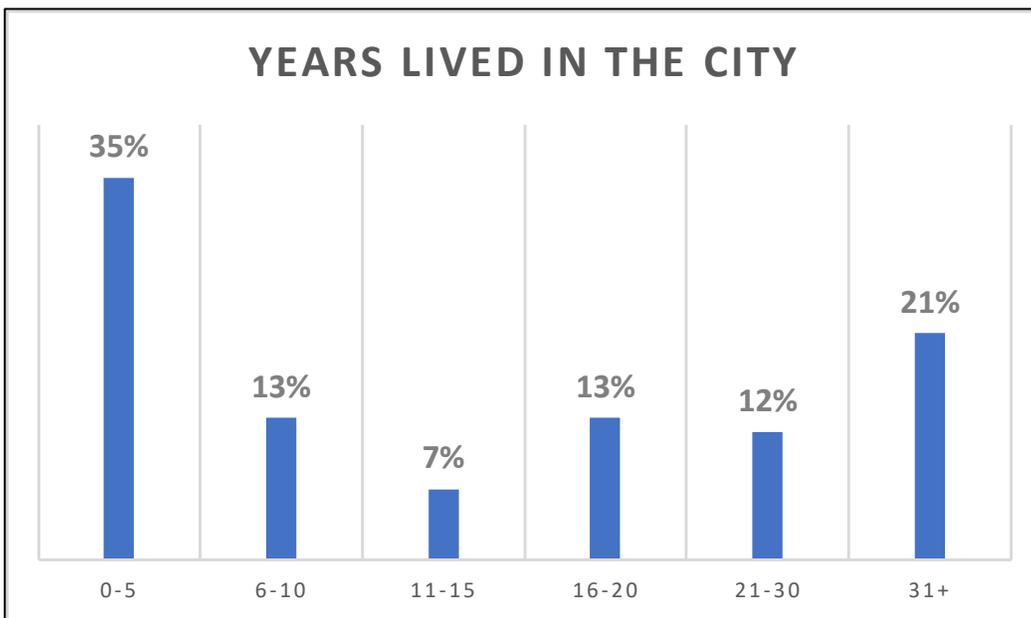
## DEMOGRAPHICS

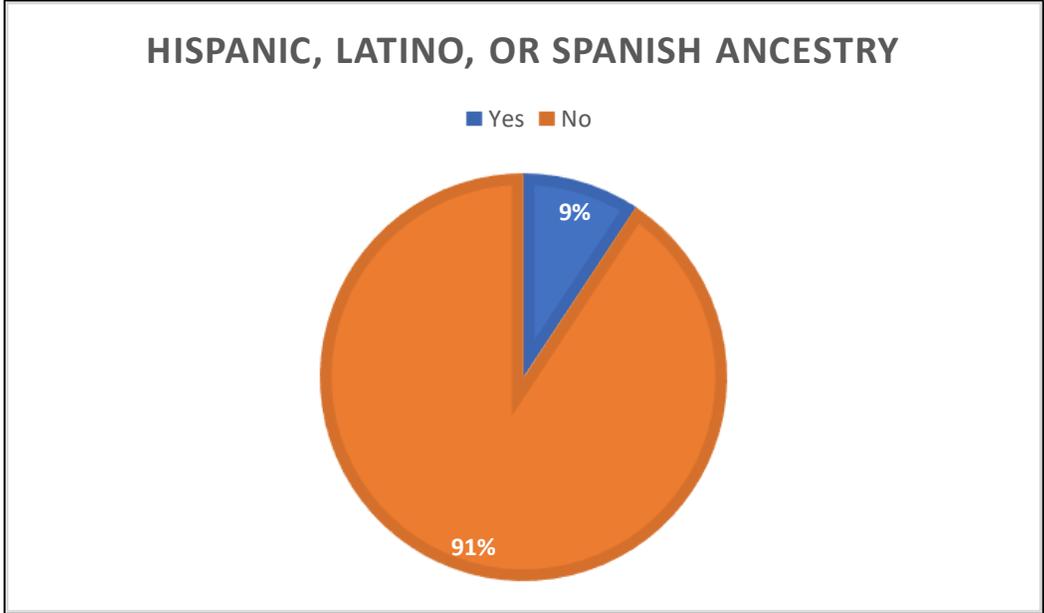
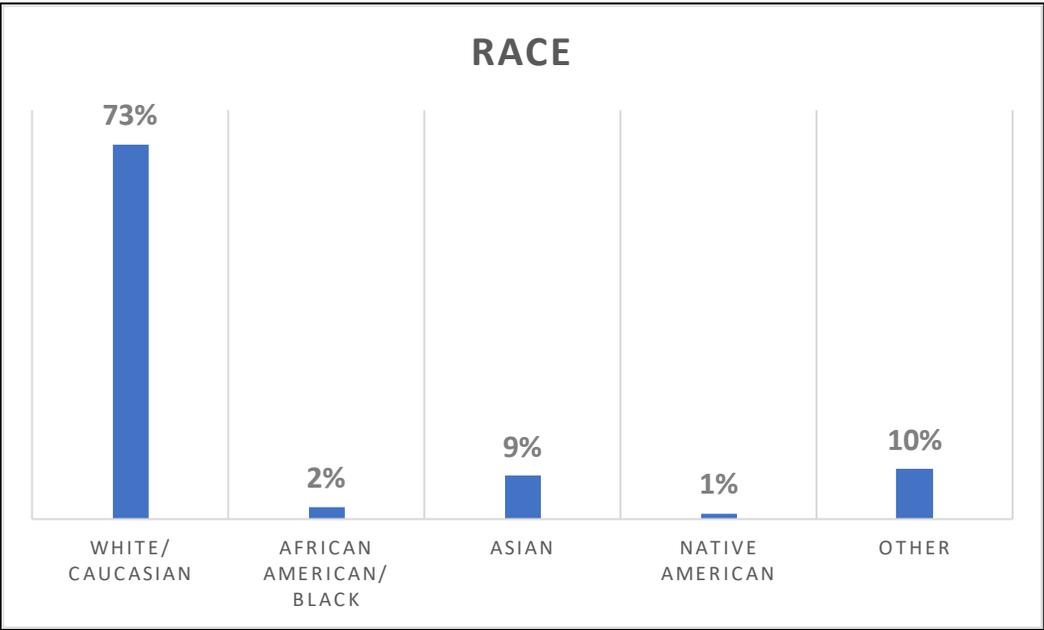
Demographic questions were asked to understand the community representation that participated in the online survey. The following data is a summary of the demographics:

- **Age group:** The predominant age group that participated in the online survey is ages 35-44 (38%) followed by Ages 55-64 (24%) as the secondary age group.
- **Gender:** The predominant gender that participated in the online survey is female (71%) and secondary is male (29%).
- **Years lived in the City:** The predominant years lived in the City by participants of the online survey is 0-5 years (35%) followed by 31+ years (21%) as the secondary data point.
- **Household income:** The predominant household income of participants of the online survey is \$150K+ (48%) followed by \$90K-\$119,999 (18%) as the secondary household income.
- **Hispanic, Latino, or Spanish Ancestry:** Participants of the survey that identify as Hispanic, Latino, or Spanish ancestry are 9% of respondents and 91% do not.
- **Race:** Participants of the survey were predominantly white/Caucasian (73%) with the secondary race being other (10%).
- **Speak other languages besides English:** Participants of the online survey indicated that 16% speak other languages besides English with 84% only speaking English.
- **Other Languages spoken:** The Predominant other languages spoken was other (39%) and secondary language is Spanish (23%).

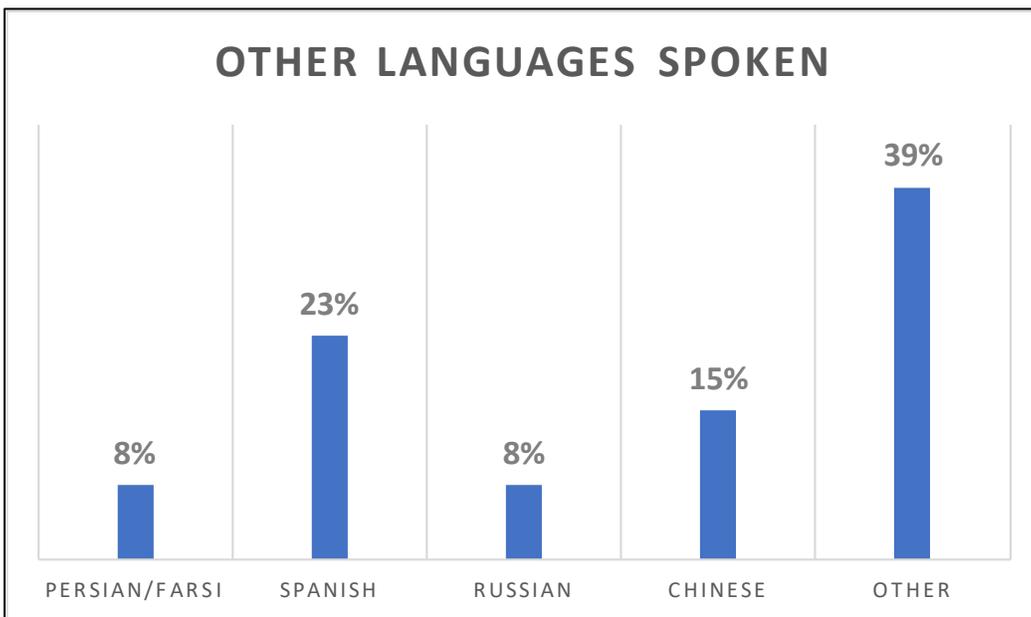
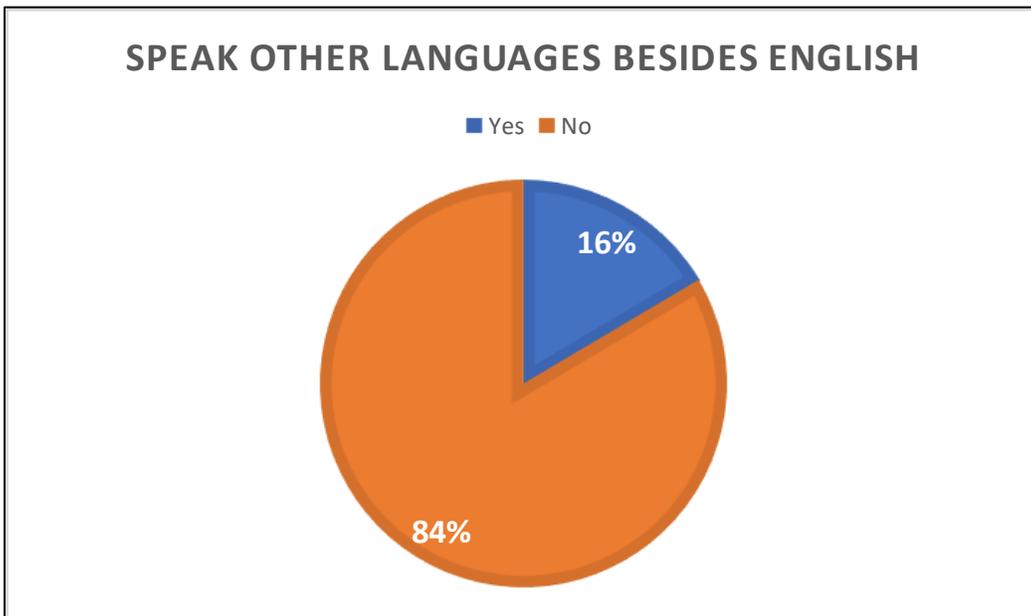


RECREATION AND PARKS STRATEGIC PLAN





RECREATION AND PARKS STRATEGIC PLAN



## APPENDIX E – INDIVIDUAL PARK SUMMARY ASSESSMENTS

### MATTIE STEPANEK PARK

Overall Score: 2

This 26.29-acre community park offers 2 football fields and large parking lot for sports league events. The tennis courts, basketball courts, multi-purpose field, concession with restrooms, children’s playground, and the Mattie Stepanek Memorial Garden are well laid out and connected by ADA accessible trails and sidewalks. The general condition of the park is great.



Well-Maintained Area in Mattie Stepanek Park



Untidy Concession Stand

#### CORRECTIVE ACTIONS NEEDED:

- Repair concrete ADA ramp from parking area to sidewalk near the tennis courts.
- Concession stand needs cleaned up.
- Resurface the team box area of the football field.
- Replace broken tennis board (for single play).

### ROCKCREST PARK TRAIL

Overall Score: 2

This 0.32-mile-long trail connects Ardennes Avenue to the rest of the park to the west. The trail is in good condition, but drainage/erosion issues are present in a few locations along the length of the trail, particularly on the downhill from neighboring properties.

### COURTHOUSE SQUARE PARK

Overall Score: 3

The 1.5-acre park surrounds the old Montgomery County Court House. It has clear signage of dedication and interpretive signages for the historic heritage for the site. The park is well maintained with an



Path at Courthouse Square Park

## RECREATION AND PARKS STRATEGIC PLAN

ornamental fountain plaza, turf and well landscaped areas. The park also includes Montgomery County 9/11 memorial.

### CORRECTIVE ACTIONS NEEDED:

- Fix uneven/broken sidewalk along S. Washington Street.
- Clean out clogged trench drains and the associated system around the fountain plaza.
- Replace deteriorated courthouse entry plaza. Uneven Sidewalk
- Fill gaps in paver mortar to improve aesthetics and reduce trip hazards.

### ROCKCREST PARK

Overall Score: 5

This 7.4-acre park stretches along a restored (stabilized) suburban stream. The park offers an accessible children's playground and paved trail for the neighborhood. The playground and basketball courts are in great condition. The paved, fenced, 'Skate Park' could benefit from additional amenities such as basic ramps and rails if intended to be a skateboard park.



Exposed Drainage Inlet/ Outfall

### CORRECTIVE ACTIONS NEEDED:

- Fix inlet/outfall drain location to the southwest of the playground (likely requires drainage junction box).
- Address drainage issues around walkways.
- Usage regulation sign at skate park needs repair.

### BEALL-DAWSON HOUSE PARK

Overall Score: 5

This 2.9-acre park and cultural landscape is located on the grounds of the Beall Dawson Museum. The park grounds and buildings are accessible from an on-site parking lot. The park consists an open turf area, rows of large evergreen shrubs, and a small garden. It is generally in good condition except for some bare ground areas and overgrown plantings that present sight line issues.



Landscape & Turf Area in front of the Museum

**CORRECTIVE ACTIONS NEEDED:**

- Fix/trim pipe protruding from the gravel walk behind the museum.

**ROCKVILLE CIVIC CENTER PARK**

Overall Score: 6

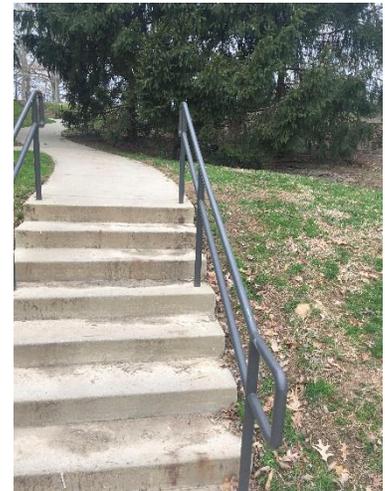
This 153-acre community park is well maintained with a number of amenities unique to the park. These include the Rockville Civic Center and F. Scott Fitzgerald Theatre, the Glenview Mansion and historic gardens, and the Croydon Creek Nature Center. Ample parking spaces at the civic center, Glenview Mansion, tennis court, and the nature center offers great accessibility to the park.

**CORRECTIVE ACTIONS NEEDED:**

- Fix drainage on the slope to the north of the civic center walkway. A drainage outfall is causing erosion on the turf area and sediments are washing onto the sidewalk and stairs.
- Remove grill post / fix grill with missing grill portion.
- Fix erosion issue at the northwest corner of the tennis courts
- Fix the bottom of the ADA ramp at the nature center. The ramp decking is warped and does not meet flush with the concrete plaza.



Well Maintained Glenview Mansion Grounds



Drainage Issue near the Civic Center

## RECREATION AND PARKS STRATEGIC PLAN

## DOGWOOD PARK

Overall Score: 6

The 44.22-acre park offers 3 baseball fields and large parking lot for sports events. Together with basketball court, tennis court, batting cages, sand volleyball, and the playgrounds, this park offers the neighborhood a wealth of amenities. The hard courts and sports fields are in good condition and frequently used. The new playground is popular and well maintained.



Popular Basketball Court

## CORRECTIVE ACTIONS NEEDED:

- Fix erosion issues at #2 baseball field sidewalk.
- Fix erosion issues near #1 baseball field sidewalk.
- Restore the turf on the north side of the sand volleyball court (erosion and compaction).
- Fix barren spots in the outfield of #1 baseball field.
- Fix erosion and sedimentation issue at the plaza and picnic pavilion area.
- Fix drainage around playgrounds so soil does not wash into play surface.



Barren Turf with Erosion Issue



Sedimentation Issue at the Plaza

## VETERAN'S PARK

Overall Score: 9

This 0.26-acre memorial park is in the center of a busy intersection that is mostly used by pedestrians as a traffic island to cross the street. The park is well maintained with minor issues of drainage and broken pavers. Small evergreen trees are planted along the periphery of the park to reduce impact from the busy traffic flow. However, the trees blocked sightlines that caused some safety concern for the park. Low-level pedestrian lighting could be considered to address the safety issue.



Veteran's Park

### CORRECTIVE ACTIONS NEEDED:

- Fix/replace broken pavers.
- Create drainage breaks on the corners of the central pentagon form where much has built up in the planting beds.

## ROCKVILLE CIVIC CENTER PARK TRAIL

Overall Score: 9

This 2.13 miles long, looped nature trail offers a nice walk into the woods and down around the creek. It is in a good condition with ample signage and maps for wayfinding. Due to the steep topography on site, some erosion occurs on the edge of the trails, but in general trail erosion is minimal. Continued stream restoration would aid in minimizing embankment erosion. There is severe erosion from the beginning of the maintenance road at the trailhead down to the pedestrian bridge. The area around the newly installed bridge appears to be under restoration, but the full length of the road needs repair.



Severely Eroded Section under Restoration

## BULLARDS PARK

Overall Score: 10

This 4.6-acre park is secluded in its neighborhood. It contains a forested area, a playground, a basketball court and a picnic area (minor drainage and turf issues). The playground and basketball court are older than most but are still in good condition.



Aged Amenity Still in Good Condition

### CORRECTIVE ACTIONS NEEDED:

- Remove/repair old swing.
- Playground needs resurfacing and curbing.
- Remove invasive species.

## RECREATION AND PARKS STRATEGIC PLAN

### WOOTTON'S MILL PARK

Overall Score: 10

This large 106.5-acre park has 9 pedestrian entrances and 5 vehicle access throughout the neighborhoods. There are multiple marked entrance signs on the surrounding roads, however non are prominent and could be easily missed. The park consists of trails through the floodplain and wooded areas, playground, tennis court, basketball court, and a very large community garden. The park is very popular. The trail, playground, and the hard courts are being used frequently and are in good condition. The community garden is well maintained and could be accessed with an adjacent parking lot.



Drainage over Pathway;. Saturated Turf

#### CORRECTIVE ACTIONS NEEDED:

- Secondary entrance at Watts Branch Parkway turnaround needs to be enlarged to prevent people from driving on non-paved areas.
- Fix flooding and sedimentation issues over pathways.
- Provide drainage solution to the saturated lawn space at the south-east corner.
- Resurface the playground and provide better drainage at the seating area.



Drainage Issues at Playground Seating Area

### WOOTTON'S MILL PARK TRAIL

Overall Score: 10

The 1.19 miles long trail follow the Watts Branch, connecting both sides of the floodplain. The trail heads lack clear signage and mapping for wayfinding. Drainage is a major issue in this park. Standing water covered the trail in multiple areas and sedimentation could be found along the path in several spots. These drainage related issues need to be addressed to provide better accessibility. The bank of the creek is also facing erosion issues that would benefit from restoration.



Flooding and Sedimentation over Trail

## MONTROSE PARK

Overall Score: 11

This 5.7-acre park is popular among young children using the playground associated with the on-site day care facility. The park offers substantial open space with a range of amenities, including basketball court, baseball field, tennis court, multi-use field and picnic area. The park is overall in good condition.

### CORRECTIVE ACTIONS NEEDED:

- Repair uneven sidewalk sections.
- Fix top rail of fence on western playground site
- Fix broken light on north side of Community Center.
- Grind down stumps of removed trees.



Uneven Sidewalk

## FALLSGROVE STREAM VALLEY PARK TRAIL

Overall Score: 11

This 0.96-mile-long trail loops around a stormwater management pond while part of the loop contributes to the Carl Henn Millennium Trail. The trail is in good condition, with only some minor sedimentation issue presents along the south end of the stormwater pond. Trash could be seen along the bank of the stormwater pond that requires more maintenance attention.



Sedimentation on Trail

## RECREATION AND PARKS STRATEGIC PLAN

### POTOMAC WOODS PARK

Overall Score: 13

This is a 42-acre naturalistic park in a quiet neighborhood. It offers natural trail in a forested area along Bogley Branch, with sports fields and playgrounds. The playground, basketball court, and tennis court are in good condition and well used by residents. The northern baseball field is well maintained and used by local youth baseball teams. However, severe erosion started along the warning track of the southern baseball field, continuing into the natural trail.

#### CORRECTIVE ACTIONS NEEDED:

- Provide ADA accessibility to the tennis court and nature trails.
- Southern baseball field need full restoration to be functional.
- Provide stream restoration for Bogley Branch.
- Provide proper drainage (e.g. trench drain) for the restroom building.
- Provide proper fencing or landscape buffer around the stormwater pond.
- Address erosion and sedimentation along the seating area of the northern baseball field.



Severe Erosion at Southern Baseball Field



Erosion & Sedimentation at Northern Baseball Fields

## MONUMENT PARK

Overall Score: 15

This 8.1-acre neighborhood provides one of the best maintained baseball fields of all the parks visited. However, issues between the back of the baseball field and the other active portions of the park are substantial (see below). Although the park offers multiple entrance point for the surrounding neighborhood, the park is not ADA accessible.

### CORRECTIVE ACTIONS NEEDED:

- Fix drainage/erosion issue at the back of the ballfield from center to right field.
- Remove spray paint from the upright 'L' of the 'ROCKVILLE' monument.
- Provide formal path between the ballfield and eastern portion of the park to minimize trampling, erosion and safety concerns.
- Fix drainage around playgrounds so soil does not wash into the play surface.



Well Maintained Baseball Fields



Drainage/Erosion at Ballfields



Vandalism on Monument

## CALVIN PARK

Overall Score: 17

This 5.9-acre park includes a range of amenities. The playground and hardcourts are in great condition except for some drainage issues around the basketball court that may in part be due to adjacent construction at Rockville Cemetery. The creek shows severe erosion and sediment issues, also likely in part due to adjacent construction. The hard courts are not ADA accessible.

## RECREATION AND PARKS STRATEGIC PLAN

## CORRECTIVE ACTIONS NEEDED:

- Fix extensive drainage issue to the south of the basketball courts.
- Create a safe transition between the trail along Baltimore Road and the pedestrian bridge on the downhill side.
- Remove invasive species (e.g. bamboo).



Extensive Surface Runoff over Basketball Court

## HILLCREST PARK

Overall Score: 18

This 4.4-acre park provides an on-site parking lot, playgrounds, hard courts, and picnic shelter. The upland area of the park is more natural and provides opportunity for seclusion, however this may also create increased safety/crime concerns. Steps may be taken to minimize risk such as clearing shrub level plantings to open sight distances.

## CORRECTIVE ACTIONS NEEDED:

- Fill holes in turf created by decaying tree roots to the east of the tot lot.
- Fix drainage around playgrounds so soil does not wash into play surface.
- Fix drainage around hard courts to minimize soil washing onto the surface.



Soil Washed in Playground Surface



Soil Washes onto Hardcourt Surface

## SILVER ROCK PARK

Overall Score: 23

This small, 2.5-acre neighborhood park is largely inaccessible, particularly from Claggett Drive. The open space of the park sits in a floodplain and is often saturated, rendering most of the park inaccessible. A pathway on the high side of the park with adequate drainage may provide may increase access and use. Turf is in poor condition due to the drainage issue and heavy shade from large canopy trees.

### CORRECTIVE ACTIONS NEEDED:

- Provide ADA access to the playground.
- Fix separation issues between playground surface and edging.
- Remove invasive species (e.g. bamboo) creeping in from adjacent lots (will likely require installation of a root barrier).
- Re-position benches (height) in an area that exhibits less erosion.



Saturated Turf Area with No Access



Edging Separating from  
Playground Surface



Bench Needs to be Repositioned

APPENDIX F - MARKETING & PROMOTION METHODS

PROGRAM MARKETING & PROMOTION METHODS

### Marketing & Promotion Methods

Program Idea (*Name or Concept*): \_\_\_\_\_

Marketing Methods	Content Developed	Contact Information	Start Date
<i>Activity Guide</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Website</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Newspaper Article</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Radio</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Social Media</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Flyers - Public Places</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Newspaper Ad</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Email Notification</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Event Website</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>School Flyer/Newsletter</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Television</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Digital Sign</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Friends &amp; Neighbors Groups</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Staff Promotion @ Events</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Attachment 9.a: Rockville Strategic Plan Final Draft (2903 : Presentation and Discussion of the Recreation and Parks Strategic Plan)

**MARKETING PRIORITY BY TASK**

This template is a best practice to establish and functional/task priorities on an on-going basis to be updated annually.

Rank	Description
1	Annual report
2	Develop standards (flyers, banners, any graphic content, requirements - ADA)
3	Tools/Template Development
4	Program Brochures - distribution (what is our role)
5	Program Brochures - production
6	Citywide collaborative marketing efforts
7	Criteria development (what gets on web, ad space in program brochures, when to contact council)
8	Flyers/posters/banners - Creating
9	Flyers/posters/banners - Distributing
10	Listing of media, newspapers & other org contacts
11	Media exposure - good stories
12	Media inquiries
13	Press releases/advisories - reviewing
14	Website Updates - Internet
15	Citywide Activity Guide - redesign
16	CMO Weekly
17	Flyers/posters/banners - Review/Oversight
18	Inventory of publicity materials
19	Marketing Task Force of PRNS employees
20	Media Section on PRNS website "In the News" - post newspaper articles or videos
21	Website Updates - Intranet
22	You Tube account - posting videos
23	Advertisement - Buying ads
24	Advertisement - selling ads for CAG
25	Master brochure of the dept.
26	Outreach to business districts & neighborhood assoc.
27	Outreach to council disticut sites/ newsletters
28	Press releases/advisories - preparing
29	Trainings (website, flyer creation, procedures, social media)
30	Translation services (flyers, media inquiries)
31	Video upload that involve us (our videos)
32	Visibility in community papers
33	Outreach - booths @ festivals/events
34	Working with other dept. on marketing efforts & events "One Voice"
35	Awards/Recognition Opportunities
36	Give aways
37	Meeting - Communication Round Table
38	Digital Publishing strategies
39	Email signature protocol

## RECREATION AND PARKS STRATEGIC PLAN

## SAMPLE ANNUAL MARKETING/PROMOTION CALENDAR

Rank	Description	Outcomes	Frequency	\$ Amount	Resources Allocated
1	Annual report	Increased visibility	Annual	TBD	Per Annual Budget
2	Develop standards (flyers, banners, any graphic content, requirements - ADA)	Cohesive appearance	On-going	TBD	Per Annual Budget
3	Tools/Template Development	Cohesive appearance	On-going	TBD	Per Annual Budget
4	Program Brochures - distribution (what is our role)	Cohesive appearance	Quarterly	TBD	Per Annual Budget
5	Program Brochures - production	Cohesive appearance	Quarterly	TBD	Per Annual Budget
6	Citywide collaborative marketing efforts	Cohesive appearance & increased visibility	On-going	TBD	Per Annual Budget
7	Criteria development (what gets on web, ad space in program brochures, when to contact council)	Cohesive appearance	On-going	TBD	Per Annual Budget
8	Flyers/posters/banners - Creating	Increased visibility	On-going	TBD	Per Annual Budget
9	Flyers/posters/banners - Distributing	Increased visibility	On-going	TBD	Per Annual Budget
10	Listing of media, newspapers & other org contacts	Increased visibility	On-going	TBD	Per Annual Budget
11	Media exposure - good stories	Increased visibility	On-going	TBD	Per Annual Budget
12	Media inquiries	Increased visibility	On-going	TBD	Per Annual Budget
13	Press releases/advisories - reviewing	Cohesive appearance	On-going	TBD	Per Annual Budget
14	Website Updates - Internet	Increased visibility	On-going	TBD	Per Annual Budget
15	Citywide Activity Guide - redesign	Maximize resources	Once	TBD	Per Annual Budget
16	CMO Weekly	Increased visibility	Weekly	TBD	Per Annual Budget
17	Flyers/posters/banners - Review/Oversight	Cohesive appearance	On-going	TBD	Per Annual Budget
18	Inventory of publicity materials	Maximize resources	Once	TBD	Per Annual Budget
19	Marketing Task Force of PRNS employees	Cohesive appearance	Monthly	TBD	Per Annual Budget
20	Media Section on PRNS website "In the News" - post newspaper articles or videos	Increased visibility	On-going	TBD	Per Annual Budget
21	Website Updates - Intranet	Maximize resources	On-going	TBD	Per Annual Budget
22	You Tube account - posting videos	Increased visibility	On-going	TBD	Per Annual Budget
23	Advertisement - Buying ads	Increased visibility	On-going	TBD	Per Annual Budget
24	Advertisement - selling ads for CAG	Maximize resources	Quarterly	TBD	Per Annual Budget
25	Master brochure of the dept.	Increased visibility	Once	TBD	Per Annual Budget
26	Outreach to business districts & neighborhood assoc.	Increased visibility	On-going	TBD	Per Annual Budget
27	Outreach to council disticut sites/ newsletters	Increased visibility	On-going	TBD	Per Annual Budget
28	Press releases/advisories - preparing	Cohesive appearance	On-going	TBD	Per Annual Budget
29	Trainings (website, flyer creation, procedures, social media)	Cohesive appearance	On-going	TBD	Per Annual Budget
30	Translation services (flyers, media inquiries)	Increased visibility	On-going	TBD	Per Annual Budget
31	Video upload that involve us (our videos)	Increased visibility	On-going	TBD	Per Annual Budget
32	Visibility in community papers	Increased visibility	On-going	TBD	Per Annual Budget
33	Outreach - booths @ festivals/events	Increased visibility	On-going	TBD	Per Annual Budget
34	Working with other dept. on marketing efforts & events "One Voice"	Maximize resources	On-going	TBD	Per Annual Budget
35	Awards/Recognition Opportunities	Increased visibility	On-going	TBD	Per Annual Budget
36	Give aways	Increased visibility	On-going	TBD	Per Annual Budget
37	Meeting - Communication Round Table	Maximize resources	Monthly	TBD	Per Annual Budget
38	Digital Publishing strategies	Increased visibility	On-going	TBD	Per Annual Budget
39	Email signature protocol	Cohesive appearance	Once	TBD	Per Annual Budget

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## ROCKVILLE SOCIAL MEDIA POLICY

### CITY OF ROCKVILLE EMPLOYEE USE OF SOCIAL MEDIA POLICY

The purpose of this policy is to establish acceptable and appropriate use of Social Media on behalf of the City. This policy addresses how social media sites maintained by or representing the City can be established, and procedures for ensuring that information on those sites is accurate and timely.

#### DEFINITIONS:

##### SOCIAL MEDIA

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Social media is any site or online process designed to facilitate simple and streamlined communication between users. Social media is an umbrella term that encompasses the various programs the City uses to make content (video, audio, text, or images) publicly available on the internet and allow viewers to publicly post their own content in response. **Social Network**

The term “social network” or “social networking” refers to any interaction between a participant and any site deemed by the City to be social media, including, but not limited to: Facebook, SnapChat, LinkedIn, Instagram, NextDoor, Twitter and YouTube. Interaction is not limited to accessing the website of such social media sites, but also sending to or receiving from such sites any emails, text messages, or any other electronic interaction.

##### ESTABLISHMENT OF SOCIAL MEDIA

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The City Manager’s Office, specifically through its Public Information and Community Engagement (PICE) Division, must approve any plan or process to create an official social media site or tool. This helps to ensure that information posted on social media sites or tools maintained by or representing the City meet all applicable codes, policies, procedures, and laws pertaining to them, and that the structure of the social media sites or tools maintained by or representing the City are consistent with the strategic communication strategy of the City. The PICE division will work with departments and divisions to determine an appropriate communication strategy; the appropriateness of a new social media site will be determined at that time.

The number of social media sites maintained by or representing the City will be limited to ensure concentrated, effective communication for the City’s audiences. It may be necessary to combine, consolidate or delete social media accounts to meet the City’s strategic communication goals.

##### GRANT OF ACCESS:

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Any social media site or tool maintained by or representing the City must be accessible to the Director of Communication and other members of the PICE division to communicate urgent information or make corrections to inappropriate or inaccurate information, or in accordance with any policy, procedure, or law that requires such access. The City reserves the right to disable any social media site or tool for any reason temporarily or permanently including but not limited to: inappropriate management of the tool, or the tool no longer meets the original communication goals.

##### APPROPRIATE USE:

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The following shall apply to any social media sites or tools maintained by or representing the City.

**Advertising.** Whenever possible, all third-party advertisements are to be disabled on any social media sites or tool maintained by or representing the City.

## RECREATION AND PARKS STRATEGIC PLAN

**Comments.** A designated City employee must regularly monitor social media sites maintained by or representing the City, usually the person responsible for keeping the site up to date. Employees should refer to the external social media policy located on the City's website for complete guidance. In accordance with the external policy, comments can be deleted, without notice, for the following reasons:

- A. Language or content that is spam or not topically related to the posted topic. You may request that commenters send off-topic comments that are relevant to the City to the appropriate City email address for response.
- B. Obscene, threatening or offensive language.
- C. Personal attacks of any kind or offensive comments that target or disparage any ethnic, racial, age, religious group, gender, genetic information, national origin, sexual orientation or disability status.
- D. Comments advocating illegal activity or posting of content that violates a legal ownership right or interest including a copyright, trademark or patent.
- E. Unsolicited proposals, responses to City bid requests or requests for proposals, other City contracting or commercial business matters, or promotion or advertisement of a business or commercial transaction.
- F. Links to any website (other than the City's website)
- G. Personal information (address, social security numbers, etc.)

**Photos, Videos, and other Multimedia.** No photos, videos, or other multimedia files may be posted to social media sites or tools maintained by or representing the City unless the City or its agents have expressed permission by the copyright holder to do so, or ownership of said files belongs to the City. Unless properly disclaimed on the social media sites maintained by or representing the City, no such files may be contributed by users without expressed, written permission of the copyright holder of said files.

**Posting on Social Media Sites.** When posting or submitting information, follow these guiding principles:

- Stick to your area of expertise and provide perspectives on what is going on in your department.
- Reply to comments in a timely manner, when a response is appropriate.
- Use humor judiciously. See the City's policy and Procedure Manual and Sexual Harassment Policy for guidance.
- When disagreeing with others' opinions, keep it appropriate and polite. See the City's policy and Procedure Manual and Sexual Harassment Policy for guidance.

**Alerts and Emergency Information.** All information of an emergency nature must be approved by the City Manager's Office before it may be disseminated on a social media site maintained by or representing the City. The City Manager's Office may, when necessary, use any social media sites maintained by or representing the City to disseminate emergency or other important information.

- **Personal Information.** Social media sites maintained by or representing the City shall not be used to send out or promote any information of a non-City -approved nature. All information posted by the City or its agents must be for communicating about City information or services.
- **Prohibited Information.** No content may be placed on a social media sites maintained by or representing the City that violates existing City of Rockville policies including, but not limited to: sexual harassment, discrimination and harassment, workplace violence, or other adopted City policies. This includes content that is sexually explicit, that creates a hostile work environment, or that promotes hatred or violence. As allowed or required by law, comments or other materials

placed on a social media site maintained by or representing the City or site that violate any of these policies must be removed immediately.

- **Disclaimers.** All social media sites maintained by or representing the City must display applicable social media disclaimers and legal statements as determined by the City’s legal counsel.

#### LOCATION OF INFORMATION

The City’s website, [rockvillemd.gov](http://rockvillemd.gov), is the primary source for City information, and will remain the City’s primary and predominant web presence. The City’s website should be updated before any social media is considered.

Whenever possible, the information posted to social media sites maintained by the City, should be available on the City’s website. Whenever possible, content posted to social media sites maintained by or representing the City should contain links directing users back to the City’s official website for in-depth information, forms, documents, or online services.

In no case shall a social media site or tool be the exclusive or primary source of information for City information or services.

#### APPLICABILITY OF OTHER POLICIES

City employees, agents, volunteers, and contractors are bound by all other applicable policies, procedures, and laws pertaining to the creation and maintenance of social media sites maintained by or representing the City.

RECREATION AND PARKS STRATEGIC PLAN

APPENDIX G – PROGRAM EXAMPLES

<b>Program Idea (Name or Concept):</b> Esports					
<b>Internal factors</b>					
Priority Ranking:	High	Medium	Low		
		X			
Considered medium instead of low due to the attraction to individuals with disabilities.					
Program Area:	Core	Non-Core			
	Instructional, social, & Enrichment				
Classification	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
			X		
Considered tier three due to high attraction for teens					
Cost Recovery Range	0%+	20-50%	30-70%	70-100%	100%+
			X		
Age Segment	Primary	Secondary			
	Teens	School Aged			
All ages and individuals with disabilities could participate. Starting small, focus on teens first.					
<b>Sponsorship/Partnership</b>					
Potential Partnerships	Monetary	Volunteers	Partner Skills	Space	
			Game Gym	Schools	
			Dream Wizards	Library	
Potential for split revenue share					
<b>Sponsorship/Partnership</b>					
Sponsorship Partnerships	Monetary	Volunteers	Partner Skills	Space	
	Disabled Sports	EveryMind		Schools	
				Library	
Increasing social activities improves mental health EveryMind maybe interested in being present to reach teens. Also looking into other healthcare providers or teen outreach organizations.					
<b>Market Competition</b>					
Number of Competitors	1 to 2				
Competitiveness	High	Medium	Low		
			X		
Competitiveness	High	Medium	Low		
	X				

APPENDIX H – DETAILED CAPITAL IMPROVEMENT PLAN

NEAR TERM

<b>Capital Improvement Program</b>			
<b>NEAR TERM PRIORITY (0-2 years)</b>			
<b>Current Strategic CIP Projects</b>	<b>FY2020 Adopted Budget Totals</b>		<b>Total Costs</b>
<b>Projects</b>			<b>(incl. 25% contin.)</b>
Roofing Conditions Assessment	\$80,000		\$100,000
Replacement of Wooden Fire Escape at Glenview Mansion	\$225,000		\$281,250
Croydon Creek Outdoor Exploration Area	\$100,000		\$125,000
Bleacher Replacement	\$140,000		\$175,000
System-wide park sign replacement	\$500,000		\$625,000
ADA Audit & Transition Plan Improvements(1)	\$1,000,000		\$1,250,000
<b>Facilities</b>			<b>(incl. 25% contin.)</b>
Elwood Smith Flooring Renovation	\$50,000		\$62,500
Renovation of Former Police Sub-Station	\$50,000		\$62,500
Croydon Creek Kitchen Renovation	\$50,000		\$62,500
Civic Center Entrance Sign Replacement	\$108,000		\$135,000
<b>Action</b>	<b>Estimated Project Costs</b>	<b>Total Recommended Inventory</b>	<b>Total Costs</b>
<b>Outdoor Amenities</b>		Quantity	<b>(incl. 25% contin.)</b>
Park Shelters (2)	\$400,000	2	\$1,000,000
90' Ball Fields	\$550,000	2	\$1,375,000
Rectangular Multi Purpose Fields	\$250,000	2	\$625,000
Outdoor Volleyball Courts	\$25,000	2	\$62,500
Conversion of playgrounds to natural play areas	\$100,000	2	\$250,000
Pickleball (3)	\$75,000	4	\$375,000
<b>HIGH PRIORITY CIP</b>			<b>\$6,566,250</b>
NOTES: (1) ADA Improvements represent 2 years of a 4 year recommended implementation period from the FY 2020 Adopted City Budget (2) Shelter with Restroom Facility (3) New Facilities with 4 courts - no parking or site work included			

## RECREATION AND PARKS STRATEGIC PLAN

## MID TERM

<b>Capital Improvement Program</b>			
<b>MID TERM PRIORITY (2-4 years)</b>			
<b>Current Strategic CIP Projects</b>	<b>FY2020 Adopted Budget Totals</b>		<b>Total Costs</b>
<b>Projects</b>			<b>(incl. 30% contin.)</b>
ADA Audit & Transition Plan Improvements(1)	\$1,000,000		\$1,300,000
<b>Facilities</b>			<b>(incl. 30% contin.)</b>
Storage Structure	\$166,500		\$216,450
Recreation Services Building Renovation	\$150,000		\$195,000
<b>Action</b>	<b>Estimated Project Costs</b>	<b>Total Recommended Inventory</b>	<b>Total Costs</b>
<b>Outdoor Amenities</b>		<b>Quantity</b>	<b>(incl. 30% contin.)</b>
Park Shelters (2)	\$400,000	2	\$1,040,000
90' Ball Fields	\$550,000	1	\$715,000
Rectangular Multi Purpose Fields	\$250,000	2	\$650,000
Outdoor Volleyball Courts	\$25,000	2	\$65,000
Conversion of playgrounds to nature play areas	\$100,000	2	\$260,000
Pickleball (3)	\$75,000	4	\$390,000
Dog Park	\$250,000	1	\$325,000
<b>Trails</b>		<b>Miles</b>	<b>(incl. 30% contin.)</b>
Multi Use Trails	\$1,000,000	4.84	\$6,292,000
Nature Trails	\$75,000	2.64	\$257,400
<b>Parkland Acquisition</b>		<b>Acres</b>	<b>(incl. 30% contin.)</b>
Acquire Additional Parkland (4)	\$800,000	20.5	\$21,320,000
Develop Additional Parks to Meeting LOS Need	\$400,000	20.5	\$10,660,000
<b>MID TERM PRIORITIES</b>			<b>\$43,685,850</b>
NOTES: (1) ADA Improvements represent 2 years of a 4 year recommended implementation period from the FY 2020 Adopted City Budget (2) Shelter with Restroom Facilities (3) New Facilities with 4 courts - no parking or site work included (4) \$800,000 per acre utilizes an average cost based on real estate data available, costs may vary depending on land use, zoning and access			

LONG TERM

<b>Capital Improvement Program</b>			
<b>LONG TERM PRIORITY (4+ years)</b>			
<b>NEW FACILITIES PROGRAM*</b>			
<b>Current Strategic CIP Projects</b>	<b>FY2020 Adopted Budget Totals</b>		<b>Total Costs</b>
<b>Projects</b>			<b>(incl. 40% contin.)</b>
East Rockville Splash Pad	\$1,750,000		\$2,450,000
Twinbrook Pedestrian Crossing (1)	\$500,000		\$700,000
<b>Facilities</b>	<b>Estimated Project Costs</b>	<b>Units (square feet)</b>	<b>(incl. 40% contin.)</b>
Community Center West of I-270 (2)	\$500	12,500	\$8,750,000
<b>Acquisition</b>		<b>Units (acres)</b>	<b>(incl. 40% contin.)</b>
Twinbrook Parkland Purchase (3)	\$800,000	10	\$11,200,000
<b>Action</b>	<b>Estimated Project Costs</b>	<b>Total Recommended Inventory</b>	<b>Total Costs</b>
<b>Outdoor Amenities</b>	<b>Unit Cost</b>	<b>Units</b>	<b>(incl. 40% contin.)</b>
Park Shelters	\$400,000	1	\$560,000
Rectangular Multipurpose Fields	\$250,000	1	\$350,000
Outdoor Volleyball Courts	\$25,000	1	\$35,000
<b>Trails</b>	<b>Unit Cost</b>	<b>Miles Needed per LOS</b>	<b>(incl. 40% contin.)</b>
Multi Use Trails	\$1,000,000	1.55	\$2,170,000
Nature Trails	\$75,000	0.20	\$21,000
<b>Acquisition</b>	<b>Cost Per Acre</b>	<b>Number of Acres</b>	<b>(incl. 40% contin.)</b>
Acquire Additional Parkland (3)	\$800,000	20.5	\$22,960,000
Develop Additional Parks to Meeting LOS Need (6)	\$400,000	20.5	\$11,480,000
Development of Park Facilities (6)	\$250,000	130.0	\$45,500,000
<b>Facilities</b>	<b>Cost Per Square Foot</b>	<b>Square Footage per LOS</b>	<b>(incl. 40% contin.)</b>
Recreation / Aquatics (4)	\$600	38,093	\$31,998,120
Special Use / Cultural Facilities (5)	\$500	7,019	\$4,913,300
<b>LONG TERM PRIORITY New Facilities Costs</b>			<b>\$143,087,420</b>
<b>NOTES:</b>			
(1) Assumes 'at-grade' pedestrian crossing			
(2) Provides 12,500 s.f. community center at Rockshire Shopping Center Site			
(3) \$800,000 per acre utilizes an average cost based on real estate data available, costs may vary depending on land use, zoning and access			
(4) Provides new facility at Redgate to meet the balance of the 2024 facility demand			
(5) Provides an addition at the Rockville Swim Center			
(6) Average cost of development of site work at Redgate			

APPENDIX I – DETAILED RESULTS OF THE STATISTICALLY-VALID SURVEY



Mayor & Council Meeting Date: March 23, 2020  
 Agenda Item Type: Work Session  
 Department: Finance  
 Responsible Staff: Stacey Webster

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## Subject

Fiscal Year 2021 Mayor and Council Budget Worksession

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## Recommendation

Staff recommends that the Mayor and Council review the City Manager's recommended adjustments to the proposed budget, outstanding items, follow-up information, and summary of public testimony, then provide guidance to staff as needed.

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## Discussion

This worksession focuses on changes from the FY 2021 Proposed Operating Budget and Capital Improvements Program (CIP), and follow-up information as requested by the Mayor and Council. All department directors or department representatives will be available during the worksession to answer questions.

This is the second Mayor and Council worksession related to the Proposed FY 2021 Operating Budget and Capital Improvements Program. This agenda report contains the following information: City Manager recommended adjustments to the FY 2021 General Fund and the FY 2022 and FY 2023 Capital Projects Fund, outstanding items, follow-up information from the first budget worksession held on March 2, 2020, and a summary of public testimony. There is one additional worksession scheduled for April 20, 2020, if the Mayor and Council need additional time to discuss the information.

### **City Manager Recommended Adjustments to the General Fund**

Table 1 and Table 2 contain adjustments to the FY 2021 General Fund budget as a result of changes to revenues and expenditures since the proposed budget was presented, additional Mayor and Council requests, and additional staff recommendations. Staff will present this information using an interactive Excel format to allow for adjustments during the meeting.

All items in Table 1 and Table 2, and the subsequent impact on the General Fund, comply with current City Financial Management Policies, which state: FY 2021 operating expenditures must be funded with FY 2021 revenues, inclusive of debt service; and the City must maintain an unassigned fund balance in the General Fund of at least 20 percent of adopted revenue.

TABLE 1, General Fund Revenues

Revenue Item	\$ Amount	Note
Tax Duplication	591,400	This increase in revenue is based on the Montgomery County Executive's FY 2021 Proposed Operating Budget. This increase brings the City's total tax duplication revenue to \$3 million for FY 2021.
Development Fees	80,000	Development fee revenue is estimated to increase due to change in fees and permits that will be presented in the form of a resolution to the Mayor and Council on March 30, 2020.
<b>Total:</b>	<b>\$671,400</b>	

TABLE 2, General Fund Expenditures

Expenditure Item	\$ Amount	Note
1.0 FTE Police Officer	120,370	This Police Officer position is in addition to the one new Officer that was included in the proposed budget. Salary and benefits are budgeted at \$82,330 with equipment and training budgeted at \$38,040. The total equals \$120,370, of which \$93,440 is ongoing and \$26,930 is one-time. This position will bring the sworn officer total to 67 for FY 2021, up by eight officers since FY 2017.
Basic Maintenance of the RedGate Property	31,200	This additional allocation covers basic maintenance (mowing, trash) at the RedGate property as discussed at the worksession on March 2, 2020.
Transfer to Special Activities: Art in Public Architecture	30,000	Per the City's Financial Management Policies, "An amount equal to 1 percent of the City's costs for capital projects involving the construction of, or major improvements to, buildings, parks, and other public structures is to be transferred annually from the General Fund to the Art in Public Architecture program in support of Ordinance 3-04, pending appropriation by the Mayor and Council." This allocation is connected to the \$3 million that the Mayor and Council approved via March budget amendment for the Maintenance and Emergency Operations Facility CIP project.
Implementation of Compensation and Classification Study Results	29,000	The proposed budget assumed a total of \$400,000 for the General Fund portion of the City Manager's recommended implementation. Actual implementation costs equal \$429,000, which includes salary and benefits. <i>(note: the</i>

		<i>study has not been approved by the Mayor and Council and can change based on their guidance.)</i>
General Fund Contingency	40,000	The General Fund contingency account was reduced by \$40,000 during the FY 2021 budget preparation process to fund department budget requests. This recommendation will restore the General Fund contingency account back to \$350,000, which is equal to the FY 2020 adopted level.
Transfer to CIP: Senior Center ADA Improvements	120,000	As a result of the discussion held at the first budget worksession, this allocation funds the FY 2021 component of the CIP project that was unfunded. This funding will support ADA improvements to the Senior Center greenhouse and art room.
Transfer to CIP: David Scull Park Improvements	139,000	This CIP project was originally proposed as \$544,700 unfunded in future years. As a result of the discussion held at the first budget worksession, staff now recommends funding the high priority components of the project, which consist \$139,000 for fence replacement, demolition of brick shelter, and design of park to address stormwater management concerns. Staff recommends keeping the remaining improvements (\$405,700 for field renovations, paths, shade pavilion, and landscaping) as unfunded in FY 2023.
Additional ADA Improvements	160,000	Each year the City allocates operating funds to complete ADA improvements that are consistent with the City's ADA Transition Plan. For FY 2021, the proposed budget included \$105,000. This additional allocation brings the total to \$265,000, which will allow staff to complete some of the larger, higher priority projects.
<b>Total:</b>	<b>\$669,570</b>	

### Staff Recommended Adjustments to the Capital Projects Fund Budget

Table 3 contains adjustments to the FY 2022 and FY 2023 Capital Projects Fund budget.

**TABLE 3, Capital Projects Fund Expenditures**

Expenditure Item	\$ Amount	Note
F. Scott Fitzgerald Theatre ADA Improvements	143,000 Design 887,000	This project was included in the proposed budget in FY 2024 and FY 2025. As a result of the discussion held at the first budget worksession, staff can advance fund the project

	Construction	by two years, to FY 2022 (design) and FY 2023 (construction). This project funds ADA improvements to the F. Scott Fitzgerald Theatre and Social Hall.
Traffic Signal at East Middle Lane/Helen Heneghan Way	400,000	This project was included in the proposed budget in FY 2023 as unfunded. Due to the City's increased focus on pedestrian and bicycle safety, staff recommends this project be funded in FY 2023. Staff will fund this project by increasing the transfer to the CIP starting in FY 2022. The increase in the CIP transfer is possible due to the additional tax duplication revenue assumed starting in FY 2021 and continuing in future years.
<b>Total:</b>	<b>\$1,430,000</b>	

**Outstanding Items**

During the prior budget discussions, the City Manager reported that \$700,000 for fire suppression for the King Farm Farmhouse and Dairy Barns will need approval by the Mayor and Council on a future budget amendment. Staff scheduled this budget amendment for May 4, 2020. The support for the fire suppression will come from the General Fund unassigned fund balance above the policy reserve target. The proposed budget ordinance for FY 2021 also commits \$750,000 of the unassigned fund balance for a one percent cost of living adjustment for retirees (\$450,000) and for the master planning of the RedGate property (\$300,000).

In addition to fire suppression, the CIP project for renovations to the Horse Barn at the King Farm Farmstead was discussed during the first budget worksession. Staff maintains the proposed budget's recommendation that this project remain unfunded in FY 2024 and future years. However, the Mayor and Council are scheduled to discuss the King Farm Farmstead over the next several months, and new information as a result of the RFI and/or next steps will help to determine future funding decisions.

Other outstanding items include City Hall security improvements and the creation of new pickleball courts. While there is no funding currently identified for either of these items, staff recommends continuing to research options and costs and plans to discuss recommendations with the Mayor and Council over the next several months. Appropriating funds for these items will then be accomplished through a budget amendment during the first half of FY 2021. Depending on the scope and cost of the projects, staff may recommend creating new CIP projects.

**Mayor and Council Requested Information**

Attachment A includes staff's answers to questions submitted via email and at the worksession by members of the Mayor and Council, and responses to information requests from the Mayor and Council.

### Public Testimony and Input

Attachment B is a summary of all written and oral public testimony and all online budget forms submitted through March 7, 2020.

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### Mayor and Council History

Date	Action Item
December 9, 2019	Mayor and Council Budget Worksession
December 16, 2019	Budget Public Hearing
January 13, 2020	Budget Public Hearing
February 3, 2020	Discussion of Budget Survey Results and Priorities
February 24, 2020	Presentation of the FY 2021 Budget; Introduction of FY 2021 Budget Ordinance; Introduction of FY 2021 Refuse Resolution
March 2, 2020	Budget Public Hearing; Budget Worksession

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### Public Notification and Engagement

March 23, 2020 is the final public hearing on the FY 2021 budget. In addition to public hearings, the public can submit comments about the budget via an online survey located on the City's website at [www.rockvillemd.gov/budget](http://www.rockvillemd.gov/budget).

The FY 2021 budget public record closes on April 17, 2020.

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### Next Steps

Future Mayor and Council actions related to the FY 2021 budget include:

Date	Action Item
April 17, 2020	Close of Budget Public Record
April 20, 2020	Budget Worksession (if needed)
May 4, 2020	Adoption of FY 2021 Budget Ordinance; Adoption of FY 2021 Refuse Resolution

### Attachments

Attachment 10.a: AttachA\_Followup\_Mar23rd (PDF)

Attachment 10.b: AttachB\_PublicTestimony (PDF)

**Jenny Kimball**  
 Jenny Kimball, Deputy City Manager 3/18/2020

## FY 2021 Operating Budget and Capital Improvements Program Follow-Up Information – Q&A

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### Councilmember Myles

**1. Booze Allen is no longer in Rockville pp 32**

Thank you. The information presented on page 32 is taken from the most up-to-date source we had available at the time of printing (<https://rockvilleredi.org/choose-rockville/stats-demographics/#>). Staff is working with REDI to update the 'Ten Largest Employers' List for the adopted book.

**2. Consider putting a constraint on investments so that the city is divesting from Oil companies (pp45-cash management investment policies).**

The City's operating, capital, and reserve funds are currently invested in federal agency securities and U.S. Treasuries. The Mayor and Council approved Statement of Investment Policy, which is consistent with State law and can be found on the City's website, restricts investing in higher risk investment sectors, such as commodities. The Statement of Investment Policy focuses the portfolio on U.S. government securities, U.S. government-backed securities (federal agencies), and the Maryland Local Government Investment Pool.

**3. Flesh Strategy for a sustainable Rockville and what we're doing to accomplish the goals pp50 (vs. Stand-alone section like Monique)**

Several years after the Strategy for a Sustainable Rockville was adopted, the Mayor and Council adopted a resolution to participate in the Sustainable Maryland Certified (SMC) program. SMC is a collaborative effort between the Environmental Finance Center at the University of Maryland the Maryland Municipal League to provide resources and third-party certification for Maryland jurisdictions. The SMC program not only recognizes our environmental achievements, it takes a broad view of sustainability and recognizes what we do for economic development, health and wellness, community engagement, planning, energy, greenhouse gas reduction, etc. In 2012, Rockville was the second jurisdiction in Maryland to achieved certification. We were recertified in 2015 and in 2018. In 2018, Rockville achieved 535 point and 2018 Champion status. A summary of points an initiatives are included in [Rockville's 2018 SMC Certification Report](#).

**4. What was the \$900,000 decrease in the fund balance in the Special Activities Fund spent on (pp60)?**

The \$900,000 is the net of the revenues less expenditures for the 11 accounts that are included in the FY 2021 budget. The 'Special Activities Fund, Change in Fund Balance' chart on page 77 shows the revenues and expenditures of each program. The largest uses of fund balance occurred in the Art in Public Places and the Transportation Improvements accounts.

**5. Why is the revenue from the parking fund expected to increase (pp 92)?**

Parking Fund revenue is expected to increase due to proposed citation and fee increases that will be presented to the Mayor and Council on March 30, 2020.

**6. Why is any revenue projected from Redgate (pp 93)**

The revenue projected is not cash from operations, it is an accounting transaction associated with the remaining debt service (represents an amortized premium on bonds).

- 7. Should Redgate still be classified as an enterprise fund even though it doesn't generate income (pp95)?**  
Redgate will remain as an enterprise fund until the debt service is repaid in FY 2023.
- 8. Why does Redgate have associated debt service (pp95)?**  
The debt service represents the remaining debt service on past property improvements. FY 2023 is the final year and then the fund will be closed.
- 9. Good idea to use last 3 years to calculate pension benefits—same is done at the federal level (pp 140)**  
For context, administrative and AFSCME groups use the average of three years; Police currently use the average of 5 years. The City is funding an actuary study to ascertain the cost of making this change during FY 2021.
- 10. Health and Wellness: should consider measuring outcomes (reduction in weight, BP, BMI A1c) as opposed to outputs (pp 145)**  
The City's Health and Wellness Division indicates that collecting this type of personal information from employees may be counterproductive to participation, which in turn could lower program participation.
- 11. Make sure we have enough money budgeted to cover whatever overtime may be needed to ensure that all new officers have appropriate training (fair and impartial policing; crisis intervention training) pp183**  
The Police Department can cover all training within their proposed budget through the use of shifting schedules, making use of the shift overlap, and the use of overtime (when needed).
- 12. Are there funds in the Police Department to support the increased street safety enforcement outlined by the Deputy Chief (pp 195-196)**  
Yes, there are funds to support one additional Patrol Teams Police Officer in the proposed budget. After the proposed budget was published, the City learned of an increase in tax duplication revenue and the City Manager will recommend that the Mayor and Council consider another new Patrol Teams Police Officer, for a total of two new officers for FY 2021.
- 13. When are we planning to ensure that all fire hydrants have optimal pressure/flow? What's the plan to get to 100%? How much would that cost? Pp 208**  
By the end of FY 2031, 1,401 out of 1,425 fire hydrants will have optimal pressure/flow (defined as flows greater than 1,000 gallons per minute). The remaining 24 hydrants will be monitored and prioritized as funding allows. This plan (10+ years) has an estimated cost of \$45 million dollars.
- 14. Is one of the 8 FTEs in Traffic & Transportation assigned with being a Vision Zero coordinator? If not, use some of the \$600K duplication to fund such a position (pp222)**  
Yes, the current full-time Pedestrian/Bicycle Coordinator will be assigned as the Vision Zero Coordinator.

**15. How much more resources are needed to meet our own goals regarding tree pruning and citizen satisfaction? Pp 238**

The City added \$47,000 per year for five years, from FY 2016 to FY 2020, in order to achieve a 10-year pruning cycle, a goal from the previous Mayor and Council. The actual number of trees pruned each year varies given the variety of trees present in the city. Staff hopes to meet this goal in FY 2021 with proposed resources.

**16. Why was a cut to childcare services proposed? Pp250 and why is it increased on pp251? Decreasing FTE's on pp 252**

There is no reduction being proposed in terms of the size and scope of services being offered. The decrease in expenditures shown in the book is largely due to a vacant position due to a recent retirement. Revenues are projected to increase (page 251) due to an increase in the fees for the childcare program. There are no reductions in permanent FTEs. Temporary FTEs in any given cost center tend to fluctuate on an annual basis based on the current needs of the program.

**17. What is our plan to pay back debt? Are we prioritizing paying off the highest interest bearing obligations first pp 265**

The City retires outstanding debt according to the existing debt service schedules. Most issues have been called and refinanced post-recession in order to take advantage of lower interest rates. The City also maintains the highest possible triple-A rating, which allows staff to obtain the lowest interest rates on both new money issues and refinancings. The City's municipal advisor is continually looking for opportunities to refinance via bond refundings or bank loans in order to reduce debt service costs over time.

**18. We should fund any/all needed \$120K ADA improvements to senior center pp272/pp289**

The Mayor and Council discussed the possibility of funding the \$120,000 for ADA improvements at the 3/2 worksession; staff will recommend funding this item as a change between proposed and adopted at the 3/23 worksession.

**19. What portion of the unfunded \$3.4M Stonestreet improvements could come from outside sources pp272?**

Once the design portion of this project is complete, staff will apply for a Transportation Alternatives Grant to cover a portion of the currently unfunded construction. Public Works staff will review other available grant/outside funding opportunities as well. We do not show grant funding in a project until we receive an actual award letter.

**20. Why is there no funding included for the David Scull Park project pp277**

This project was included in the proposed budget as unfunded in future years. Based on the Mayor and Council's interest in accelerating this project, staff recommend funding a portion of this project in FY22 (\$139,000 to fund fence replacement, demolition of brick shelter, and design of park to address stormwater management concern). The remainder of the project (\$405,700 for field renovations, paths, shade pavilion, and landscaping) would remain unfunded but would move up to FY23, with an effort in the FY 22 budget development process to identify funding for FY 23.

**21. Where would field lighting for Dogwood Park be placed or is this project to change the lights to more energy-efficient lighting? Make sure community is aware, a study is done to find if it will affect nearby neighborhoods (Tower Oaks, New Mark, Fireside, Waddington townhomes) and the hours of operation pp 278**

This project replaces a 20 year old high pressure sodium lighting system with LED fixtures. There are no additional lights being proposed. Staff will work with Neighborhood Resources staff to notify the surrounding neighborhoods.

**22. Is the pervious parking lot being replaced with another pervious surface at Thomas Farm CC pp283**

This project replaces the parking bays with pervious materials and the center drive isle with conventional concrete due to the structural integrity of concrete. The majority of the parking lot surface will still be made of pervious material.

**23. Is every old playground being replaced with a new one or will some not be replaced (e.g. dogwood park old playground removed and not replaced as of yet) pp284**

On a pre-determined replacement schedule, nearly all playgrounds are replaced. There are occasions when we do not recommend replacements, for example, the playground at Lone Oak Park may not be replaced because we have a month to month lease for the site. There are times when elements of playgrounds are removed and not replaced because replacement parts are no longer available and/or the playground itself is not scheduled for full replacement. Sometimes the prep work (removal of the playground) is done before winter, and the replacement happens in the spring (as in the case of the Dogwood Park playground mentioned).

**24. Will there be a way for people to access the metro bridge when the elevator is being repaired/replaced? Is that being factored into the cost pp 286**

As discussed at the 3/2 worksession, the design of the project will consider one of several options that is factored into the cost:

1. Install directional signs that will divert pedestrian traffic to Monroe St. or E. Middle to crossover 355 to the Metro. Option 1 adds approximately 300 feet of walkable distance for pedestrians. Step access will still be available on the promenade.
2. Install directional signs that will direct pedestrians to the 51 Monroe St. building elevator located on Monroe St. An MOU will need to be drafted between the building owner and the City for the City to be allowed to direct pedestrians to the 51 Monroe St. elevator.
3. Install a temporary wheelchair lift or ramp on the steps leading up to the promenade.

**25. Do skateparks require staff to monitor during operating hours? If so, is that cost being factored into this analysis or another area? Pp 290**

Yes, the operational costs for the skate park, including ongoing staff needs, is shown on pages 250-252. Funding includes 1.4 Temp FTEs in FY 2021 for onsite attendants, who will be present at all times that the skate park is open for public use.

**26. Stormwater management reservoir repairs; consider adding funding for temporary fencing around the reservoirs until the wild grasses have matured to prevent drowning pp322**

As discussed at the 3/2 budget worksession, fencing is not desirable because it generally does not deter but attracts people to the pond. Instead, the City follows the Maryland Department of the Environment's safety guidelines for stormwater management ponds, which include standards for safety benches around the inside edge of the ponds that allow a person to climb

out, if needed. It generally takes approximately two years after construction for vegetation to fill in.

**27. Would replacing water meters increase revenue via more accurate tracking of water usage? If so, could the increased revenue offset proposed water rate increases? pp325**

As discussed at the 3/2 budget worksession, DPW is working on a program that will replace all water meters to more accurately track water usage. These meters will have advanced technology that will allow customers to view their usage in real time. All future rate changes will consider the implementation and subsequent impact of these new meters.

**28. Why isn't the data center improvements funded? How much of a priority is it? What's the plan to fund them? pp339**

This project was a new submission to the CIP this year. High-dollar CIP projects are typically introduced to the CIP several years before they are needed so that funding can be planned for appropriately. This project is shown as unfunded because the current cash flow could not support it within the five year planning period (FY21-FY25).

**29. What is use money/prop pp347**

The "Use of Money and Property" revenue category is largely made up of interest earnings, but also includes revenue for land rentals, buildings rentals, returned check fees, and special assessments.

**30. Is the plan to replace a wooden fire escape with another WOODEN fire escape? Shouldn't it be made of metal pp363**

The plan is to replace the fire escape with one that meets current National Fire Protection Association and International Code Council regulations. Current planning for design is considering all available options.

**31. What are we getting in return for the \$25,000 for the KID museum grant pp365**

The proposed grant funding would support the ongoing partnership with KID to find a permanent home in Rockville. A capital planning process and campaign is in progress at KID, which includes fundraising and identification of potential sites within the city limits. KID is using the services of real estate advisors and other professionals to develop campaign materials, refine financial models, update the website, engage focus groups and complete space planning and exhibit design. In terms of what the City of Rockville is getting for this investment, the goal is to support economic development and education by securing a high-value STEM amenity for our residents and attract a wide range of visitors to our community. In addition, many Rockville families participate in KID Museum activities.

**32. Is there a way to quantify effect of previous branding study pp 7**

Quantifying a brand has become an essential part of a branding process and unfortunately it was not part of the original scope for our brand in 2011. However, anecdotally, we have noticed people are able to identify our materials better than before, when there was no consistent look and feel (logo, fonts, color, visual elements). An example would be our growing followers and subscribers to many of our channels including email, website traffic, RockvilleReports.com and social media.

If we were to go through a rebranding, it would be recommended to build into the scope of work a way to track a return on investment. A good brand communicates more than just a logo, it tells the story of who we are as a city. Our brand helps build credibility and trust with our residents by being a recognizable presence in the community.

**33. When do we expect the energy audit to be completed? Pp95**

The energy audit mentioned on packet page 95 is a requested budget item from the Rockville Environment Commission. While no funds currently have been allocated in the proposed FY 2021 Operating Budget for this activity, staff is considering the utilization of some FY 20 funds to begin doing facility energy audits.

**34. What role did the “senior planner” fulfil? Pp137**

The senior planner reviewed building and occupancy permits predominantly from nonresidential projects and was a project manager for smaller development applications. As applications of this kind have decreased, the proposed budget shifts the current duties of the planner to other staff while prioritizing a focus on affordable housing through the proposed 1.0 FTE Housing Specialist.

**35. On the Budget ordinance, why is the taxed levy 0% for lighting and town square?**

The Town Square Street and Area Lighting District (residential and commercial) and the Town Square Commercial District (commercial only) were created in FY 2008 to support the maintenance and operational costs of the Town Center Management District (TCMD). From FY 2008 to FY 2011, these two districts levied special property taxes on the properties within the Town Square boundaries to support the total annual expenditure budget for the TCMD Fund.

Starting July 1, 2011, Federal Realty Investment Trust (FRIT), the commercial developer of Town Square, took over the maintenance and operational costs of the TCMD. Since FRIT manages the District, the TCMD Fund was not included, starting with the FY 2012 adopted budget, and the tax rates were set at \$0.00. The structure of the two Districts remain on the City books so that the City retains the ability to set rates again in the future if it wishes to do so.

A seventh amendment to the agreement between the Mayor and Council and FRIT to continue managing the maintenance areas in Town Square is scheduled for the Mayor and Council’s approval on April 20, 2020.

**Councilmember Ashton**

**36. As a follow-up to the meeting on Monday, I requested that we update the budget memo and front matter of the report to show how the bullets align with our City priorities. You did this during the presentation, for example, including items under safety, economic development, etc. The budget is a blueprint for our city. Is it possible to do this? At what stage in the process would that happen?**

Yes, it is possible. Staff will organize the Budget Highlights by priority for the adopted budget.

- 37. The budget memo does not include a line item about Vision 0/ pedestrian safety. I know that we have it throughout the budget document, but given that this was shared by several M&C members as a priority and our residents have listed this as their #1 priority, can we include a bullet in the memo that speaks to our proposed efforts in this area?**

Yes, the City Manager will include this priority in his letter and staff will include it in the Budget Highlights.

- 38. Police and Crime prevention – This was also a common area in the M&C priorities and in the community responses. We currently have 1 additional police officer noted. Is the 1 police officer budget request sufficient. Has our police dept requested more? If not, that would be helpful for us to know.**

As discussed at the 3/2 worksession, the Police Department originally requested three new officers for FY 2021. The proposed budget contained one new officer. After the proposed budget was published, the City learned of an increase in tax duplication revenue and will recommend that the Mayor and Council consider another new officer, for a total of two new officers for FY 2021.

**Councilmember Pierzchala**

- 39. The assessments for Town Square property went down. When did this happen and by how much?**

FRIT successfully appealed their property assessments in Town Square by \$10.2 million which represents a total reduction of \$12.8million since January 2018. Here are the details:

- Prior AV was \$60 million (prior to 01/2018),
- Per the State’s assessment schedule, FRIT Town Square properties were reassessed to \$57.4 million (in 01/2018),
- FRIT successfully appealed their AV down to \$47.2 million (effective date of 01/2018)

- 40. The Water Treatment Plant seems to require a lot of spending, both in the past and in the future. What is the total amount of spending on it planned for the next 5 years, and do we ever expect the need for such expensive improvement to end?**

Total new appropriations associated with the Water Treatment Plant in the Proposed FY 2021 CIP budget for FY 2021 to FY 2025 is \$3.8 million (\*note: \$6.5 million was spent between FY 2015 and FY 2019 on Water Treatment Plant projects and \$7.6 million is currently obligated in FY 2020).

The \$3.8 million planned for FY 2021 through FY 2025 includes the Water Treatment Plant and Distribution System Assessment project, which will provide a long term plan for the plant. It will consider the plant in a comprehensive manner along with consideration of the water distribution system. The other major project in the \$3.8 million is Clarifier Improvements (UD16) in FY 2024 (estimated cost of \$2.1 million). The electrical upgrade project (UA17), funded in prior years and currently ready to go out to bid, is a very expensive project. The electrical system has not been upgraded since the plant was built in 1958

All water systems throughout the country have similar challenges: how to deal with infrastructure requirements that have now become critical to fund, i.e., water main rehabilitation, and new stricter water quality requirements from the EPA. In a certain sense there is a “new normal” with water and similarly sewer service. I believe that in order to really

assess our system, one needs to review the rate study. Fortunately, the Mayor and Council will review that next week. The rate study looks at all water and sewer projected spending for 10 years and projects the rate and the rate increases. I think the Mayor and Council will see after being briefed by our consultant Stantec that the fund gets to its reserve balance very soon and the projected rate increases moderate significantly. We have weathered the worst part of the storm and we have done so while dealing with the infrastructure requirements.

**41. Can we increase the number of red-light cameras and the number of speed cameras as a way of (1) calming down the drivers, and (2) increasing revenue for pedestrian and bike improvements? What are the restrictions associated with placing these cameras? How many of each do we have? Can we put them on state roads through Rockville?**

Currently we cannot increase the number of red-light or speed cameras as per our contract with our vendor Conduent. The contract is set to expire November of this year at which point we can potentially explore the option of adding additional cameras. This would be dependent on whether or not Montgomery County executes an RFP for photo enforcement services, because the City currently rides Montgomery County's contract. If Montgomery County chooses to extend their current contract for an additional 1 year as they did last year, we would once again be bound by the current contract terms and unable to add additional cameras systems.

The City currently operates 17 speed cameras which can be enforced only on residential roads and school zones with posted speed limits up to 35mph. The City also operates 10 Red light cameras restricted to intersections under control of the City.

The City can potentially operate a speed camera system on a state road located in the city, however this would require the approval of the State Highway Administration, which can be a long and arduous process. Additionally, the above-mentioned requirements such as residential, school zones and 35mph maximum would still be applicable. Traditionally, the City has not opted to go down this route and instead only deploys camera systems on City-controlled roadways.

**Councilmember Feinberg**

**42. P. 262-263 Ongoing OCI for current projects chart**

**Chart on 263 is organized by program area, which I understand, but is difficult to 'walk' the summary chart on p. 262 to the program area one. Request that information on 263 is also broken down by year and funding type so that, for example, the reader can easily see what makes up the FY2020 general fund 602,810 OCI.**

Throughout the budget document we try to show data in different ways for the reader, but we try to avoid duplicating the same data in multiple locations. The chart on page 262 summarizes the total OCIs by fund and year. Page 263 pulls together a list of all the projects in the CIP that have OCIs, and shows the total planned OCI along with a brief description of the OCI. The description includes the dollar amount per year by fund. Each individual project sheet shows the OCI for that project by fund and by fiscal year. We continually look for ways to improve how our information is displayed, and will consider a way to more obviously incorporate this information on the chart on page 263.

**43. P. 276 Asphalt/Concrete Improvement FY21-25 (RA21)**

In light of M/C priorities for implementation of pedestrian/bicycle vehicular safety, surprised to see the FY21-25 shows only incremental increases. Please speak to ability to accelerate spending in FY21 and FY22, say increasing from 425K to 525K in early years to represent a jumpstart on sidewalk, pathways, parking lot, curbs, and improvements?

As discussed at the 3/2 worksession, this project covers concrete and asphalt work within and around City parks and buildings. This is an ongoing maintenance project and work is prioritized annually based on current conditions.

**44. P. 277 David Scull Park Improvements (RA19)**

Mandates are 2011 Southlawn Industrial Park study, 2007 Lincoln Park Neighborhood Plan, 2004 East Rockville Neighborhood Plan, PROS Plan and Master Plan. Totally unfunded in FY21-25. Recommend funding for design in FY22 with construction estimate placeholder to show in FY23 as a Planned Improvement Project.

This project was included in the proposed budget as unfunded in future years. Based on the Mayor and Council's interest in accelerating this project, staff recommend funding a portion of this project in FY22 (\$139,000 to fund fence replacement, demolition of brick shelter, and design of park to address stormwater management concern). The remainder of the project (\$405,700 for field renovations, paths, shade pavilion, and landscaping) would still show as unfunded, but move up to FY23.

**45. P. 270 F. Scott Fitzgerald Theatre ADA Improvements (RA20)**

Lists several improvements. Picture highlights bathrooms, but here, unlike other renovations, gender-neutral bathrooms are not referenced. All ADA renovations only show design in FY24 and construction in FY25. Argue that this facility, used by theatregoers and staff alike, should be ADA compliant before FY25. Memo from staff indicated to 'touch a project once' for efficiencies, etc., so please expand whether this includes gender-neutral bathroom. Suggest text here should reference construction of gender-neutral bathroom. Suggest project acceleration to FY22 for design and construction in FY23 or earlier.

This project was included in the proposed budget in FY 2024 and FY 2025. Staff can advance fund the project by two years, to FY 2022 (design) and FY 2023 (construction). There is already a gender-neutral restroom in the lobby area of this facility; this project includes ADA improvements to the existing gender-neutral restroom. Staff will clarify the language in the project description accordingly.

**46. P. 285 Playground Structure Replacement FY21-25**

Please provide playground replacement prioritization list for each out year, FY22-25. Suggest for future budgets, and added transparency, list is on project description form, with note that priorities may shift, etc.

Staff will include the names of the planned playgrounds, with a note that priorities may shift, in the adopted budget.

**47. Spray Park (RE21)**

Under fully appropriated for FY21. Question whether project may include neighborhood meetings, scope of work drafted, procurement completed, and construction finished in one year? Please elaborate. Not looking to change funding, just project timeline question.

This project is planned to start in FY 2021 and be completed by the end of FY 2022 (two years in total). The project schedule does include neighborhood meetings.

**48. P. 295 Asphalt Repair & Replacement FY21-25 (TA21)**

**When will the schedule of streets post on City's website and how frequently is it updated?**

Streets are currently still being evaluated. The full list of streets will be available on the website on or about April 1 along with a preliminary schedule. Once work starts, a 4-week schedule will be posted and updated weekly. Current concept schedule is to perform patching on all streets in May and June, with full repaving starting after July 1.

**49. P. 307 Sidewalks FY21-25 (TE21)**

**As shown, is a Level of Effort (LOE) type project. Given M/C and community priorities for sidewalks as part of pedestrian safety efforts, recommend increased funding in early years of FY21 beyond planned Potomac Valley Road and W. Gude Drive. If FY21 does include additional funding beyond these two noted, then enhance the write up. Project Description Form narrative speaks to planned work, nothing as relates to Vision Zero, and need to accelerate. Recommend more than LOE funding level of 200K each in FY22 and FY23.**

"Vision Zero Policy" is included under "Mandate/Plan," but we take note about the desire to add Vision Zero language under the description. We changed the description of both Sidewalks projects (TF16 and TE21) to, "This project supports Vision Zero initiatives and provides safe and..." As for funding, the listed amount of \$200,000 every year is a base amount and corresponds to the available Transportation Improvement Fee. Every year new sidewalks are identified, and a new funding level is requested/established. It should be noted that many sidewalk projects are at least partially funded by developers or grants.

**50. P. 310 Traffic Signal at E. Middle Lane/Helen Heneghan Way (TF21)**

**Currently not funded, shown for FY23. Given high pedestrian volume, and traffic failing to slow down for pedestrians, strongly advocate acceleration of this project to FY21.**

This project was included in the proposed budget in FY 2023 as unfunded. Due to the City's increased focus on pedestrian and bicycle safety, staff recommends this project be funded in FY 2023, which coincides with the expected completion of the Duball project. Staff is waiting for consultant analysis on the potential road changes on E Middle Lane, which is being performed as part of the road diet suggestion, to ensure a new signal comports to a possible new proposed road layout. Staff will fund this project by increasing the transfer to the CIP starting in FY 2022. The increase in the CIP transfer is possible due to the additional tax duplication revenue assumed starting in FY 2021 and continuing in future years.

**51. P. 311 Traffic Signal Upgrades (TG21)**

**Suggest that this show Level of Effort ongoing funding as part of commitment to Vision Zero, honoring commitment to residents and visitors to reduce crashes. Currently shows funding only in FY21 of \$465K. Suggest outyear funding of \$200K in each year.**

As discussed at the 3/2 budget Worksession, this project is to rebuild existing, older signals; therefore, it will not be needed every year. Needs are reviewed annually and will be proposed for budget inclusion as needed, but there is not an annual funding need.

**52. P. 343 Gude Yard Recycle Enclosure (GC19)**

**Project currently on hold while City staff pursue alternatives.**

**Given other priorities, suggest until another recommendation is forthcoming for recycling, funds currently appropriated are removed from this project and use capacity for other pedestrian related or general government projects.**

As discussed at the 3/2 budget worksession, this project is fully supported by the Refuse Fund, so any unused funds will be returned to the Refuse Fund and are not available for other pedestrian or general government projects, which are expensed from the General Fund.

**53. P. 345 Maintenance and emergency Operations Facility Improvements (GD19)**

**Project description omits inclusion of designated emergency operations space as part of design, which was committed to last year, with the design and scope to be determined. Suggest inclusion in the pdf.**

The current project description includes reference to an Emergency Operations Center (last line in description box); this has not been omitted from the project. We will revise the last sentence of the CIP sheet description to read as follows "Space planning and design will include consideration of an Emergency Operations Center (EOC)."

**54. Staff currently working on preliminary facility needs at both City Hall and 6 Taft Court, so why is construction delayed to FY23? Why not add to the placeholder \$3M and show construction dollars in FY23? This delay further postpones changes at City Hall. Request further conversation regarding this project.**

The Mayor and Council approved an additional \$3 million in funding for the Maintenance and Emergency Operations Facility Improvements project on the 3/2 budget amendment. Work is currently underway with an estimated completion date of FY 2023.

**55. Imagination Library – (targeted to Meadow Hall and Twinbrook ES)**

**FY20 \$3,150; FY21 requested \$3,150; \$0 recommended**

**Affiliate of Dolly Parton's Imagination Library.**

**Looking at pages 8 and 10 from grant submission, it appears that as of December 1, 2019 balance sheet, the FY20 grant of \$3,150 was not used. Shows entire \$3,150 balance remaining. Page 8 shows 'FY20 projections at 6 months' that no books had been distributed, which is validated by the monies not being spent.**

**\$3,150 for postage/mailing of monthly books, initial delivered book, returned book postage. If FY20 grant not expended as of 12/1/19, question whether City should again award funds.**

Staff contacted Susan Greif of Imagination Library back in December about this. She shared that she made initial contact with the leadership at the two schools, and despite her multiple attempts, the schools have not followed up with her to get the program going. Staff checked in with her again in February and she still had not made progress. As a result, the City will get the FY20 funds back and there is no funding recommended for FY21.

**56. F. Scott Fitzgerald Literary Festival**

**FY20 \$0 grant; FY21 \$0 requested in letter submitted; FY21 \$9,450 recommended**

**Note in binder: Request for funding submitted via letter after Outside Agency Application period was closed.**

**Letter is not in grant format, information not as comprehensive as application's required elements, and does not reference any specific grant application amount, nor specify use of funds.**

**Implies funds will be used for Glenview Mansion rental fee, perhaps reduce registration fee and minimize lunch costs, but appears vague.**

**Policy concerns about making exceptions to entities to submit application after the deadline, not provide same data elements as required in City's application, not specify budget and use of funds, etc.**

The City has financially supported the F. Scott Fitzgerald Literary Festival for many years with \$6,000 in the Arts cost center in the Recreation & Parks budget. Those funds pay for the honorarium and travel expenses for the author recognized with the Fitzgerald Award. Staff determined that the Outside Agency Grants was a more appropriate "home" for those funds, since it's similar to other outside agency grants that support events enjoyed by our community (e.g., Rockville Science Center's Science Fair.)

The \$9,450 grant recommended for FY21 represents \$6,000 moved from the Recreation & Parks budget to Outside Agency Grants and \$3,450 for free use of the Glenview Mansion. The facility fee was waived in FY20 to further support the Literary Festival. By including it in the grant in FY21, the expense to the City of the fee waiver is captured in the budget.

In future fiscal years, the Literary Festival organizers will be directed to complete the grant application.

#### **57. Peerless Rockville**

**FY18 59,500; FY19 \$79,500; FY20 \$59,500; FY21 requests 2 requests, 1 for \$64,500 and 1 for \$25,000; FY21 recommended \$64,500**

**Grant #1 is \$5,000 additional to maintain existing heritage education and preservation series, for total \$64,500.**

**Grant #2 request is for new exhibit focused on transformation of Rockville from rural crossroads to modern city and share the stories of Urban Renewal at mid-century. Includes enhancement of visitor space, and costs for graphic designer fees, printing expenses, building materials, and researcher fees. Funds may be used to leverage county, state, federal grant dollars.**

**Program budget is \$40,000. Shows revenues from Rockville (\$25,000), Arts and Humanities Grant (\$7,500), contributions (\$2,500) and in kind (\$5,000). Question is that program does not show grant applications for state or federal dollars as is referenced.**

**Program expenses \$40,000, showing \$24,500 for salaries and consultants and \$15,000 for 'other direct expenses. Is this for the build out? \$500 for 'other'.**

**How did Peerless Rockville determine 'need' for this type of exhibit/program?**

We did not recommend funding Grant #2. Staff asked Peerless to provide answers to these questions and will pass the response along to the Mayor and Council.

#### **58. Stroke Comeback Center**

**Opened in Rockville March 2018.**

**FY21 request \$20,000 for delivery of communication, cognition, and physical fitness groups to survivors of stroke and other brain trauma residents residing in Rockville. FY21 \$0 recommended.**

**Why didn't this organization apply through the Caregiver Grant program? Were they unaware of it?**

Staff would be comfortable considering the request as a Caregiver or an Outside Agency Grant. The health services currently funded through the Caregiver Grants are direct medical services

provided by health clinics (e.g., Kaseman Clinic, MobileMed). The Stroke Comeback Center serves individuals of all income levels (with 30% of users receiving some level of subsidy through reduced fees based on income). In contrast, our Caregiver agencies focus their services on low income individuals and households that are having difficulty meeting basic needs. The Center may not have been aware of the Caregiver Grant program or chose to apply under the Outside Agency Program.

**59. Rockville Volunteer Fire Department**

**FY18 \$10,000; FY19 \$10,000; FY20 \$60,000; FY21 2 grant requests: 1 submitted via grant award process using application form for the ongoing \$10,00 support for water at Hungerford and Rollins Avenue fire station water services. 1 request for \$50,000 for debt service**

**Grant request #1 includes Profit and Loss statement with net operating loss of \$-203,377. No balance sheet included to show total assets and total liabilities. Need to see balance sheet for RFVD, not simply one station, as it operates as an entity beyond this firehouse. Recognize ongoing support of \$10,000 for water. What are actual water costs associated at Rollins Avenue and Hungerford addresses? Can the City provide this information?**

**Grant request #2 not submitted using the application form. Letter only, for a portion of the debt service. Financials not submitted for FY21 grant request. City grant in FY20 included \$50,000 to assist with funding for new aerial fire truck, and then, too, did not participate in Outside Agency Grant process for FY20. Financials not submitted for FY20.**

**City previously supported entire purchase of ALS chase car.**

**Debt service on aerial fire truck is \$149,114.28. City asked to pay \$50,000 or 33% of its debt service. Debt service is an ongoing cost, and first obligation and claim on organization's resources. RVFD is a long time organization, M & T Bank would not have financed unless the organization had the financial resources to pay the debt service. No financials provided to show corporate reserves, investments, and inability to make these payments. Concern that this is precedent of grant award program to undertake debt service payments.**

**Recommend policy discussion.**

The grant is requested and listed at \$10,000 as an estimate based on past water usage. The Fire Department pays each water bill and submits a copy of the check to the City, and the City reimburses them for the amount of the payment. Therefore, the actual grant amount is the actual water cost each year, up to this award amount. This support is provided to be consistent with Montgomery County's practice of funding the WSSC water bills for the stations outside the city limits. Given this long-standing practice, we do not request the level of detail of profit and loss statements with the application.

In FY 2019, the City reimbursed the RVFD \$3,464.04 for the Rollins Ave. station, and \$6,535.96 for the Hungerford station, for a total of \$10,000. The total requests for each station were slightly higher: \$3,731.08 for Rollins and \$7,039.80 for Hungerford, for a total of \$10,770.88.

**Additional Items from 3/2 Worksession (not addressed elsewhere)**

**60. Move the \$50,000 contribution for the Rockville Volunteer Fire Department's debt service to the City Manager's Office.**

Staff will make the adjustment for the adopted budget document.

**61. Provide a 5-year history of City contributions to REDI.**

FY 2016 Actual:	\$556,770
FY 2017 Actual:	\$641,770
FY 2018 Actual:	\$611,770
FY 2019 Actual:*	\$1,096,770
FY 2020 Adopted:	\$1,119,860
FY 2021 Proposed:	\$1,229,860

\* The FY 2019 actual shown on page 118 of the FY 2021 proposed budget book differs from this figure by \$85,000 due to funding for the Women's Business Center and Business Incentives Program being budgeted within the Administration cost center prior to FY 2020.

**62. Please provide detail on REDI's FY 2021 budget request.**

The FY 2021 General Fund allocation to REDI will be discussed at the April 20, 2020, Mayor and Council meeting. REDI representatives will be available to discuss their request with the Mayor and Council. As stated in the City Manager's proposed budget (page 14), "The General Fund budget includes additional funding of \$110,000 for the Rockville Economic Development, Inc. (REDI) operating grant in the City Manager's Office. This increase covers \$60,000 in additional personnel expenditures for a new administrative support position, \$20,000 for business recruitment and retention efforts, and \$30,000 for marketing initiatives. Staff anticipates the Mayor and Council will incorporate these funding increases into the upcoming contract with REDI for the period beginning July 1, 2020."

**63. Provide more detail on how the estimate of \$230,000 was established for the website redesign.**

The figure was based on responses to a Request for Information (RFI). To prepare for the RFI process, from 2017-2018, a cross-departmental website committee was formed to conduct an internal and external needs assessment and functionality audit of our current content management system (CMS), CivicPlus. For some background, CivicPlus is a proprietary CMS with limited functionality that relies on their own custom-built system. While CivicPlus is a good product and used by a number of municipalities, the website committee identified a number of key weaknesses as it relates to Rockville's needs, including:

- An antiquated and ineffective website search feature upon which many of our users rely.
- Inability to integrate with our other internal system (e.g. GIS/ESRI, ERP, CRM, payment portals, OpenData, etc.).
- Inability to customize any modules, create page templates or web components. All the modules are static and the custom style sheets (overall look of the website) is controlled by the vendor.
- Forces the City to have a separate news website (i.e. Rockville Reports Online) creating findability issues for our users on what's happening in their city.
- Limited capabilities for hosting multiple media sources, such as video.
- Unable to consistently and effectively track user data via Google Tag Manager and other analytics.
- Lacks full mobile optimization. We know from our own tracking that our mobile views are increasing every month, so a mobile-friendly site is critical.
- Usability issues on the back-end for our website authors to maintain content (e.g. difficult for non-technical people to use, no content production workflow).

As a group, the committee developed a scope of work to make a more sustainable and user-friendly website, especially since our residents ranked the City website as the top communication resource in the most recent Rockville Community Survey.

The RFI resulted in responses from 35 vendors. Of those vendors, 13 met our requirements. Of those 13 responses, the total quote mean was \$296,447 and the median \$293,470. The quotes were based on the following scope of work:

- In-depth user research (e.g. focus groups, resident interviews and surveys will be used to build on our knowledge of what users are coming to our site for and what information they are seeking).
- Content audit of all pages (a review by a content strategist to evaluate the value and quality of content of each page and identify content gaps. Each page will also be evaluated to ensure information is written in a way to meet Federal Plain Language standards).
- Iterative usability testing (Usability testing is an industry best practice to evaluate a website by testing it with representative users. Typically, during a test, participants will try to complete tasks while observers watch, listen and takes notes. We want people to have a positive experience and make sure our assumptions of how they use and find information are based on quantitative findings).
- Design (e.g. templates, architecture and layout).
- Content development and conversion to meet Federal ADA (508) accessibility compliance (includes new content creation/editing based on our gap analysis).
- Development of Content Management System (CMS) and integration with GIS and ERP (consists of building a customized, flexible open-source CMS, which houses the webpages, documents, forms and graphics).
- Migration of www.rockvillemd.gov and www.rockvillereports.com (transferring every webpage, graphic and form from each separate website to the new environment).
- Training and documentation (training of web staff on the new system and documentation for all design elements and custom coded components so we can maintain in-house).

**64. Provide more information on the branding study. How will we be able to measure its effectiveness.**

The proposed FY21 study would involve a consultant gathering community information and input, establishing options for the Mayor and Council's consideration, and supporting the Mayor and Council's decision-making process. Staff believes that a comprehensive scope of work, which includes the following steps, would best serve the City:

1. Research to identify the community's story and the City's value proposition for residents, businesses, visitors and other stakeholders;
2. Collaboration with the Mayor and Council and the community to create a brand identity with goals (e.g., make Rockville an arts destination);
3. Use the story, value proposition and brand identify to establish a citywide logo and tagline to replace the "R" and "Get Into It";
4. Define design guidelines to implement the logo and tagline (e.g., consistent colors, fonts); and
5. Create a launch strategy to introduce the new brand in a manner that gets attention and begins to establish brand identity.

Alternatives for the Mayor and Council's Consideration:

- Town Center Branding – Use the proposed FY21 funding to develop a brand for our downtown and use the results as a base for a future city-wide branding study. Based on the ULI Technical Assistance Panel recommendation and recent business closures in Town Center, the Mayor and Council could dedicate funding first and foremost to our downtown's identity, story, brand and placemaking.

Based on further exploration of comprehensive branding efforts, it appears that the \$100,000 budget is likely more appropriate for a Town Center-focused study. A city-wide branding study of the scope described above could be much more costly.

- Start with a Request for Information (RFI) – Before dedicating funds to a branding study, the City could conduct an RFI to gather a better understanding of the appropriate scope of work and approach to a broad study encompassing a citywide and Town Center brand. The City could use the results of the RFI to refine a scope of services and identify appropriate funding for a broad branding study.

Quantifying a brand has become an essential part of a branding process. Unfortunately, it was not part of the original scope for our brand in 2011. If we rebrand the City, staff recommends building into the scope of work a way to track a return on investment. A good brand communicates more than just a logo, it tells the story of who we are as a city. Our brand helps build credibility and trust with our residents by being a recognizable presence in the community.

**65. Provide a description of how trees are protected and the protocol for taking them down.**

Trees are subject to the Forest and Tree Preservation Ordinance (FTPO) when they are included on a Forest Conservation Plan (FCP). Pruning, removal, and replacement must be reviewed and approved by PDS, which is responsible for FTPO compliance, prior to action. Proposed impacts may need to be recorded on the FCP, depending on what is proposed (City Code Sec. 10.5-26). Further, any proposed significant tree removal located on property other than a single family detached residential lot, with or without an FCP plan, must submit a Significant Tree Removal permit to PDS.

The responsibility for reviewing requests for removal are handled by PDS staff or a contract inspector. Typically, staff would meet with the applicant. If trees were to be removed, those trees would be identified for removal at that time. Once the request is approved, the removal can occur. If the removals are multiple, a plan might be required to show replacement trees. Whether a plan is required is evaluated on a case-by-case basis.

**66. Provide more information on the adequacy of staff for tree inspections.**

At the March 2<sup>nd</sup> Budget Worksession, the Mayor and Council requested information on the adequacy of staff for tree inspections. Since the transfer of these responsibilities from Recreation and Parks (R&P) to Planning and Development Services (PDS) in March 2019, we have taken actions to ensure that the Forest and Tree Preservation Ordinance (FTPO) is effectively administered, especially the inspections and preservation of trees.

Protection of trees within the City rights-of-ways and City-owned property is primarily handled by the Urban Forester in R&P and our staffs are continuing to work effectively together to implement all the requirements of the FTPO. The PDS Department is responsible for the

effective review and processing of all development-related applications through the Planning Commission and the Mayor and Council. The responsibility of preserving and protecting trees involving new development is handled by a Principal Planner (Landscape Architect), which ensures that applicants are held accountable for implementing all development-related ordinances, including the FTPO. This staff member works side-by-side with other department staff to directly coordinate the protection and preservation of trees with development-related ordinance requirements. Thus, we can more easily resolve conflicts between protecting trees and implementing other requirements, such as the placement of buildings and parking spaces.

In January 2020, the PDS Department took an existing vacant position and reallocated it as a full-time Senior Forestry Inspector. We believe that this position, along with our continued commitment to annually fund two part-time forestry inspectors from a professional firm, will ensure that required inspections of trees and enforcement of violations will be fully addressed. Contracting with outside forestry inspection experts has worked well for the last several years to ensure that we maintain the required inspections for compliance with local and state requirements. If needed, we have the funding available to increase tree inspections. Handling forestry inspection workload in this way seems to be more economical for the City since annual tree inspections do not represent a consistent year-long workload.

**67. Provide a 5-year Police staffing plan.**

The City engaged a consultant, Center for Public Safety Management (CPSM), to provide a staffing study, which was presented to the Mayor and Council in FY19. This study did not recommend a target staffing level but did make staffing recommendations that the RCPD has implemented. Some of these implemented recommendations include a major change in scheduling, adding a Deputy Chief, reducing the number of Majors, increasing the number of Lieutenants, and having a separate emergency management position. The RCPD has enough sworn positions to staff all patrol shifts; however, additional positions would enable the RCPD to expand specialty patrols, such as bicycle patrols and foot patrols, that are beneficial to community policing, as well as to patrolling densely-populated areas that include multi-level buildings.

**68. Provide a history of population versus FTEs (all funds and General Fund).**

Fiscal Year	Population	Regular FTEs - All Funds	Regular FTEs - General Fund	Total FTEs per 1,000 Residents	General Fund FTEs per 1,000 Residents
FY 2001	49,834	507.20	391.70	10.18	7.86
FY 2002	52,280	515.40	393.00	9.86	7.52
FY 2003	54,726	523.60	408.90	9.57	7.47
FY 2004	57,172	526.80	408.60	9.21	7.15
FY 2005	59,618	529.40	410.20	8.88	6.88
FY 2006	59,833	524.00	403.60	8.76	6.75
FY 2007	60,242	531.30	406.40	8.82	6.75
FY 2008	60,731	535.50	406.40	8.82	6.69
FY 2009	61,201	553.40	411.02	9.04	6.72
FY 2010	61,209	555.10	412.80	9.07	6.74
FY 2011	62,052	539.80	404.40	8.70	6.52
FY 2012	63,250	537.10	402.85	8.49	6.37
FY 2013	64,072	526.80	402.55	8.22	6.28
FY 2014	65,937	521.60	399.00	7.91	6.05
FY 2015	66,782	519.30	398.00	7.78	5.96
FY 2016	66,985	518.00	399.05	7.73	5.96
FY 2017	67,895	517.40	399.45	7.62	5.88
FY 2018	68,286	516.90	401.95	7.57	5.89
FY 2019	69,400	518.10	402.95	7.47	5.81
FY 2020	70,200	522.60	406.15	7.44	5.79
FY 2021	71,000	529.60	410.15	7.46	5.78

Sources

*FTE numbers from adopted budget documents*

*Sources of population estimates:*

*2000: 2000 Decennial Census*

*2001 - 2009: PDS, Round 7.2 forecasts*

*2010: 2010 Decennial Census*

*2011 - 2018: Census population estimates*

*2019 - 2021: PDS, Round 9.1 forecasts adjusted based on current market and construction indicators in the City*

**69. What is the cost to implement the recommended Compensation and Classification Study results by fund, including benefits?**

Fund	Salary	Benefits	Total
General	\$ 390,869	\$ 37,719	\$ 428,588
Water	\$ 46,101	\$ 4,449	\$ 50,550
Sewer	\$ 38,475	\$ 3,713	\$ 42,188
Refuse	\$ 69,990	\$ 6,754	\$ 76,744
Parking	\$ 2,802	\$ 270	\$ 3,072
SWM	\$ 12,220	\$ 1,179	\$ 13,399
Speed	\$ 5,000	\$ 483	\$ 5,483
<b>Total</b>	<b>\$ 565,457</b>	<b>\$ 54,567</b>	<b>\$ 620,024</b>

**70. Provide the 5-year cash flow for the Parking Fund.**

	FY 2020 Estimate	FY 2021 Proposed	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast
<i>Revenue</i>						
Property Taxes	160,762	160,850	164,067	167,348	170,695	174,109
Other Gov't.	313,349	315,000	317,701	320,455	323,264	326,129
Fines/Forfeitures	465,000	680,000	680,000	680,000	680,000	680,000
Use Money/Prop.	51,000	51,000	55,796	56,765	57,607	58,387
Charges for Serv.	303,000	521,000	521,000	521,000	521,000	521,000
FRIT Lease	338,590	344,346	350,200	356,153	362,208	368,365
Transfers In	1,100,000	1,050,000	700,000	700,000	700,000	700,000
<b>Total Resources</b>	<b>2,731,701</b>	<b>3,122,196</b>	<b>2,788,763</b>	<b>2,801,722</b>	<b>2,814,775</b>	<b>2,827,991</b>
<i>Expenses</i>						
Personnel	303,950	321,580	336,382	351,874	368,090	385,063
Operating	101,680	253,260	112,494	114,265	116,072	117,917
Administrative	87,000	90,000	91,800	93,636	95,509	97,419
Principal	1,480,000	1,390,000	1,440,000	1,490,000	1,530,000	1,575,000
Interest	741,244	813,273	759,022	715,822	671,122	625,223
<b>Total Use</b>	<b>2,713,874</b>	<b>2,868,113</b>	<b>2,739,698</b>	<b>2,765,597</b>	<b>2,780,793</b>	<b>2,800,622</b>
Cash Beginning	98,381	116,208	80,291	129,357	165,482	199,464
Cash Ending*	116,208	80,291	129,357	165,482	199,464	226,833

\* FY 2021 'Cash Ending' factors in budget capacity for proposed parking initiatives in Town Square. FY 2022-2025 General Fund transfers will be increased if/when initiatives are finalized.

**71. Include language in the Budget Highlights section that directs readers to the Planned Improvement Projects for the pedestrian bridge connecting Twinbrook to Rockville Pike.**

Staff will make this adjustment for the FY 2021 adopted budget document.

**72. Provide information on current fees and charges compared to what is being assumed in the FY 2021 proposed budget.**

The City's master fee resolution "To revise the schedule of various user and regulatory fees for the City of Rockville" will be presented to the Mayor and Council on March 30, 2020, with adoption scheduled for May 4, 2020. The last time this resolution was updated was in May 2018. Both the departments of Public Works and Planning and Development Services are requesting changes to their rates. Not all rates will change between FY 2020 and FY 2021. This resolution covers revenue sources such as licenses and permits and non-recreation charges for services.

In addition to the master fee resolution, the Mayor and Council will also be presented with an introduction of an ordinance to increase various parking fees and citations (all Parking Fund revenue) on March 30, 2020. Many of these fees and citations have not been updated for many years and are below our neighboring jurisdictions. Adoption of these changes is also scheduled for May 4, 2020.

Recreation-related fees and charges are updated frequently and do not require action by the Mayor and Council. These fees and charges cover numerous classes, camps, programs, and rentals at the Swim and Fitness Center, Senior Center, Civic Center, community recreation centers, and other City facilities. Staff can provide more specific information on any program and/or facility if requested.

**73. Fund the Senior Center's ADA improvements in the amount of \$120,000 for FY 2021.**

The City Manager recommends funding this project for FY 2021. If approved by the Mayor and Council, it will be presented as a change between the FY 2021 proposed and adopted budgets.

**74. Fund King Farm Horse Barn renovation in FY 2021 (currently unfunded in out years).**

Staff maintains the proposed budget's recommendation that this project remain unfunded in FY 2024 and future years. The Mayor and Council are scheduled to discuss the King Farm Farmstead over the next several months, and new information as a result of the RFI and/or next steps will help to determine future funding decisions.

**75. Include funding for King Farm fire suppression in future budget amendment.**

The City Manager recommends funding this project, which is estimated at \$700,000, in FY 2020. If approved by the Mayor and Council, it will be presented as an amendment to the FY 2020 budget on May 4, 2020.

**76. Fund a \$75,000 one-time grant for the resident companies at the F. Scott Fitzgerald Theatre.**

The City Manager recommends funding the grant requests, which equal \$25,000 per resident company in FY 2020. Additional appropriation is not needed because the City Manager will fund this request from the FY 2020 General Fund contingency account.

**77. Consider adding more funding for the City's implementation of the ADA Transition Plan.**

The City Manager recommends an additional \$150,000 for ADA related improvements. If approved by the Mayor and Council, this will be presented as a change between the FY 2021 proposed and adopted budgets. This additional allocation brings the total to \$255,000, which will allow staff to complete some of the larger, higher priority projects.

**78. Consider lighting pathways that are used for commute, travel, etc.**

Because City parks and trails are closed from sunset to sunrise, staff do not recommend installing lights along trails and paths.

**79. Reduce assessed value in the sample household chart to equal the mean (or median) assessed value for Rockville as determined by Planning and Development Services.**

Finance staff received information from Planning and Development staff about the mean and median single-family home values in Rockville. For the adopted budget document, staff will show the assessed values for both properties at \$518,000, which is the average for Rockville.

## Summary of Oral Testimony for the FY 2021 Budget Process

As of 3/7/2020

### Public Hearing #1: 12/16/2019

Speaker	Individual/Organization	Comment/Request
Brian Van Fossen	City of Rockville Fraternal Order of Police	Increase the number of police officers, assess and increase other police officer benefits (Exhibit #2)
Judy Rudolph	Individual	<ul style="list-style-type: none"> <li>Recognize Town Center as a residential neighborhood, giving access to neighborhood and community policing resources</li> <li>Advocacy for resources to implement pedestrian safety</li> </ul>

### Public Hearing #2: 01/13/2020

Speaker	Individual/Organization	Comment/Request
Corinne Abramson	Rockville Pedestrian Advocacy Committee	Advocacy for pedestrian safety (Exhibit #6)
Alexandra Dace Denito	Lincoln Park Civic Association	<ul style="list-style-type: none"> <li>Advocacy to make sure that funding is allocated to advertise public hearings regarding redevelopment of neighborhood plans</li> <li>Advocacy for more investment in pedestrian safety</li> <li>Advocacy for investment in community composting</li> <li>Advocacy for the City of Rockville to provide incentives to install residential solar rooftop panels</li> <li>Advocacy for more resources for afterschool and summer camps to support STEM programs</li> </ul>
Drew Powell	Rockville Sister Cities Corporation	Request for a total of \$6,000 to assist with the Taiwan Bubble Tea Festival (Exhibit #5)
Brian Shipley	West End Citizen's Association	<ul style="list-style-type: none"> <li>Improve pedestrian safety at Great Falls road and monuments</li> <li>Improve pedestrian safety on Maryland Avenue from South Washington Street to New Mark Esplanade</li> <li>Improve the storm drain at Forest Avenue and West Montgomery Avenue</li> <li>Complete replacement of the City's historical signs</li> <li>Complete the sound wall at I-270 north of exit 6</li> <li>Complete a noise evaluation on the east side of I-270 south of exit 6</li> <li>Complete Maryland Avenue from Beall Ave. to Dawson Avenue and Dawson Avenue from North Washington Street to Hungerford Road</li> </ul>
Nancy Breen	Rockville Bike Advisory Committee	<ul style="list-style-type: none"> <li>Advocacy to implement the Vision Zero Action Plan, including creating a 1.0 FTE coordinator to implement the Plan</li> <li>Invest in wayfinding signage</li> <li>Invest in a study of South Washington Street</li> <li>Include a protected bike lane on Maryland Avenue</li> <li>Include a bike lane on Martin's Lane</li> <li>Create a full time coordinator position to bring back the Safe Routes to School program</li> </ul>
Philip Scheer	Individual	Keep the budget balanced, with the minimum amount spent possible

**Public Hearing #3: 03/02/2020**

<b>Speaker</b>	<b>Individual/Organization</b>	<b>Comment/Request</b>
Leon Suskin	Human Services Advisory Commission	5% increase in Caregiver grants, comprehensive needs assessment
Drew Powell	Rockville Sister Cities Corporation	Request for a total of \$6,000 to assist with the Taiwan Bubble Tea Festival (Exhibit #10)
Helen Aberger	Victorian Lyric Opera Company (Resident Companies)	Request for one-time grant of \$25,000 for each of the Resident Companies (Victorian Lyric Opera Company, Rockville Little Theatre, Rockville Musical Theatre)
Eric Fulton	Rockville Pedestrian Advocacy Committee	Request for the budget document to show the resources dedicated to implementing pedestrian safety initiatives
Brian Van Fossen	City of Rockville Fraternal Order of Police	Increase the number of police officers, assess and increase other police officer benefits, particularly disability benefits. Also asks for a formal written agreement between the FOP and the city (Exhibit #11)
Steven Howlett	Rockville Little Theatre (Resident Companies)	Request for one-time grant of \$25,000 for each of the Resident Companies (Victorian Lyric Opera Company, Rockville Little Theatre, Rockville Musical Theatre)
Marissa Valeri	Twinbrook Community Association	<ul style="list-style-type: none"> <li>• Request for a study pedestrian and bicycle connector for the Twinbrook community</li> <li>• Request a 3% increase in the FY 2021 budget for patrol teams to increase community policing for the Twinbrook community</li> <li>• Request to install lighting for the Twinbrook bike path from Rockcrest Park to the Twinbrook Community Recreation Center</li> <li>• Support any pedestrian and bicycle safety requests</li> </ul>
Peter Lowet	Mobile Medical Care, Inc.	Request to keep the \$30,000 allocated in the proposed budget for Mobile Medical Care
Nancy Breen	Rockville Bicycle Advisory Committee	Requests for pedestrian and bicycle safety improvements, including support for a full-time Vision Zero coordinator (Exhibit #12)

## Summary of Written Testimony for the FY 2021 Budget Process

As of 3/7/2020

Exhibit	Name	Individual/Organization	Issue(s)
1	John Becker	Rockville Environment Commission	Conduct energy efficiency assessments and improvements at City Facilities Replace street lamp bulbs with LED bulbs
2	Brian Van Fossen	City of Rockville Fraternal Order of Police	Increase the number of police officers, assess and increase other police officer benefits
3	George Sushinsky	Recreation and Parks Advisory Board	<ul style="list-style-type: none"> <li>• Redevelop the RedGate as a park and open space facility</li> <li>• Renovate 6 Taft Court to facilitate staff moves into the building</li> <li>• Eliminate the use of Roundup on athletic fields</li> <li>• Improve park lighting at entrances and along paths</li> </ul>
4	Melissa McKenna	Individual	Invest \$500,000 into the Maryvale and Carl Sandburg Learning Center for daycare and before/after school care
5	Drew Powell	Rockville Sister City Corporation	Advocate for a total of \$6,000 to assist with the Taiwan Bubble Tea Festival
6	Corinne Abramson	Rockville Pedestrian Advocacy Committee	Request full funding and an expedited schedule for implementing for the Vision Zero Action Plan as well as the Pedestrian Master Plan, including better crosswalk lighting, police staffing, and education
7	Deborah Moore	Human Services Advisory Committee	Advocate for Rockville Human Services and Caregiver Grants
8	Lauren Paiva	Rainbow Place Shelter	Advocate for funding for Rainbow Place Shelter
9	Amanda Roberts	Individual	Advocate for a splash pad in East Rockville
10	Drew Powell	Rockville Sister City Corporation	Advocate for a total of \$6,000 to assist with the Taiwan Bubble Tea Festival
11	Brian Van Fossen	City of Rockville Fraternal Order of Police	Increase the number of police officers, assess and increase other police officer benefits, particularly disability benefits. Also asks for a formal written agreement between the FOP and the city
12	Nancy Breen	Rockville Bicycle Advisory Committee	Requests for pedestrian and bicycle safety improvements, including support for a full-time Vision Zero coordinator
13	Margaret Magner	Individual	Requests that the new proposed smart parking meters not be implemented for the Rockville Town Center area
14	Seth Marcus	Individual	Requests that the city freeze rates for refuse, water, and sewer services
15	Tebles Haile	Individual	Requests to not increase the water rate



November 21, 2019

TO: Mayor and Council of Rockville  
Robert DiSpirito, City Manager

FR: Rockville Environment Commission, (REC), John Becker *JB*

RE: Support of Departments of Public Works and Recreation & Parks budget requests for Fiscal Year 2021

Earlier this year both Director Craig Simoneau and Tim Chestnut, appeared before REC and explained two budget requests for Fiscal Year 2021.

REC supports investments in:

Energy Assessments and Improvements of City Facilities – contract a phased series of energy audits through the Operating Budget for one to several major City facilities or operations per year or every two years, dependent on available budget and focused on the highest energy-consuming facilities. The audit will provide a list of cost-effective improvements for each place or operation. The most feasible ones would go into a new CIP project for City Facility Energy Improvements that coordinates with planned equipment replacements and building renovations, etc. Funding could come from grants, General Fund money for previously planned replacements/renovations, and any additional funding the Mayor and Council decide to allocate.

Replace existing street lamp bulbs with LED bulbs - LED (light emitting diodes) bulbs offer a longer life in City street lights and are extremely more efficient. Such a program to replace existing street light bulbs reduces personnel costs as replacement tasks are reduced and the overall energy efficiency increase reduces electrical consumption.

Activities at the local, regional, national and global levels are compromising the Climate. REC after review strongly supports these two budget requests. Rockville can show it is working to reduce Climate Change by making City Operations more efficient, reducing energy use, and reducing greenhouse emissions.

By approving these budget requests, Rockville becomes a leader showing residents, guests, businesses, other municipalities, and governments it is addressing this concern and others can too.

Cc: Amanda Campbell, Tim Chestnut, Scott Fazekas, Susan Koester, Clark Reed, Monica Saavoss, Erica Shingara, Craig L. Simoneau, Lise Soukup, Steve Sprague, Pavitra Srinivasan, Ted Stauderman, and Fedon Vayanis

**Niles Anderegg**

**From:** Brian Vanfossen <bvanfossen@rockvillemd.gov>  
**Sent:** Tuesday, December 17, 2019 12:40 AM  
**To:** mayorcouncil  
**Subject:** Dec 16 Public Hearing FOP Talking Points

Hello Everyone,

I have attached my talking points to this email. I did add some additional information while speaking tonight would be happy to send more information related to everything.

-We Need more police officers. It is my understanding our command staff will be asking for 3 Sworn Police Officers. I would ask you for more than that. I would ask you for at least 5 more Sworn positions this year and for several years. Nationwide Police department's have 15.6 sworn police officers per every 10k residents. With our population of nearly 70k residents we should have over 105 Sworn officers. We have 65. In comparison the City of Frederick has approximately 72k residents and 148 Sworn Police Officers, or 20.5 officers for every 10k residents. Frederick City Police has a current budget of 33.4M dollars, 148 Sworn, 56 Civilian Support.

Our lack of staffing has a continuous adverse effect on services and support our department can provide our residents.

-In addition to adding additional officers we need to retain our current officers. We need a COLA of at least 2%, Merit based step increases.

-A comprehensive and complete On-duty disability plan. As of June 2018 the City hired a private company for off duty disability insurance, in doing so the City no longer has an on duty Disability retirement plan. Formerly if someone was completely and permanently disabled while on duty the City would guarantee that officer would receive 66 and 2/3 of their pre disability income and free health care until their normal retirement date. Now, we are strictly at the mercy of the workers comp commission on what an officer may or may not receive. This is deeply troubling de-motivating.

Currently if an officer is injured off duty, they guaranteed more disability benefit protection than if they are injured on duty. This is not an environment conducive to recruiting and retaining police officers. Police work inherently dangerous. It is the industry standard to provide on-duty disability benefits protections.

(The FOP and Police Admin are gathering information from other MD police agencies. The FOP would like to be a part of implementing a new disability policy)

-Funds for an actuarial study to implement a DROP program, and is feasible a commitment to implement in the same year. Change our pension to be based on the highest 3 years of service to match all other city employees, not the last 5.

-Furthermore we, request the city enter a collective bargaining agreement with FOP. We currently have a "meet and confer" status and have entered several memorandums of understanding with City over the course of several years. This process has been a continuous struggle. Recently, the City has changed a policy that was previously negotiated without approval or agreement from the FOP. The City's Legal Department has recently decided that City Code that says: Where such rules and procedures conflict with provisions of a written agreement between the City and any employee or employee organization, the provisions of the written agreement shall apply and take precedence over City rules and procedures...(Chapter 15 Sec 15-1)" and "The grievance procedure shall provide for an appeal to the City Manager whose decision on the grievance shall be final." (Chapter 15 Sec 15-52) Does not apply to sworn police officers.

I asked what other City Code and City policies do not apply to Sworn Police officers and for the person or persons that made that decision 3 business days ago. We have yet to get an answer to those questions.

-----  
I do have all the related email threads in reference to the General Order 2-7 change.

But for some additional background the grievance procedure for sworn police officers was negotiated in FY1994 Meet and confer. There is a signed MOU between the City and FOP stating grievances will be handled according to G.O. 2-7 as published July 1, 1989. Over the years the FOP has not contested very minor changes and language updates to G.O. 2-7. But the current Police Administration substantially changed G.O. 2-7 in October without consulting the FOP. A clear violation of our FY1994 meet and confer agreement. The FOP requested the police admin not publish the revisions, the police admin refused our request. The FOP reached out to Human Resources immediately. Human Resources deferred to the Legal Department. It took nearly two months and continuous inquiry by the FOP for Legal to provide a response. On 12/11 Karen Marshall provided this from legal:

"The response was that LEOBR prevails regarding the Chief of Police authority to issue discipline and that there was no problem to the changes to General Order 2-7. The Legal opinion is that discipline, under LEOBR issued by the Chief of Police is not grievable to the City Manager."

The FOP sent two very lengthy responses the evening of 12/11 to Karen Marshall citing our disagreement with Legal's decision and asked more questions.

1. Does the Chief of Police have the authority to dismiss (terminate) a Police Officer without the permission of the City Manager and or HR?
2. Does the Chief have the authority to impose suspension without pay of a Police Officer without permission of the City Manager and or HR.
3. Will the Legal Dept provide a list of all the City Code and City policies that do not apply to sworn police officers.

I have not received a response.

We as Police officers and the FOP are required to abide by all City policies, procedures and City Code. But apparently other City Officials are not.

The Legal Department with their decision has decided prior meet and confer agreements are meaningless and hold no weight. We need a Collective Bargaining Agreement in hopes the City will treat Officers properly.

It is my personal opinion is that there is a greater threat to my well being, and my employment as a Police Officer in the City of Rockville from inside the Police Department, HR and the legal dept, then I face on the streets of Rockville. Moral is a historic low.

We the police officers of Rockville need your help.

Thank you,

Brian

My personal email is [bvanfossen1986@gmail.com](mailto:bvanfossen1986@gmail.com). My phone number is 443-974-2958. Please feel free to contact me at anytime. I work midnight shift, 9pm-7am so there maybe a delay on my replies.

Officer B. Van Fossen

Rockville City Police  
2 W. Montgomery Ave  
Rockville, MD 20850  
240-314-8900

**Niles Anderegg**

**From:** George Sushinsky <gsushinsky@yahoo.com>  
**Sent:** Sunday, December 15, 2019 10:45 PM  
**To:** mayorcouncil  
**Cc:** Tim Chesnutt; Robert DiSpirito  
**Subject:** Fw: Recreation and Parks Advisory Board Memo  
**Attachments:** Recreation and Park Advisory Board Memo on Redgate-2.docx

Mayor and Council,

At the last meeting of the Recreation and Parks Advisory Board (Board) the Board members reaffirmed their desire that the Redgate Park property be dedicated to active and passive recreation use. This desire was presented to the last mayor and council in a memorandum that is attached to the forwarded email. As the new mayor and council, you will have the opportunity and responsibility to direct the course of action to be taken with regard to the future of Redgate Park. It is the Board's hope that this property will remain a source of recreation and environmental stability for all Rockville residents.

With the Board's position in mind, Redgate Park ranks high on the Board's priority list for FY2021 budget consideration. In addition the Board feels strongly that budget priority be placed on the complete renovation of 6 Taft Court to facilitate staff moves into the building.

Other issues discussed at the Board's previous meetings that will have impact on the budget if implemented are:

- \* the elimination of Roundup use on athletic fields for weed control in favor of methods that pose less of a potential health issue for city staff and field users;
- \* improved park lighting at entrances and along paved paths in the parks.

The Board looks forward to providing input to the Budget for FY2021 and beyond as well as the Master Plan for Redgate Park.

Thank You,

George Sushinsky  
 Chair of the Recreation and Parks Advisory Board  
 240-361-7883

----- Forwarded Message -----

**From:** George Sushinsky <gsushinsky@yahoo.com>  
**To:** MayorCouncil <mayorcouncil@rockvillemd.gov>  
**Cc:** Tim Chesnutt <tchesnutt@rockvillemd.gov>  
**Sent:** Monday, June 17, 2019, 7:58:56 AM EDT  
**Subject:** Recreation and Parks Advisory Board Memo

Mayor and Council,

The Recreation and Parks Advisory Board (Board) in its advisory role submits the attached memorandum for your consideration on the future direction of the Redgate property. I trust that the Board will have an active role in the discussions about Redgate.

Thank you,

George Sushinsky  
Chair, Recreation and Parks Advisory Board.  
240-361-7883

# Memorandum

To: Timothy Chesnutt, Director of Recreation and Parks  
 From: City of Rockville Recreation and Parks Advisory Board  
 Date: June 11, 2019  
 Re: Redgate Golf Course

The Recreation and Park Advisory Board has long supported the Redgate Golf Course as an important component of the City of Rockville's recreation facilities and programs. The Board also supported the lease of Redgate to Billy Casper Golf early this decade. This arrangement enabled the City to continue to provide a golf course for the community while relieving the City of the financial burden that the course had become in recent years.

The Recreation and Park Advisory Board offers new recommendations to the Mayor and Council in light of:

- Billy Casper Golf withdrawing from its lease with the City and ending its management of the Redgate as of 12/31/2018; and
- The Business Analysis of Redgate prepared for the City by NGF Consulting in January 2019.

NGF Consulting's Business analysis presents a bleak picture of Redgate including:

- A 33% reduction in rounds played from 2015 to 2018;
- Deteriorating course infrastructure;

In retrospect, the Board (and others) may have ignored or been unaware of this deterioration which occurred over many years both before and after the lease with Billy Casper Golf.

- Poor and declining operating results; and

- Challenging demographic and economic factors (overall decline in the # of golfers and rounds played, competition from other courses, etc.).

NGF Consulting's conclusion is that "significant improvement in the property is needed" at a significant cost (\$3 to \$4 million) to attain "an economic position at or near 'break-even'" ignoring the up-front renovation and equipment costs.

## Recommendations

### Golf Course Decision

The Recreation and Park Advisory Board recommends that Redgate no longer be maintained as a golf course. While we are disappointed with this outcome, we believe that maintaining Redgate as a golf course is not a viable option given the prohibitive costs of doing so.

### Recreation and Park Facilities in Rockville

The following statements serve as a guide for the Recreation and Park Advisory Board:

#### Recreation and Parks Mission Statement

*To promote participation by all Rockville residents in diverse, interesting and high-quality recreation and leisure opportunities in safe, modern and well-maintained parks and facilities.*

#### Recreation and Park Advisory Board Description (see City web site)

*The board is charged with encouraging the development of desirable recreation and park facilities in the city and recommending those programs for young people and adults that suitably reflect the needs of the citizens.*

With these charges in mind the Recreation and Park Advisory Board recommends that all or substantially all of the Redgate site be developed and maintained by the City as an active

and passive park and open space facility. The following factors contributed to our recommendation:

### **Population Growth**

Rockville is an attractive place to live and thus an appealing site for developers. This has and will continue to lead to a growing population in our City. For example, the City's 2016 Rockville Pike Neighborhood Plan (an area with no parks now) stated:

*Regional projections show that there will be approximately 11,800 residents and 13,900 jobs in the Plan Area by 2040, compared with about 3,530 residents and 9,050 jobs in 2015.*

The City cannot fulfill its mission (cited above) *to promote participation by all Rockville residents... in safe, modern and well-maintained parks and facilities* unless it grows these facilities along with its population growth.

### **New Parks and Facilities**

The opportunities for the City to acquire new park land are extremely limited. The City's success at adding significant active park land in recent decades only occurred when substantial open space was developed within the City and portions of that development devoted to park land (i.e. King Farm and Thomas Farm). Where in the City does a similar new open space opportunity exist today? Without such opportunities where will the City's growing population go to enjoy the *desirable recreation and park facilities* that our Board is charged with encouraging the Mayor and Council to develop. The Redgate site is such an opportunity that the City cannot afford to squander.

### **Potential Loss of Leased Sports Fields at Mark Twain**

Mark Twain situated across Avery Road from the entrance to Redgate serves as venue for Youth and Adult sports. It is heavily used to the point that field conditions were unacceptable during the end of the Fall 2018 sports season. The county lease runs out in two years and there is no guarantee that Rockville will be able to extend the lease again. The Redgate site is an opportunity to provide a long term solution to Rockville's growing need for more sports fields.

## **East Rockville**

While the population and facility challenges discussed above affect the entire City, the problem is especially acute in East Rockville. An overhead view of the City displays a scarcity of active parkland in East Rockville. Excluding Redgate, the only park of substantial size in East Rockville is Civic Center Park which, while a gem in many ways, provides limited recreational/active park options. The Redgate site offers a solution to this scarcity

## **Conclusion**

In summary, the Recreation and Park Advisory Board recommends the following:

- 1. The Redgate site no longer be maintained as a golf course; and**
- 2. All or substantially all of the Redgate site be developed and maintained by the City as an active and passive park and open space facility.**

## **Signed by:**

Vincent "Chip" Boylan  
Robert Harriman  
Thomas Lynch  
Eder Martinez  
Stephanie Pankiewicz  
George Sushinsky, Chair  
Robert Taylor  
Dirk Whatley  
Kent Wong

**Rockville Mayor and Council  
FY2021 Budget Request Submitted for the Public Record  
Testimony of Melissa McKenna**

I've been a regular in City chambers for 6+ years, and testified, Monday, January 6<sup>th</sup>, in what may be my last opportunity to see a project completed.

In past years I had a role to play: local PTA President, Montgomery County Council of PTAs (MCCPTA) Cluster Coordinator, then MCCPTA Capital Improvements Program Committee Chair, and even MCCPTA Vice President. My mission now as "just a parent" is the same as then: the best education and school facilities for all our MCPS students—not just at one school but in all our schools. Along the way, I advocated with you to Montgomery County Public Schools (MCPS) Board of Education (BOE) to build out Bayard Rustin ES to its full 740-student capacity, and to you as the City negotiated and funded an expanded gym there.

The City of Rockville has been extremely generous in funding school facility enhancements when MCPS has renovated or built new schools in the City. There was even a specific budget line item:

City of Rockville Community Gym Contribution

Lakewood ES	FY2003	\$200K
College Gardens ES	FY2006	\$200K
Meadow Hall ES	FY2010	\$300K
Bayard Rustin ES	FY2017	\$400K

In keeping with City tradition, I respectfully request that the City make a \$500K Capital Budget investment in FY2021 towards the new, co-located Maryvale ES and Carl Sandburg Learning Center. As a reminder, Sandburg is a county-wide, special education school of ~100 students whose needs exceed the services that can be provided in their home school. Unfortunately, time has long since passed when an enhanced gym could have been designed and built on the site. However, there are always other opportunities.

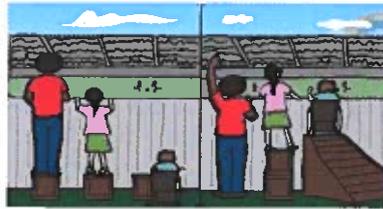
Many thanks again to Mayor Newton and Councilmember Feinberg for testifying with me to the BOE in August to remind MCPS that the City is a willing and generous partner with them for our City schools.

In September, Mayor Newton and I met with MCPS Chief Operating Officer Dr. Andy Zuckerman and Director of Facilities Management, Seth Adams, regarding other possible partnership opportunities for the schools. I had hoped for further progress by now on a specific, mutually agreeable project—but I'm sure MCPS will appreciate another reminder from me. I've only been bringing this up for a little over two years.

What floated to the top as most desirable and feasible was daycare and before/after school care space at the Maryvale/Sandburg site. Although located on the school site, it would be physically separate from the schools' building. Maryvale ES used to have dedicated daycare space, in addition to before and after school care. The loss of that daycare even while at the holding school on Bauer Drive, has had significant impact. Sandburg families have a significant challenge in finding suitable before and after care for their differently abled children, as well as nearby daycare for younger siblings, and they would greatly appreciate if those could be provided on site.

The Mayor and Council have clearly indicated a desire for the City to expand Early Childhood Care and Education options, especially in the Lincoln Park Community. Maryvale/Sandburg's First Street location would easily serve Lincoln Park and all East Rockville. If you should need more convincing, Maryvale has Head Start, Pre-K, and autistic pre-K programs and is also a Linkages to Learning site for additional family support.

New facilities for these two schools have been in the making for 10 years. It may not seem like much but co-locating a special education school with a general elementary school is like finding a unicorn. I mention these schools to every elected body I'm in front of because I'm so excited about the incredible opportunities presented by this one-of-a kind occurrence. Students and staff of both schools will benefit tremendously both socially and academically. Maryvale and Sandburg will become THE model for special education, not just in the County but the state. It is too important for them not to be afforded every opportunity to be the best schools they can be.



**Bottom line: This is a matter of equity. Our Sandburg and Maryvale students should be receiving a similar investment by the City of Rockville as the City has done for our sister schools. Whether and how MCPS responds to this opportunity would reveal the commitment by MCPS to practicing the equity it touts. The City should be taking the lead by providing equal funding and equitable facilities for ALL students, especially those from more challenged socioeconomic backgrounds and those with special needs, as we have at Maryvale and Sandburg.**

Thank you.

Melissa McKenna

**Sara Taylor-Ferrell**

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**From:** Melissa McKenna <melmckenna@utexas.edu>  
**Sent:** Wednesday, January 8, 2020 12:30 AM  
**To:** mayorcouncil; Robert DiSpirito; Linda Moran; cityclerk  
**Subject:** FY2021 Budget request to be included in the public record  
**Attachments:** RMC McKenna FY21budget request 010820.pdf

Dear Mayor and Council, City Manager, and City Clerk.

Attached please find a written copy of my public comments made at the January 6, 2020 Mayor and Council meeting. This is my formal request for the FY2021 City budget, and I ask that they be included in the Budget Public Record.

Thank you,  
Melissa McKenna

Attachment 10.b: AttachB\_PublicTestimony (2907 : FY 2021 Mayor and Council Budget Worksession)

## Sara Taylor-Ferrell

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**From:** Melissa McKenna <melmckenna@utexas.edu>  
**Sent:** Wednesday, January 8, 2020 12:12 AM  
**To:** mayorcouncil; Robert DiSpirito; Linda Moran; cityclerk  
**Subject:** Clarification regarding co-located Maryvale/Sandburg  
**Attachments:** Equity-vs-Equality.whlchr.jpg; RMC McKenna 010720.docx

Dear Mayor and Council and staff,

First, thank you all for hearing and responding to my FY2021 budget testimony Monday evening rather than next week when I will be at the first BOE Operating Budget Hearing. I will submit my written testimony separately to be included in the public record for Budget consideration.

Mark, thank you very much for your support. I am keenly aware that \$500K is not an inconsequential sum for the City, and your early enthusiasm is most welcome.

While it may seem minor, words and word choice do matter. I feel compelled to strongly emphasize that while Maryvale ES and Carl Sandburg Learning Center will be co-located in one physical footprint of a building, they most certainly are two, very distinct schools. Both deserving to be acknowledged. There will be only two points of access between the schools for students: the primary, interior security/fire doors by the administrative offices and the library, which will have a retractable partition wall between their two libraries to be opened more for multipurpose room use than free, open access to intermingle students. There are two of everything from admin offices, gyms, cafeterias, libraries, and playgrounds to two discrete principals, nurses, counselors, media specialists, and staff. They will operate independently at two different start times and originally had two different opening dates.

Why do I insist on making this distinction? It's a matter of respect. Sandburg can be, and was, easily overlooked in the very large pond of MCPS's 165,267 students, 25 high school clusters (that it was not formally part of any one), and 208 schools with their comparatively miniscule number of 100 differently abled students. Located just inside the City limits these students come from everywhere in the County. It is the MCPS school of last resort and for too many the only resort, and too often even private special education schools will not take these students. The hearts and dedication of every single educator and staff member in Sandburg is beyond enormous and rivaled only by those at Longview School

Advocacy for Sandburg as a facility and for the students was virtually nonexistent. Parents are challenged enough taking care of their own families. These families include students with Autism on the more severe end of the spectrum as well as having sensory, emotional, behavioral, and various learning disorders, or some combination of several, that render large public turnout impossible. I am proud to be their Champion with Paul Geller, immediate past MCCPTA President, and BOE member Dr. Judy Docca.

It's also a matter of equity. As the County and school system dedicate themselves to equity initiatives and reviewing all work, legislation, and budgets through an equity lens, I ask myself where is the inclusion of the disability community in all this? Nowhere. It is my mission to ensure the disability community is heard and represented as a stakeholder in all equity work. In MCPS, that community is the annual enrollment of 12% of students receiving special education. (The attached file is my preferred image portraying the difference between equality and equity. To be fair, that only shows what is visible. There are many invisible diseases. I commend the City on its second recognition by Proclamation on February 9, 2019 of Rare Disease Day held February 28th. The young woman who spoke has the invisible disease Postural Orthostatic Tachycardia Syndrome (POTS), which sadly seems to be afflicting greater numbers of our teens in MCPS.)

As much as I advocate for ALL schools in MCPS, it is for all the above reasons that I fight as strongly as I do for the most vulnerable and underrepresented underdog: our differently abled MCPS students. Maryvale/Sandburg is shorthand; however as a building and, as they look forward to becoming a community, they are now inextricably linked. For the staff, students, and families of both, I humbly ask that they be identified as Maryvale and Sandburg when referring to the site in any City project proposal.

Thank you.

Respectfully,  
Melissa McKenna

January 7, 2020

Dear Mayor and Council and staff,

First, thank you all for hearing and responding to my FY2021 budget testimony Monday evening rather than next week when I will be at the first BOE Operating Budget Hearing. I will submit my written testimony separately to be included in the public record for Budget consideration.

Mark, thank you very much for your support. I am keenly aware that \$500K is not an inconsequential sum for the City, and your early enthusiasm is most welcome.

While it may seem minor, words and word choice do matter. I feel compelled to strongly emphasize that while Maryvale ES and Carl Sandburg Learning Center will be co-located in one physical footprint of a building, they most certainly are two, very distinct schools. Both deserving to be acknowledged. There will be only two points of access between the schools for students: the primary, interior security/fire doors by the administrative offices and the library, which will have a retractable partition wall between their two libraries to be opened more for multipurpose room use than free, open access to intermingle students. There are two of everything from admin offices, gyms, cafeterias, libraries, and playgrounds to two discrete principals, nurses, counselors, media specialists, and staff. They will operate independently at two different start times and originally had two different opening dates.

Why do I insist on making this distinction? It's a matter of respect. Sandburg can be, and was, easily overlooked in the very large pond of MCPS's 165,267 students, 25 high school clusters (that it was not formally part of any one), and 208 schools with their comparatively miniscule number of 100 differently abled students. Located just inside the City limits, these students come from everywhere in the County. It is the MCPS school of last resort and for too many the only resort, and too often even private special education schools will not take these students. The hearts and dedication of every single educator and staff member in Sandburg is beyond enormous and rivaled only by those at Longview School.

Advocacy for Sandburg as a facility and for the students was virtually nonexistent. Parents are challenged enough taking care of their own families. These families include students with Autism on the more severe end of the spectrum as well as having sensory, emotional, behavioral, and various learning disorders, or some combination of several, that render large public turnout impossible. I am proud to be their Champion with Paul Geller, immediate past MCCPTA President, and BOE member Dr. Judy Docca.

It's also a matter of equity. As the County and school system dedicate themselves to equity initiatives and reviewing all work, legislation, and budgets through an equity lens, I ask myself where is the inclusion of the disability community in all this? Nowhere. It is my mission to ensure the disability community is heard and represented as a stakeholder in all equity work. In MCPS, that community is the annual enrollment of 12% of students receiving special education. (The image below is my preferred portrayal of the difference between equality and equity. To be fair, that only shows what is visible. There are many invisible diseases. I commend the City on its second recognition by Proclamation on February 9, 2019 of Rare Disease Day held February 28th. The young woman who spoke has the invisible disease Postural Orthostatic Tachycardia Syndrome (POTS), which sadly seems to be afflicting greater numbers of our teens in MCPS.)

As much as I advocate for **ALL** schools in MCPS, it is for all the above reasons that I fight as strongly as I do for the most vulnerable and underrepresented underdog: our differently abled MCPS students. Maryvale/Sandburg is shorthand; however as a building and, as they look forward to becoming a community, they are now inextricably linked. For the staff, students, and families of both, I humbly ask that they both be identified, Maryvale and Sandburg, when referring to the site in any City project proposal.

Thank you.

Respectfully,  
Melissa McKenna





January 13, 2020

Rockville City Hall  
111 Maryland Avenue  
Rockville, MD 20850  
Attn: Mayor and City Council

Re: Budget Hearing Testimony - Grant Funding for 2021 Rockville - Taiwan Bubble Tea Festival

Good evening, Mayor Newton, City Councilmembers, City Staff, ladies and gentlemen. My name is Drew Powell. I am speaking tonight as the President of the Rockville Sister City Corporation.

The Rockville Sister Corporation is a 501(c)(3) non-profit service organization that was formed in 1986 to maintain and facilitate Rockville's Sister City relationships and Rockville's Sister City Program. The Rockville Sister Corporation not only manages Rockville's relationships with the cities of Pinneberg, Germany and Yilan City, Taiwan, but also provides multiple programs annually that engage Rockville's culturally diverse communities. One such program is the Rockville - Taiwan Bubble Tea Festival.

The Rockville Sister City Corporation is seeking grant funding in the amount of \$6,000 commensurate with the 2021 Rockville - Taiwan Bubble Tea Festival, which promotes Asian - American culture to Rockville's diverse multicultural communities, while it invites and includes Rockville's Asian - American communities into the tapestry of everyday life in Rockville. For many years, the City of Rockville has endeavored to include Rockville's Asian American communities into all things Rockville and has budgeted funding and human resources to this end. As Asian - Americans comprise nearly 25% of Rockville's population, the need to more fully include all of Rockville's Asian - American population is essential.

The fourth Rockville - Taiwan Bubble Tea Festival, now the Rockville - Taiwan Bubble Tea and Food Festival, will be held May 8, 2021 in Rockville Town Square. This event is open to the public free of charge and provides a rich cultural experience focusing on Rockville's Asian-American Community. Cultural performances include music, dance and other ethnic and folk activities. Ethnic cuisine is also available. Due to the response on the part of Rockville citizens during the 2018 and 2019 Rockville - Taiwan Bubble Tea Festival's, in which more than one thousand and then three thousand attended, respectively, we anticipate at least three thousand attendees in 2020 and as many 5,000 attendees in 2021 (FY grant year), assuming the proposed expansion of the event to include Gibson Street and Maryland Avenue. The 2021 Rockville - Taiwan Bubble Tea Festival will also increase its hours from 10:00 AM to 5:00 PM. We were honored that the entire Rockville Mayor and Council actively participated in the 2019 Rockville - Taiwan Bubble Tea Festival. Thanks you.

Most of the requested funds will be returned to the City of Rockville in the form of venue rental, street closure fees and Rockville City Police services. The grant funds will also offset the cost of tents and generators. Thank you in advance for your consideration.

Most sincerely,

Drew Powell  
President  
Rockville Sister City Corporation

**ROCKVILLE SISTER CITY CORPORATION**  
111 Maryland Avenue, Rockville, Maryland 20850  
Phone: 240-314-5029 [www.rockvillesistercities.org](http://www.rockvillesistercities.org)

# Rockville Pedestrian Advocacy Committee FY21 Budget Request Public Testimony

Good evening. My name is Corinne Abramson, and as Vice Chair of the Rockville Pedestrian Advocacy Committee, I am here tonight to share with you the group's priorities and recommendations for the 2021 budget.

Before I jump in, I ask for your quick indulgence. I would like to share with you how the committee defines the word pedestrian. We use a contemporary and inclusive definition, one that refers to "any form of human powered travel"...so when we refer to a pedestrian, we are referring to those that use wheelchairs, walkers, canes and motorized scooters as well as those that use their feet. It also includes people who are pushing a stroller. In fact, if you think about it, almost everyone is a pedestrian. Even drivers are pedestrians ...at the beginning and at the end of their journey... they walk to their car, home or place of business. The issues I stand in front of you to talk about are broad-based, ones that impact everyone.

The items the committee brings forward are not meant to be comprehensive but, instead, to commence a discussion and frame the "ask". These are items we see as essential to the implementation of the City's commitment to protect the lives of those that live, work, shop or visit ... inclusive of pedestrians, bicyclists and drivers. We believe our request is in line with the planning that the city is doing to this same end. In fact, we were encouraged to hear City Manager, Rob DiSpirito, state, during the December 16th Mayor and Council meeting, *"I do intend to present funds in the FY21 budget, money for measures to address things like physical improvements to intersections, overtime and additional funds for campaign of enforcement, likewise for media and outreach and communication."*

Building off those thoughts....

We recommend and request Full & Appropriate Funding for the Vision Zero Action Plan and the resulting Pedestrian Master Plan.

When presented in the spring, the plan that city staff will outline to the Mayor and Council will be a comprehensive approach to eliminating vehicle-related fatalities...but, the current plan calls for two years of research, planning and data collection, followed by multiple years of implementation. We strongly believe that we need to expedite this timeline and work to get ready for implementation as soon as feasible. We believe that requires additional funding and resources.

We feel the same about the resulting Pedestrian Master Plan. We need to resource appropriately, to expedite the planning process so that in the time between today and implementation we aren't faced with more crashes and fatalities.

The City's work to this end is organized by the three "E"s - Engineering, Enforcement, and Education.

Starting with Engineering: We believe that this work will have the greatest impact on our future. Safety begins with good design and good implementation. We ask that the city dedicate appropriate funds, staff, and resources to secure and improve our existing infrastructure - In particular, we are looking for funds to address 3 areas:

1. Sidewalk Construction and Repair
  - The percentage of sidewalks installed hovered around 70% of plan for FY17 and 18. We are asking for the necessary resources to achieving the goal of 100%
2. Street lighting –
  - The city made great strides in street lighting upgrades from FY 17 to FY 18 but still fell slightly short of 100%. The need for adequate lighting is a requirement for drivers and pedestrians alike and - particularly this time of year.
3. Investment in pedestrian safety technologies –
  - The city has installed several new flashing pedestrian beacons in the past year (for which we are grateful). We believe this type of technology, as well as High-Intensity Activated Walk (or HAWK) beacons should be included in the budget as new locations for protecting pedestrians are identified.

The second "E" is Enforcement. Here we echo the requests of other groups to increase police staffing and allow for-enhanced patrolling hours. Under Chief Britto's leadership, enforcement includes education and awareness as well as enhanced data analysis. The Rockville City Police Department is a great partner. We see them creatively "making more" with what they have, but the bottom line is that they have a finite amount of resources. We recommend increasing funding and staffing for enhanced enforcement.

The final "E" is Education. Probably the most immediate route to behavior change and impact is through education and outreach. With the increased volume of people walking in a city designed for drivers, it is imperative that that we remind and reinforce the rules of the road, crosswalks and sidewalks. We envision this happening through outreach campaigns and initiatives as well as enhanced signage. Again, here we also have a great team at the City and truly appreciated the opportunity to partner with them. We feel, however, that there is a need for increased funding to enhance existing programs and create new ones that will capture attention with their imaginative and unexpected approach. We would also like funding sufficient enough to create and distribute educational materials, such as the "Eyes Up Rockville" cards that resulted from a joint venture between local businesses and the Rockville Chamber of Commerce.

In closing, we ask that the city continue its commitment to pedestrian safety by adequately funding, staffing, and resourcing Vision Zero. Additionally, we would very much like to see these efforts move forward as collaborative venture, one involving multiple city departments - working together.

Thank you for your time this evening.

**Sara Taylor-Ferrell**

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**From:** D M <moore.deborah55@gmail.com>  
**Sent:** Monday, January 27, 2020 10:51 AM  
**To:** mayorcouncil  
**Subject:** Rockville Budget FY21

January 27, 2020

**To the Mayor and Council of the City of Rockville:**

First of all, I wish to acknowledge my appreciation for this opportunity to give my input on budgeting requests. I am pleased to be a Consumer Representative on the Human Services Advisory Commission. However, here, I wish to address you as a citizen of Rockville.

I am pleased to be able to represent a living example of the importance of funding for human services in the city of Rockville. They were there for me at critical times in my life when they were greatly needed. They continue to be so; and, I believe a generously strong continuation of funding for these services is a vital necessity for Rockville.

From the positive impact of Manna to the blessing of residing at Rockland House, I have been the beneficiary of the services H.S.A.C. advocates for year after year. It was due to that advocacy that these services were and still remain available for me and so many others who need them—and, it is my turn to give back by contributing my small but hopefully meaningful part here by asking for a continued robust level of funding for these services.

Again, I wish to thank the Mayor and City Council for their time and attention, and I look forward to a continued positive display of attention to those in the Rockville community that receive these services. Thank you.

Deborah Moore

City of Rockville Mayor and Council Meeting January 27, 2020  
Statement of Lauren K Paiva, Executive Director, Rainbow Place Shelter

Exhibit No. 8  
FY2021 Budget

Good Evening Mayor Newton and Members of the City Council.

My name is Lauren Paiva, Executive Director of Rainbow Place Shelter, located in Rockville, about half a mile from City Hall. Rainbow's goal as part of the Montgomery County Continuum of Care is to make experiences of homelessness rare, brief, and one time.

In just the few minutes it took all of us to walk from our cars into this meeting, we got a tiny taste of the biting cold our shelter guests feel every minute of every day that they are not at work or finding refuge in a place like Rainbow. There is no way to tell how many lives Rainbow Place has saved since its inception 38 years ago, but on nights like tonight providing shelter to the most vulnerable among us is as critical now as it was then.

There has been a great deal of focus at many levels on early intervention, working with families and youth to address many of the systemic causes of homelessness. At Rainbow Place, we have welcomed and are actively supporting this effort by increasing our emphasis on diversion and doing everything we can to help women not enter Rainbow or any other shelter.

Unfortunately, however, the sad reality is that millions of single women are experiencing homelessness in America, including many here in Rockville. Programs for youth and women with children don't help those who seek shelter at Rainbow. They struggle, living everyday alone, without the support structures that all of us take for granted. Of the 441 individuals experiencing homelessness in Montgomery County identified in last January's annual Point in Time Count Rainbow served 107 of them.

Today, we do so much more than provide food, shelter, and clothing. Our mission has grown to include counseling, case management and providing the support needed to transition our guests to a more stable quality of life.

The investment the City of Rockville makes in Rainbow Place is more than just humanitarian in nature. So far this year, Rainbow Place has seen a nearly 50% increase in the number of Rockville Residents coming through our doors. While difficult to directly measure, the decrease in city services consumed by our guests saves the City of Rockville substantial amounts of money. Plus, the funds you provide are multiplied many times over by in-kind and monetary donations from county and private sources.

Rainbow Place Shelter is truly one of the best investments this council makes each year, and we hope you continue to make the funds available to all of our nonprofit human services partners so that we may all continue these efforts together.

Thank you.

For additional information, please contact:

Lauren Paiva, [lauren@rainbowplace.org](mailto:lauren@rainbowplace.org), 301-762-1496

**Sara Taylor-Ferrell**

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**From:** Amanda Roberts <amanda.s.roberts8@gmail.com>  
**Sent:** Tuesday, January 28, 2020 3:46 PM  
**To:** mayorcouncil  
**Subject:** Support for East Rockville splash pad

Good afternoon,

As a resident of East Rockville and the mother of two young boys, I want to voice my support for a splash pad in East Rockville. It is my understanding that ERCA has asked to start funding for this in the upcoming fiscal year.

Specifically, I am in favor of any and all amenities that attract and retain families to East Rockville. We have tons of families with little children who tend to move out of their small houses as their kids grow. We are an exception - we decided to stay and add on to our house. The more we can do to increase community amenities and retain families, the better. A splash pad would be a fantastic and unique addition.

Thank you for your consideration,  
Amanda Roberts  
329 Seth Place



March 2, 2020

Rockville City Hall  
111 Maryland Avenue  
Rockville, MD 20850  
Attn: Mayor and City Council

Re: Budget Hearing Testimony - Grant Funding for 2021 Rockville - Taiwan Bubble Tea Festival

Good evening, Mayor Newton, City Councilmembers, City Staff, ladies and gentlemen. My name is Drew Powell. I am speaking tonight as the President of the Rockville Sister City Corporation. I am here tonight to ask that you, the Rockville Mayor and Council, restore grant funding for the 2021 Rockville - Taiwan Bubble Tea and Food Festival to the requested \$6,000.

The Rockville Sister Corporation is a 501(c)(3) non-profit service organization that was formed in 1986 to maintain and facilitate Rockville's Sister City relationships and Rockville's Sister City Program. The Rockville Sister Corporation not only manages Rockville's Sister City relationships with Pinneberg, Germany and Yilan City, Taiwan, as well as Rockville's friendly relations city, Jiaxing, China, but also provides multiple programs annually that engage Rockville's culturally diverse communities. One such program is the Rockville - Taiwan Bubble Tea Festival, which hosts thousands of Rockville citizens.

The Rockville Sister City Corporation is seeking grant funding in the amount of \$6,000 commensurate with the 2021 Rockville - Taiwan Bubble Tea Festival, which promotes Asian - American culture to Rockville's diverse multi-ethnic communities, while it invites and includes Rockville's Asian - American communities into the tapestry of everyday life in Rockville. For many years, the City of Rockville has endeavored to include Rockville's Asian - American communities into Rockville city events and governmental processes and has budgeted funding and human resources to this end. To a large extent, the Rockville Sister City Corporation has accomplished this mission. As Asian - Americans comprise nearly 25% of Rockville's population, the need to more fully include all of Rockville's Asian - American population is essential.

The forth Rockville - Taiwan Bubble Tea Festival, now the Rockville - Taiwan Bubble Tea and Food Festival, will be held May 8, 2021 in Rockville Town Square. This event is open to the public free of charge and provides a rich cultural experience focusing on Rockville's Asian-American Community. Cultural performances include music, dance and other ethnic and folk activities. Ethnic cuisine is also available. Due to the response on the part of Rockville citizens during the 2018 and 2019 Rockville - Taiwan Bubble Tea Festival's, in which more than one thousand and then three thousand attended, respectively, we anticipate at least three thousand attendees in 2020 and as many 5,000 attendees in 2021 (FY grant year), based on the proposed expansion of the event to include Gibbs Street in 2020 and Maryland Avenue in 2021. The 2021 Rockville - Taiwan Bubble Tea Festival will also increase its hours from 10:00 AM to 5:00 PM. We were honored that the entire Rockville Mayor and Council actively participated in the 2019 Rockville - Taiwan Bubble Tea Festival. Thanks you.

According to the proposed FY21 Budget, this important and largest gathering of Rockville's Asian American and other communities is recommended to be funded for half of what was requested. I and everyone involved with the Rockville Sister City Program ask that you restore the funding to the requested \$6,000. This is a fraction of what others have received over the years in order to serve the needs of Rockville and its diverse communities, especially its Asian - American community. Please keep in mind that most of the requested funds will be returned to the City of Rockville in the form of venue rental, street closure fees and Rockville City Police services. Thank you for your consideration.

Most sincerely,

A handwritten signature in cursive script that reads "Drew Powell".

Drew Powell  
President  
Rockville Sister City Corporation

**ROCKVILLE SISTER CITY CORPORATION**  
111 Maryland Avenue, Rockville, Maryland 20850  
Phone: 240-314-5029 [www.rockvillesistercities.org](http://www.rockvillesistercities.org)

Attachment 10.b: AttachB\_Public Testimony (2907 : FY 2021 Mayor and Council Budget Worksession)

Good evening madam mayor, city council members. My name is Brian Van Fossen, Rockville FOP Lodge 117 President. We, the FOP represent sworn Rockville City Police Officers. Later tonight you will have a FY21 budget work session. I am here tonight asking for your consideration on several issues as they relate your Police Department.

The City Manager's proposed FY21 budget only includes adding one additional sworn police officer. To be blunt, this is not enough. Our Police Department is significantly understaffed. Adding one police officer does nothing to correct that problem. It also does not address the expected population growth and vertical construction underway; we will continue to fall further behind. Also, our daytime population in Rockville is significantly higher than our roughly seventy thousand residents. Simply put, we need a lot more police officers to provide the level of service our citizens deserve. We need your help and hope it is a high priority for this year and many years to come.

Another issue that is deeply concerning to your police officers is the City's on the job disability benefits and protections, or lack thereof. Being a police officer is an inherently dangerous job, we all know that. But unfortunately, the City has reduced job injury benefits and protections for not just the police department but all city employees. The FOP has raised their concern about this issue and so has Chief Brito. I would like to give credit to Chief Brito and his administration for understanding that our department's current lack of job injury protection is a significant problem. His administration is advocating and actively attempting to make a positive change. Unfortunately, Chief Brito does not have the authority to grant officers the job injury protections needed. Again, we are asking for your help. A little background on this issue: In June of 2018 a policy change was proposed to and approved by the mayor and council. With that change, the City discontinued the "Income Protection Plan or IPP" and now uses a private insurer to provide off the job disability benefits for employees. Unfortunately, included in that change was a significant reduction on the job protections and benefits. The IPP not only provided off duty protections and benefits but also guaranteed the on duty protections and benefits as well. This change effectively stripped police officers of minimum benefits that are standard in our line of work. I would ask you to reinstate the IPP until such time a suitable on duty disability plan can be adopted. It is important you take action on this item now as the pending changes to the Personnel Policy and Procedures Manual state the IPP is no longer in place.

The last item I will bring to you tonight is a request for a formal written agreement between the FOP and the City. The FOP currently holds a "meet and confer" relationship with the City and has done so for the last 35 years. Through those years both side were able to discuss salary, benefits, certain work rules and procedures. Historically, that process was effective. Both parties met every year, negotiated, agreed to, and signed many MOU's. Both parties honored those agreements and if a change was needed it was updated via the next agreement. More recently, the meet and confer process has proven to be ineffective. For starters haven't signed an agreement since FY15. Discussions for FY20 agreement that actually started in FY19 have been completed since Dec 2019. To my knowledge, nothing has been provided to the Mayor and Council for their review and then FOP for finalization.

Recently the FOP had an opportunity to sit down with administrators from the Police Department, HR Department, Legal Department, and City Manager's Office. The official opinions of those City officials include:

1. The MOU agreements written, signed by the City and the FOP, then presented to and were ultimately approved by the Mayor and Council are **NOT** written agreements. City code Sec 15-1 states ***"Where such rules and procedures conflict with provisions of a written agreement between the City and any employee or employee organization, the provisions of the written agreement shall apply and take precedence over City rules and procedures, but only to the extent of any conflict."*** But again your legal department said: signed and approved meet and confer agreements are not "written agreements."
2. Meet and Confer agreements can be unilaterally changed by the City without discussion or approval from the FOP.

In summary, the history of meet and confer and years of "agreements" are pointless and mean nothing to your current administrators. They believe a good personal relationship and acting in good faith will be more beneficial than any written agreement could ever be. I do agree a strong, communicative relationship between the FOP and the Police administration would be very effective. I want that relationship, and I am certain that relationship can also exist with a formal written agreement. In fact, it would make a formal agreement and any negotiation process more effective and productive.

Under City Code 15-2, Council's responsibilities: The Council shall: (3) ***"Approve, when necessary, procedures and rules governing relationships between the City and any employee organization which may be created for the purpose of representing a group of City employees on matters relating to conditions of employment including: recognition of such employee organization, bargaining and negotiation with an employee organization, and adoption of a written agreement with an employee organization. Any agreement entered into with a recognized employee organization may include provisions concerning the administration of personnel matters which alter procedures set forth in this chapter but which do not alter the intent or application thereof. Any written agreement with an employee organization shall be approved by the Council before it becomes effective."***

I am asking you with good intentions and good faith that you grant the FOP the ability to enter a formal written agreement with the City. Preferably, a collective bargaining agreement. Or, at minimum, simpler Memorandum of Understanding between City and the FOP related to conditions of employment, benefits, certain work rules, administration of those rules, and a duration clause.

My push for a more formal written agreement is to bring more clarity and assurance to the membership. We see this as an opportunity to improve the police department and to make progress. There is a lot of uncertainty (to say the least) among the membership. We have seen erosion in procedural and monetary benefits. While the City has made significant improvements to make Police Officer pay more competitive, those improvements are negated by our department having the highest cost of healthcare

out of all surrounding departments that provides less benefits and a retirement plan that is also one of the least competitive, the list goes on.

I will and have repeatedly acknowledged we do have it good here in Rockville, but there is a lot that could be better and I want the best for our membership and the community we serve.

Again, thank you for your time and consideration. I look forward to further discussions.

-Brian

RBAC Budget Request 2020 for FY2021

1. **Support for Full-Time Vision Zero Coordinator in Rockville:** RBAC agrees with RPAC that Rockville needs a dedicated and enthusiastic Full-Time Vision Zero Coordinator to address urgent safety issues
2. **Implement new signage in Rockville:** Councilor Pierzchala and former Councilor Onley conducted a study that indicated 400-500 new signs are needed to update and supplement existing signage in Rockville.
3. **Bike Lane on Martin's Lane:** This is in the Bikeway Master Plan and due to requests from Montgomery College Students we want to accelerate implementation
4. **Hire a Full-Time Coordinator to Implement County Safe Routes to Schools (SRTS) Program in Rockville schools:** Rockville developed the initial program used by Montgomery County. Now, the City needs to work with the County to fully implement the SRTS program in Rockville. This involves hiring a Full-Time Coordinator to Implement the County Safe Routes to Schools program in Rockville.
5. **Systematic Analysis to forecast and address crashes proactively:** The County has already developed this and Rockville should utilize the county's systematic analysis techniques to forecast and address crashes proactively.
6. **Do not allow right turns on red lights:** Vehicle drivers do not carefully look for cyclists and pedestrians when they are allowed to turn right on red lights. Many urban areas already do not allow right turns on red lights to increase pedestrian safety. Rockville should not allow right turns on red lights—at least during busy driving times—and this needs to be enforced by police.
7. **Increase police patrols to enforce vehicular parking in bike lanes:** This is a frequent occurrence especially on Maryland Avenue and Beall Avenue and needs to be stopped.
8. **Study Washington Street:** A study is needed to learn how to make Washington Street (an alternative to Rockville Pike) safe for cyclists and pedestrians. Ideally the street needs bike lanes on both sides and wider sidewalks in many sections. RBAC realizes this needs to be part of a larger project to resuscitate Town Center and that the Urban Institute of Washington already made some recommendations; however, the UIW did not consider pedestrian and cyclist safety in their study and this still needs to be done.
9. **Study Maryland Avenue:** A study is needed to consider bike lanes on Maryland Avenue. In addition to RBAC, WECA would support a bike lane on Maryland Avenue.
10. **Study the alley behind homes on Montgomery Avenue as an alternative to Montgomery Avenue for cyclists and pedestrians:** The alley behind homes on Montgomery Avenue extends from Laird Street almost through to Nelson Street. If it were continuous it would provide a safe route for cyclist and pedestrians. This option needs to be explored by the city. In addition to RBAC, WECA would support this safe route for cyclist and pedestrians.

Respectfully submitted on behalf of RBAC by Nancy Breen, Chair

**Sara Taylor-Ferrell**

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**From:** M. Magner <margaretmagner@nyc.rr.com>  
**Sent:** Thursday, March 5, 2020 7:20 PM  
**To:** mayorcouncil  
**Subject:** Parking Meters in FY 2021 budget

Hello,

I sent this first to Monique, but it really is a message to Mayor and Council as a whole regarding the budget. Thank you all.

Margaret Magner  
115 Forest Ave.

Sent from my iPad

Begin forwarded message:

**From:** Margaret Magner <Margaretmagner@nyc.rr.com>  
**Date:** March 5, 2020 at 5:49:24 PM EST  
**To:** Monique Ashton <mashton@rockvillemd.gov>

Hi Monique,

Hope all's well!

Regarding City budget, i read in the March Rockville Reports paper that the proposed budget includes funding for smart parking meters. I sincerely hope these meters are not planned for Town Centre area. The latest closings demonstrate more than ever that parking meters should be pulled OUT of our downtown commercial area, rather than upgrading them and further committing to the Pay Parking spiral that is one of the biggest reasons people go to Crown or Rio, not Rockville Town Centre.

Almost a year ago more than 500 residents went to the Town Hall about Town Centre. The community showed huge concern publicly, but nothing seems to be happening. (Or if it is, maybe more publicizing is needed?) This gave the Mayor + Council political leeway to push back on Federal Realty and to do something about parking.

Please don't budget \$ to upgrade parking meters there, please take them out!

Thank you,  
Margaret Magner  
115 Forest Ave

Attachment 10.b: AttachB\_PublicTestimony (2907 : FY 2021 Mayor and Council Budget Worksession)

**Sara Taylor-Ferrell**

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**From:** smarcus25 <smarcus25@gmail.com>  
**Sent:** Saturday, March 7, 2020 4:22 PM  
**To:** mayorcouncil  
**Subject:** Proposed water rates for FY21 budget

Dear Mayor Newton and City Council members,

I am writing to request that the City reconsider the proposed increases for refuse, water, and sewer services. I request that the City instead freeze rates at their current levels.

The City has increased rates between 6% to 8% per year for the past 14 years I have lived in the city. These increases are significantly higher than the rate of inflation and therefore are unfair to city residents. Most families I know are not seeing their income grow anywhere near 6% per year. We can't keep up. Families with children and elderly residents on fixed income already face extremely high cost of living in Rockville. Now, we are again asked to pay hundreds of dollars more next year for water. People are really suffering and feel powerless when faced with huge utility rate increases. Families can give up cable TV, stop going to the movies, reduce eating out at restaurants, or cut other nice-to-haves from their budget. However, everyone needs water and sewer.

Every extra dollar I spend on water and sewer is a dollar less I spend in a Rockville business. Maybe the high cost of living is one factor why so many businesses in Rockville Town Center have closed - the cost of living is just too high and families can no longer afford to go out anymore. Yes the city has amazing amenities and I love living here. However, the city has lost its focus and is on an unsustainable path. We can't have massive increases in taxes and fees year after year and year without

consequences. More attention must be placed on making the city a more affordable place to live, and that includes freezing utility rates next year.

Thank you for considering my request.

Sincerely,  
Seth Marcus

--

-Seth

"It always seems impossible until it is done." - Nelson Mandela

**Sara Taylor-Ferrell**

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**From:** Tebles Haile <haileteb@gmail.com>  
**Sent:** Saturday, March 7, 2020 5:14 PM  
**To:** mayorcouncil  
**Subject:** Rockville water rate

We recently moved to the area. We're happy we made the decision, but increasing the water rate is not what we expected. Although we are enjoying the area; everything is expensive, let alone raising kids under 5 years of age. I'm hoping the water increase will not occur. We are both working parents and having to pay bills including childcare for 2 kids (5k per month) is unfair and ridiculous in my opinion. Water rates and all other expenses have gone up previously and continue to do so. Please do not increase the water rate.

I am currently on maternity leave for six months without pay. Instead of increasing water rate; MD should pay closer attention to maternity leave act and childcare.

Thank you

Attachment 10.b: AttachB\_PublicTestimony (2907 : FY 2021 Mayor and Council Budget Worksession)

## **FY 2021 City of Rockville Community Budget Survey: Results through March 7**

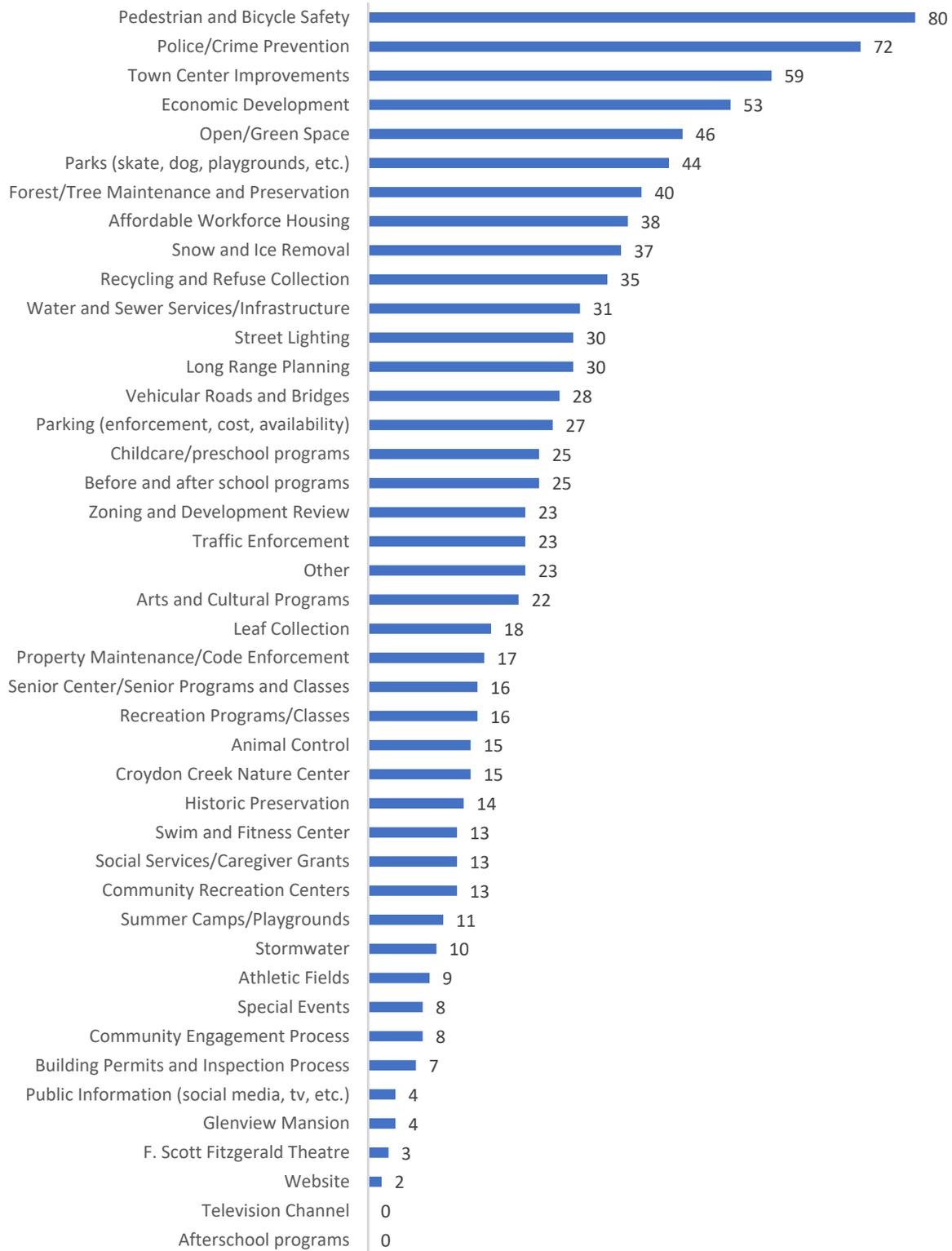
The following is a summary and compilation of the 214 responses to the FY 2021 Community Budget Survey for the City of Rockville as of March 7, 2020. The survey was opened to the public December 13, 2019, and closes April 17, 2020.

The survey consists of the following three questions:

1. **Please select your top budget priorities for FY 2021 (please select no more than five).**  
*This was a multiple-choice question with 43 options. All 214 respondents answered this question with 87 of them providing additional comments.*
  
2. **In order to accommodate new priorities for FY 2021, the City has a range of options to maintain a balanced budget. Please select which options you would prefer to see implemented.**  
*This was a multiple-choice question with 6 options. 200 respondents answered this question with 63 of them providing additional comments.*
  
3. **Please describe any ideas you have for decreasing costs, increasing revenues, or improving operational efficiency.**  
*This was an open-ended question. 81 of the respondents answered this question.*

Community responses to the open-ended questions are wide ranging in the issues and ideas submitted, as well as the amount of detail given. Staff encourages the Mayor and Council to review all the individual responses found within this attachment.

**Question 1: Please select your top budget priorities for FY 2021 (please select no more than five).**  
*(214 responses, 87 with additional comments)*



Attachment 10.b: Attach B\_Public Testimony (2907 : FY 2021 Mayor and Council Budget Worksession)

**Question #1: Please select your top budget priorities for FY 2021 (please select no more than five).**

Response #	Response
1	The loss of tree canopy is a huge issue - Twinbrook has lost a large portion over the past few years. Smaller trees and shrubs in narrow places are valuable as well. Reforest Rockville!
2	I would love to see different types of dance classes.
3	The City of Rockville must do a better job of providing green space east of 355. As an example, there have been numerous opportunities to acquire land east of 355 but those opportunities have been ignored (lot by twinbrook metro, multiple houses for sale, vacant plots of land). On the other side of 355, the City has spent millions of dollars on properties that can't even be used by residents for typical recreation. The land grab by the County for Redgate is equally troubling. How is it that the County, with thousands of acres available, can't find another location and somehow believes Rockville should donate this land? There is a great deal of value in helping our veterans, but this simply seems like the County offering up Rockville and Rockville laying back and having its belly scratched. The proposed location is not accessible for veterans, including a lack of public transportation, access to shopping, etc. There are many locations around the County that would provide the VA and the County with a better location, existing infrastructure, and with access to more resources and community amenities, without having to disrupt what could be a jewel for the City. The situation with the woodley gardens pool is another example of inequitable resources. How is it that a private pool is somehow receiving support from Rockville for both a bond and possible financial assistance, while the twinbrook swimming pool, whose stakeholders have asked for assistance for more than twenty years, is somehow ignored? The Woodley Gardens community literally has City facility located less than three miles away with much better amenities. In terms of social media, the City should utilize the existing avenues to better involve residents in the process. Transparency shouldn't just be a catch phrase and should be the norm. Using social media, which has more traction for younger age brackets, should be the norm in terms of communicating Mayor and Council decisions. Rockville Reports is not a realistic option for this process. The Budget, including big ticket decisions, should be included on social media so that more residents can be involved. Finally, we need a focus on low income families and seniors. The Senior Center is a good resource for many of our seniors, but should have the resources to provide outreach to all seniors. The services currently offered for kids need to be improved. At a recent PTA meeting I attended, we received information from the school that was very troubling. More and more middle school kids are seeking help from teachers and counselors, and there are few resources to help them. If the issues that were communicated at middle school are this poor, in one of the richest counties and cities in the country, then they must be equally or worse at other school levels. The teen suicide rate or rate of attempt is also out of control. Is there a way for Rockville to fund/work with other providers to help? I hope that a continued emphasis on childcare is also considered. The facts are that childcare in Montgomery County is the equivalent of a full time job. Help would be a good investment for the future. There needs to be a consideration for how to handle off-leash dogs. I was walking my dog on a weekday near the mansion a few weeks ago and two off-leash dogs come running out from behind the nature building. This is not the first time this has happened, with me having to get between my dog and another nasty acting dog in the past. My dog is not fully dog friendly due to previous trauma and takes time to warm up to other dogs. I would love to be able to walk her in other parks, but the risk of having a dog fight occur because someone thinks their off-leash dog is friendly leads me to limit what places I can visit.
4	Pedestrian Safety on Maryland Ave, especially at the Washington Street crossing is of deep concern. A flashing yellow light does not stop vehicles. This road into the city should be reduced to single lane traffic and flashing yellow (caution) be replaced with flashing red (stop for pedestrian).
5	Enforce noise control regulations. My neighbors routinely play their loud custom outdoor stereo system until 1am or occasionally later. The lower level of my house shakes from the base. Their parties often START at 10 pm and include weekdays and weekends, particularly in the summer. They also set off illegal fireworks. Another neighbor also has loud parties with music and with kids and adults talking and shouting loudly late into the night. Both of these neighbor's partying can be heard all over the neighborhood. I have contacted the police and nothing happens to stop this noise regulation of both level of noise and exceeding the cutoff time to essentially end all noisy activities which. If I remember correctly, this cutoff is 9pm. I don't mind a little latter on the weekends but 1am or later is not ok.
6	People speed on neighborhood side streets
7	Teardowns and Mansionization are out of control in the West End. Budget should allot money for Replacement Dwelling Design Guidelines for West End and to study a West End Conservation District.
8	Deer problem. 12 deer grouping together in the West End is more than a small problem. They eat native plants and defecate everywhere.

**Question #1: Please select your top budget priorities for FY 2021 (please select no more than five).**

Response #	Response
9	Deer population control measures, please.
10	Free parking in town center after 7 pm and weekends. Beall Ave between Rockville Pike and North Washington is too wide for people to be crossing in the middle of the street without traffic lights (even with those cross walks). Suggest you put parking on either side and just two lanes of traffic. Same problem on North Washington St. So many people run across and are going to get struck, very dangerous. Recreation classes - fitness and dance Senior Center - great place
11	Current plans to cull the deer herd are not enough. Deer are devastating birds and other animals' habitats.
12	Comprehensive long-range environmental planning (developing strategies and putting plans in place to reduce the City's environmental footprint (reduce energy use in City Buildings, move to solar/wind sources for electricity, "green" the City vehicle fleet, etc.), preserve green space and tree canopies, improve residential and commercial recycling rates and recycling in public spaces, add composting capabilities, etc.
13	1. Open up Gude Drive for west Rockville residents to access senior center 2. Equity in major City Events to be dispersed City-wide and to include west Rockville. Lunar new year, MLK, etc to held throughout City at different locations. Does data indicates lack of equity in various parts of the City? 3. Zoning, Budget, Planning Decisions to have measurable metrics including merits of the small business fund and land use decisions beyond the use of basic surveys. 4. City to enhance, provide guidance, and where warranted, provide ADA enforcement/ADA compliance concerns 5. Future Plans to Purchase of Rockshire Village Shopping Center 6. Pedestrian safety, especially near schools. 7. Move Citizen's Forum to have ability for speakers to use technology such as power point (etc) to communicate their concerns similar to how developers and applicants can use technology before Planning Commission and M/C. 8. Provide funding and support to move Mayor and Council from 5 to 7 members and voting districts. (9) Conduct a study of the amount of tax dollars collected west of I-270 and the return in the past budget cycles. (10) Increase the use of data tools/metrics for decisions. This includes the determination and measurable criteria for subsidies such as the small business fund and parking impact.
14	Neighborhood speed control: speed bumps and/or speed control mechanisms on main neighborhood roads. Better monitoring and enforcement. Better response and solutions. Fallsmead Way in Potomac. Fallsmead Neighborhood.
15	Pedestrian safety is increasingly important. While the City has done a lot, more support is required.
16	The main priority for the city should be to nullify and revoke its status as a Sanctuary City and not welcome gang members, drug dealers and lawbreakers into the city along with other people who feel they get to choose which laws to obey. More importantly, our leaders should lead by abiding by Federal law and not choosing which laws they feel are right to obey.
17	Repavement of Wootton parkway,McCormick rd, and Seven Locks rd.
18	We think affordable housing is a high priority for any community with a metro station - and providing affordable before and after school care goes hand in hand with that. It's what preserves Rockville's diversity (socio-economic, racial, age, educational, cultural, etc...). We're frustrated that the buildings around Rockville town center weren't taller to accommodate higher density (and bring in more revenues to the city and to local businesses). We'd also like to see more parking available around the Rockville metro to accommodate the higher density. We'd also like to see the composting program implemented.
19	1) Leaf collection schedules should begin & end later than in previous years due to climate change. The leaves are falling later in the season. 2) Town Center has not been competitive with Pike & Rose or Kentlands. We needs to attract a wider variety of restaurants and shops, and we need to make parking easier (such as free on weekends).
20	More playgrounds and athletic field. Composting within Rockville
21	Cabin john ice rink
22	By "Pedestrian and bicycle safety" I mean more bike lanes. There are too few bike lanes for commuters to use, and they are disconnected. By "Town Center Improvements" I mean encouraging more high-traffic shops and restaurants to move in, and make parking cost less. Add bike infrastructure. By "vehicular roads and bridges" I mean add more bike infrastructure and pedestrian safety. Do not encourage more cars by widening roads and highways such as 270.
23	I would like the parks in our area to be more natural and contain more manipulatives for kids imaginations. The overgrown weeds and aggressive invasives detract from the beauty and habit of native birds, insects and plants. That is a missed opportunity to demonstrate and example how native species in our area can thrive and benefit our environment at a less labored effort. Less chemicals, water and maintenance overall.

**Question #1: Please select your top budget priorities for FY 2021 (please select no more than five).**

Response #	Response
24	I believe by concentrating public money on core Government functions the City will thrive. Once the core functions are fully funded and operating effectively other ancillary functions will improve along the way. If we try to do too much in too many areas, we will fail to succeed anywhere as our resources become too stretched. A city that is safe, has good roads, healthy water, with a vibrant anchor of the community in the Town Center and an eye towards future economic development will sustain a livable city for all.
25	This list does not include environmental protection or sustainability, a topic quite separate from open/green space. It should
26	No more money spent in town center!
27	Animal control: Shoot the deer!! Long range planning: Stop building on every square inch of land, unless you ALSO add new roads and schools - the only long-range planning seems to be ... Build! Parking: there is less and less available and AFFORDABLE parking! Street lighting and Pedestrian safety -- if you have better lighting where you have allowed developers to build, thus inviting thousands more pedestrians and cars - maybe people wouldn't collide with cars so often!!! Same with bicyclists - you can't SEE THEM IN THE DARK.
28	All of these are important. I only checked recreation because I'm an Octogenarian and wish there was more places to play available.
29	I would like the quality of life in Rockville maintained, avoid over-development and congestion, pollution. This region of Maryland is becoming unlivable due to high-density residential and commercial development, making it difficult and unpleasant to live in.
30	There was not a priority listed for job creation or assistance to middle aged workers (especially women) who are job hunting, so I listed economic development
31	Ensure that economic growth does not outstrip our infrastructure. Overcrowding impacts schools, traffic, and resources, and reduces quality of life and property values. The trailers at our schools are shameful, and a sign of poor planning on government's part.
32	Increase sworn police staffing
33	The city should prioritize and fund a pedestrian master plan. The city should implement its recently adopted bicycle master plan. Some neighborhoods such as Twinbrook have a backlog of sewer main repairs that need to be addressed as the pipes are old and failing.
34	I want Rockville to maintain a strong financial position and use smart budgeting processes that benefit the most numbers of residents without increasing taxes.
35	Increase the city's environmental sustainability, such as switching to renewable energy and decreasing the need for automobiles for transportation. Encourage higher-density development along Rockville Pike and near METRO stations and ensure there is a high percentage of new developments set aside for lower income residents so those individuals have easy access to public transit options.
36	Non-vehicular infrastructure improvements (e.g. pedestrian improvements, protected bicycle infrastructure, development integrated with transit, etc.) are the most important priorities long-term.
37	More information on the four areas I selected: 1) Leaf Collection - I have a property next to the Civic Center Park. Leaf collections ends too too early and there need to be more of them or at least a way to request another pickup after the regular schedule. I end up with tons of leaves after the last curb pickup and have to incur exorbitant costs and labor to remove them. 2) There are at least 4 car break-ins a week reported on Nextdoor Twinbrook. There is no visible evidence that the Rockville police are making it a priority. These are low-level criminals, not masterminds. This should be under control by now, but it's only getting worse. 3) My driveway gets flooded by rains and melting snow constantly despite the fact that tons of work is being done all around me on sewers and drainage. I'd like a way to report it and have something done about it. It impacts multiple homes on my bock. 4) Rockville has some of the most unkempt public spaces in Montgomery county. There are sidewalks that residents never mow but aren't fined for, there is usually overgrowth on the public medians and generally, you know when you're leaving Bethesda because everything looks less manicured and as if there are no public services. They do a great job near town center, but the rest of it is neglected. Thank you for allowing the feedback.
38	i would love a footbridge over Montrose road so that we can get from North Farm to Old Farm safely.
39	Would have been nice to be able to pick 8 - 10 instead of just 5. The City of Rockville runs so many important programs that benefit all.
40	I do not wish to have a massive highway running through King Farm. I also do not wish to have a development of the original King Farm farm building that would add to traffic and parking congestion in the King Farm development.

**Question #1: Please select your top budget priorities for FY 2021 (please select no more than five).**

Response #	Response
41	Street lighting desperately needed at crosswalks around town center, including at the crosswalks on North Washington.
42	I would like to see Rockville City reduce costs as much as possible without compromising quality.
43	Parking should be more like Crown - plentiful and free
44	Paving the back alley of 700 block of W. Montgomery Ave. As it was done for other blocks For so many years, I was told it is planned but due to shortage of funds they could not do it. Each year we are facing dangerous situation, especially in wintery icy conditions, due to extremely heavy traffic I cannot get out without taking my life in my hand. I pay property taxes for 2 properties - lot 6 and lot 7. Do I need to hire an attorney to get my rights to safe egress and ingress? My life, safety and convenience is as important as other people who had their back alleys paved. Thanks.
45	Police/Crime Prevention: Increase fines for drunken drivers and harsh penalties for offenders who commit violent crimes (rape, battery and assault, etc.). Provide rehabilitation/counseling for juveniles who commit violent crimes.
46	Workforce housing is generally understood to mean affordable housing for households with earned income that is insufficient to secure quality housing in reasonable proximity to the workplace. As you might be aware, salaries for union employees are below 50% of the Area Median Income (AMI) for single employees. The city must provide better salaries or have the means to provide its own employees with affordable housing.
47	I propose having the city of Rockville be responsible for clearing snow from the sidewalks, in addition to the streets.
48	I would like more emphasis on economic development, particularly east of the Metro tracks. I would like to see more pocket parks. Too much money is being spent on the few recreation centers and not enough money on parkland.
49	Make town center parking accessible and affordable and attract new businesses to town center. Improve pedestrian safety at crosswalks along Rockville pike and around town center and better enforce violations. I have seen way too many cars blow through the crosswalks on Beall - even with the new lights at the crossings
50	We need to better plan for our long-term. The benefits of Rockville (i.e., accessible parks and athletic fields, summer camps, open/green space, and services) will be completely overrun in short order by the significant growth and over development currently going on. I am very concerned about overcrowding, traffic, lack of access to services, and safety as we continue to destroy old buildings or green space in favor of large residential developments.
51	Keep our taxes from rising. Look for duplications that the County provides and eliminate the City paying for those services.
52	Provide warming stations for the homeless in winter and cooling stations in summer.
53	Affordable Housing, not just for the work force. House prices in the county are very expensive even for families who have white collar jobs. Improve public transportation network with bus hubs inside and outside of metro stations. Iniquitous bicycle and scooter rental stations across the county no more than 5min walk from 80-90% of residents.
54	Do not develop housing or veterans facility at Redgate.
55	work with other agencies (DHHS, MCPS, other nonprofits) to find space for more day care and preK. Work with county and state DOTs to ensure street lights that do exist are actually on. This is especially a problem along I270.
56	Pedestrian and bike safety are separate issues. Pedestrian safety is our no. 1 concern. Bikes contribute to safety problems. The bike lanes on the right side of the roads are not safe and not infrequently bicyclists can be aggressive.
57	When I go in to file a police report, allow me to file a police report (instead of dismissing me).
58	Fire/Rescue - support to Rockville Volunteer Fire Department
59	Financial support to HOAs that have ponds that collect storm water runoff from public streets and non HOA property.
60	We need a moratorium on cutting down trees and destroying green spaces for building more apartments and housing developments!
61	1. Keep Red Gate a green space 2. Appropriate pay for part time staff. Keep up with minimum wage increases and address wage compression.
62	The ballet program is such an important and unique part of Rockville. Those classes should continue and expand.

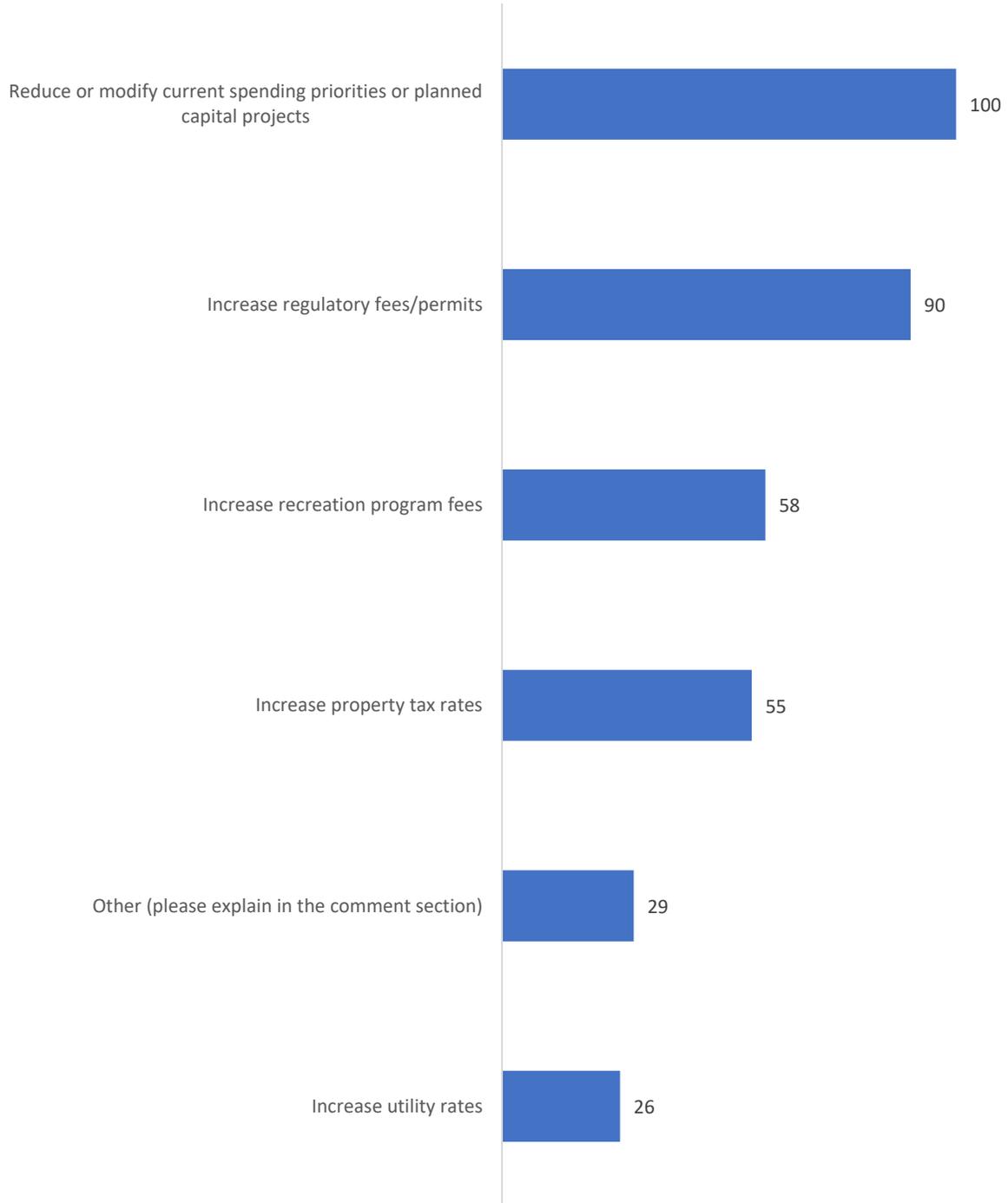
**Question #1: Please select your top budget priorities for FY 2021 (please select no more than five).**

Response #	Response
63	I would also like to see Redgate turned into a park without any land set aside for development or use by the county for bus maintenance. It would be a terrible shame for the citizens of Rockville to lose green space and add to the traffic congestion on Norbeck or Gude. There are many other spaces closer to metro that could be redeveloped for veterans housing and affordable workforce housing.
64	Linkages to Learning program at twinbrook ES
65	We have lived in Rockville for more than 33 years and have loved the community feel, the stellar services, and the small-town atmosphere. The Senior Center is a highlight, with a top-notch fitness center and classes to suit many needs. Personally, I have loved taking the Soul line dance class by Kelly Hailey; she's been a fabulous addition to my exercise routine and she's truly a great teacher, fun-loving example, and real asset to Rockville's repertoire. Rockville is a great place to raise kids; we've raised two here and have taken advantage of the parks, playgrounds, ball fields, camps, and preschool programs. Keep up the good work. The City should play a role in bringing back the Woodley Gardens pool in whatever capacity it can. It adds such a wonderful feature to the neighborhood. One concern is the current discussion about the expansion of 270 and the unknown effect it will have on our precious neighborhood: Woodley Gardens. The resultant chaos, disruption, and destruction will be devastating.
66	The water treatment plant.
67	Pedestrian and bike safety should be a number one priority. The crosswalk on Twinbrook Parkway between Rockville Pike and Veirs Mill should have flashing lights when activated by a button. There should be more crosswalks! (I saw a man dressed in all black run across Twinbrook at night!) On Veirs Mill and First St. you have to press the button to activate the walk signal one way (crossing Veirs) but not the other (crossing First) which causes confusion and frustration among pedestrians stuck waiting who finally try to cross against traffic because they are confused or among the cars when people try to cross Veirs knowing that it's their turn, they just pressed the button too late. WHY is this a thing? PLEASE make it standard. EITHER you have to press the button or you don't. This sometimes you do, sometimes you don't thing (and if you press it a fraction of a second too late, it won't change) makes walking around Rockville such a nightmare! Crosswalks at bus stations should be BEHIND where the bus stops, not in front. Cars behind the bus cannot see in front of the bus and cannot see pedestrians who want to cross. Traffic enforcement is the second biggest thing. I live on Grandin Ave and despite many signs saying "local traffic only" during rush hours, people use Grandin to avoid the intersection at Veirs and First. They come down the street incredibly fast, especially considering that people park on both sides of the street, leaving only enough room for one car. 25 mph is too fast for this street. We do not have a garage and must park on the street and have had our cars hit 4 times by drivers in the last 5 years. There is a daycare on our street and many kids walking to the school bus stop on Grandin and Woodburn. I have son myself. It is incredibly dangerous for these kids to have rushing (often annoyed) commuters speed down this street. If there are not enough police to enforce the "Local traffic only", there are other options that would discourage non local traffic from using it! Grandin could be made a one way street. It could have a reduced speed limit with speed bumps. But something needs to be done before something worse than car damage happens.
68	Sports programs
69	DEER CONTROL!! Please do culling already! Having a yard has become significantly not fun and a health hazard.
70	We really need to take Vision Zero seriously and commit to a much more walkable, bikeable city with convenient connections between major destinations (the Metro stations, the city center, and Montgomery College). We are really, really car centered right now--making the city truly walkable and bikeable will encourage people to use our wonderful town center more.
71	School safety: police officer(s) in each school Swimming classes for autistic children
72	As a Rockville resident for more than 35 years, I would like to see police cruisers in the neighborhood with more frequency as we had when we moved here in 1981. Better and more street lighting on all four corners of intersections. Keep e-scooters out of Rockville or require companies to pay the City a fee for the inconvenience these things cause to pedestrians. Pedestrians should be the priority on sidewalks not bikes, scooters, and skateboards.
73	More retail in town center like Pike and Rose. There are too many eating establishments..some would rather shop and support the town center.
74	I think we need to focus more on infrastructure given limited budgeting from federal and state. Events are nice but we need to maintain our infrastructure. Please help our neighborhood effectively rebuild Woodley Gardens swim club and the preschool.

**Question #1: Please select your top budget priorities for FY 2021 (please select no more than five).**

Response #	Response
75	Economic development and job opportunities in the city have been lagging the rest of the region and need to be addressed. Also the subsidy to Dawson's should be ended and that money used for something else.
76	Our national issues are so horrible, I rarely follow Rockville ones! City does well it seems!
77	Parking cost and availability in and around Town Center
78	Replacement of the invasive Bradford Pear and Mutilated trees on Rockville street scapes.
79	Cut taxes
80	Maintaining Redgate Golfcourse as a useable open space and active/passive park is my main priority. Selling part of that land or giving some to the county do not make sense in the long term.
81	I think zoning regulations should be relaxed to allow more varied types of housing in our single family neighborhoods to promote affordability over the long term. I also think we should encourage high density development near Rockville's two metro stations.
82	Please continue to fund the senior center and its classes and programs. Please also consider having a separate sign up time for Rockville residents. The online sign up situation doesn't work and seniors have to get to the center early and wait in line to register in person. Terri Hilton wrote to me in response to my having to wait in line with my walker, that 30% of those who signed up in person on July 30, 2019, did not live within the city limits. I talked to quite a few Rockville citizens who didn't get into their classes. We don't think this is fair. My family pays a substantial City of Rockville tax bill each year. I believe those of us who do, or pay higher Rockville city limits rents, deserve first dibs at registration times. I hope you can fix this broken system.
83	Stonestreet Corridor improvements
84	Please advocate for MCPS school buildings in Rockville to be at least up to industry standards. Wootton HS has major interior needs and according to MCPS KFI study does not meet basic industry standards. Thank you!
85	Please start a composting program! Either compost dropoff at central locations or home pickup!
86	Long term efforts to reduce the carbon footprint of Rockville, including efforts to reduce the use of carbon emitting power sources and moving to renewable sources of energy.
87	I don't see climate change as a priority, but support green initiatives for the City Please keep up on the youth programming year round and more teen programs for summer

**Question 2: In order to accommodate new priorities for FY 2021, the City has a range of options to maintain a balanced budget. Please select which options you would prefer to see implemented.**  
*(200 Respondents, 62 with additional comments)*



**Question #2: In order to accommodate new priorities for FY 2021, the City has a range of options to maintain a balanced budget. Please select which options you would prefer to see implemented.**

Response #	Response
1	If economic development and zoning modifications improve then additional revenue could be generated with minimal increases to current residents and property taxes
2	Most of these options have a disproportionately negative impact on lower income communities.
3	I think a small increase in taxes is OK if the funds are utilized effectively. I was here when the taxes last went down and I thought it was a mistake at the time. Rockville should look to limit frivolous spending. We don't need an art director, that just doesn't seem like a fruitful use of resources. I would much prefer to see someone enforcing laws and rules around parks than have an art-director. Also, considering that skate-parks are generally not doing well, why is that a focus? We would be better served spending that money on amenities that would garner more use. The soccer fields in aspen hill are constantly used, why not invest in that type of amenity? Perhaps more around nature based play?
4	Levy a tax based on income.
5	Decrease or delay the nice but not essential projects or reduce their scope. Increase permit fees on an income based scale. Increase or no increase program fees based on income when possible so lower income individuals and families are not impacted by fee increases. Re-exam current products such as various aspect of recycling. For example, if too few use in a particular neighborhood, stop offering it. Eliminate administrative wasted hours. Free them up to do other work to move projects which can decrease overall project cost. Look at your administration procedures. Are they duplicated in different departments? Does the paperwork/forms/workflow in 2020 make sense or are they from 1990 and have never been reviewed? Ask them to think outside of the box as to how they would do things if they could change they way things are currently done. Just a few thoughts from someone who has been through similar programmatic reviews and cost reduction measures.
6	Live within your revenue, without extracting more money from the citizens.
7	Use Speed camera money
8	Seek more resources from Montgomery County.
9	Look at heavily subsidized programs and make sure the majority of participants are residents.
10	Increasing utility rates (with appropriate safeguards for those on fixed incomes or otherwise economically disadvantages) encourages better environmental stewardship as well as raising revenues for the City. "Other": Cost-benefit analysis of City staff positions, particularly legal staff.
11	Increase taxes for communities that receive the benefits. The discussion that is critical or defends rhetoric that there are differences in the City is counter-productive for our City. Move forward to get the answer using measurable metrics. If it is found that there are differences, find a pathway to correct this. Cities are either unified or divided. This perception should be answered before the larger issues such as economic sustainability are realized and criteria such as where major city events are held, the geographical representation on M/C-Boards and Commissions, etc. could be impacting our City
12	More money on neighborhood safety: traffic and speeding.
13	Our roads are in poor shape. We have to protect out infrastructure.
14	These taxes should be increased on a sliding scale with more affluent residents paying a higher percent of property taxes, and larger users of utilities paying a higher rate than more frugal users. Again, we are trying to make Rockville attractive and affordable for middle and lower income families by increasing population density around the metro stations.
15	Do not raise taxes to generate a balance budget. Instead keep spending at a level to match the amount of income expected from existing tax revenues.
16	I would hate to see recreation fees increase and price out people for whom Rockville City Recreation programs are the only affordable option.
17	Taxes, fees, etc. are high enough in Rockville. It's time to learn to live within a reasonable budget.
18	We should stay within our operational budgets and not increase taxes
19	Reduce spending to the extent of concentrating the budget on the core principles outlined above. If we need more resources to do those core issues then and only then should we consider raising taxes.

**Question #2: In order to accommodate new priorities for FY 2021, the City has a range of options to maintain a balanced budget. Please select which options you would prefer to see implemented.**

Response #	Response
20	My real estate taxes are already unaffordable - so if you increase them, I and MANY OTHERS WILL LEAVE this overpriced expensive town!!!!!!!!!! My utility rates are already expensive! Such as the NEVER ENDING INCREASE IN WATER/SEWER BILLS. STOP INCREASING THE RATES!!!!!!!!!!!!!! Put the increases on the DEVELOPERS since your decisions to LET them keep building are overcrowding everything here and YOU AND THEY should pay through the nose for the budget increases you always need! STOP increasing my property taxes so that BUILDERS CAN KEEP BUILDING!!! Stop increasing MY water rates and start charging every developer instead for all the extra burden THEY are putting on us all!!!
21	I don't think these are simple questions. Good government has to be paid for somehow, make it as fair as possible.
22	I am currently job hunting and cannot afford a tax increase
23	1) Push for MCPS school construction, which will then open up APFO-limited opportunities to grow the tax base. 2) Explore land annexation, and evaluate cost/benefit of added revenue vs demand for services. 3) Explore where sales and hotel tax revenues go, and whether Rockville gets a fair share.
24	I can't answer this without knowing what your budget looks like.
25	I selected increase recreation program fees, but I would hope that we can still offer these programs at reduced rates to those in lower income brackets.
26	No more property tax hikes or increased fees for those who work and live here please!
27	Reduce administrative staffing at city hall
28	Re-examine priorities and choices at all steps of the planning and budgeting process to make sure that choices are made intelligently.
29	If you must increase property taxes, do it on high value properties (eg 1 million plus). Don't punish low and middle income families.
30	Charge increased fees for refuse collection based upon the amount or weight of refuse generated to also encourage citizens to generate less refuse.
31	Keep property and income tax as they are (no increase).
32	Don't cut services. People live here because of the good quality of life (transit, safety, schools, etc.) and are willing to pay for that through taxes.
33	Eliminate expenditures like fireworks. Let residents donate money for fireworks and other types of celebrations that are literally blowing money up. I live in the city of Rockville and already pay some of the highest taxes in the state. Don't even think about raising taxes!
34	our taxes are already pretty high
35	Utility and property taxes already seem high. It is not possible to intelligently answer this question without information about expenditures in comparable cities.
36	How about reducing expenditures?
37	Stop spending on things like the park at Chestnut Lodge that benefit those in the community but few others. Get out of the housing business -- e.g., sell and stop involvement with the Fireside Apartments, Make it easier to build infill houses that will have higher assessments. Currently it takes way too long to tear down eyesores (the Historic District Review Commission is part of the problem, as it permitting). Ramp up code enforcement. Increase costs for non-residents at the swim center. Increased traffic enforcement in West End for speeding, running stop signs, etc.
38	Tax or increase property taxes on other than primary residential homes, e.g, commercial properties, personal high end automobiles, boats, and other recreational vehicles
39	I don't understand why costs to homeowners keep escalating when there is so much increased business development. Why are the residents paying so much more for utilities, taxes, and services?
40	Property taxes should be progressive.
41	Charge people more for the programs they actually use rather than take the money out of general revenue.
42	Prefer progressive taxes
43	Increases Property Taxes should be no more than 50% of any additional funding needed.
44	Don't say "yes" to every request that is submitted. Make sure all of Rockville is considered when approving budget items. Fiscal responsibility is a top priority. It is already expensive to live in Rockville and Rockville Corporate residents pay extra for the services which the County would need to provide if we didn't have the city property tax.

**Question #2: In order to accommodate new priorities for FY 2021, the City has a range of options to maintain a balanced budget. Please select which options you would prefer to see implemented.**

Response #	Response
45	There's not enough detail in these options to pick one. I need to see what the clear tradeoff would be. I think the opportunities are within reviewing current spending priorities and planned projects. We should not be increasing rates, fees or taxes until we have no other option.
46	Eliminate funding for Dawsons Market. Reduce and or eliminate handouts to outside organization's and special interest groups (Frit). Analyze existing partnerships City currently has and determine if they are beneficial to City and taxpayers.
47	Traffic cameras, red light and speeding. Increases funding and assists with traffic enforcement.
48	Do not increase property taxes!
49	Increase city resident water bills to cover water and sewer infrastructure projects and repair.
50	Fees for parking and for driving violations could go into making the city more walkable and bikeable.
51	Introduce annual tax on expensive cars (eg worth over \$40k) and on cars that are gas gazzlers.
52	It is apparent too much money is being wasted somewhere. We pay close to \$7000.00 in property taxes.
53	Invest into biking infrastructure
54	Increasing property tax rates seems to be the most reasonable given they haven't increased in a decade
55	Not well informed. Maybe increase each a bit...
56	Require developers to offset impact on city infrastructure.
57	Attract large federal contractors and federal agencies to Rockville's metros that have high paying jobs by giving the employers tax breaks and easing their development burden (like Northern Virginia), that in turn will attract more residents who can afford to buy homes closer to their employer i.e. in Rockville, and will be able to pay higher property taxes.
58	Seek community help with various initiatives, and see if community members are willing to offer free support or services. Identify revenue generating opportunities that will allow the community to come together and generate revenue for the City. Ex: Have more community events or do fundraising events at the town square/center, where you offer something that attendees have to pay for and market it in a way to say that X amount of proceeds will go towards purchasing X for the Town Center. The community wants to see Town Center thrive and be successful, so they would be willing to contribute money or donations towards initiatives for it. There should be at least one activity or event scheduled at the Town Center for EVERY weekend, Saturday and Sunday. Aim to event have 1-2 events on weekday evenings. This will bring families and others there every weekend and even during the week, and they will patronize the restaurants and stores there and that will help businesses. My family goes there every Friday night when the Friday Night Live series are in season. Bring back movie nights at the Town Center! Families will come. Offer popcorn and candies (like the movie theaters do) and collect revenue.
59	I think corporate subsidies are not in the taxpayers interest. While I do think Rockville should honor existing subsidy agreements, I think we should look towards other ways to boost economic growth.
60	Reduce redundancy in city employees, systems and procedures. Do we really need a mayor and ALL of those people on city counsel and supporting staff and some director guy too? That many employees are really needed at City Hall for full time employment? I also suggest scraping the Townsquare, it didn't work. Nobody wants to pay to park, walk a long way only to go there for a big offish library and a bunch of restaurants, that may or may not be there next month! There is no appeal to go there, even if I had a family, why would I go? Sell the property to a developer or find a reason for people to go to the square.... wasted space and money. We pay enough in taxes, utilities, fees, permits, etc... we DON'T need more taxes, especially on stuff only the City wants funded.
61	I think the City could spend less on social programs--social workers, for example. I believe our taxes should go to projects that serve the biggest groups of citizens--roads, recreation programs, fire and police, snow removal, leaf collection, refuse collection and maintaining neighborhoods. I don't think we should subsidize any preschools, for example.
62	Increase speed cameras/red light cameras, and greater parking enforcement (both within the Town Square area and on residential streets like near Montgomery College)
63	Secure grants, MC, and State funding

**Question #3: Please describe any ideas you have for decreasing costs, increasing revenues, or improving operational**

Response #	Response
1	By focusing on redevelopment and encouraging business growth in areas outside of the 2-3 Rockville "hubs" (Town Center, KingFarm, and Pike& Rose) additional revenue could be generated to continue to fund programs to maintain parks, promote sustainable green space, and create welcoming communities. Rockville can continue being a diverse community that has a place for everyone; families, singles, pet parents, seniors, veterans, as well as government and private industry employees.
2	Less emphasis on repair rather than replacement of sidewalks. Encourage volunteer organizations to participate in restoring the tree cover in Rockville (mostly encouraging and giving permission to plant).
3	Revise spending plans while maintaining critical services and programs. Recreation programs are important, obviously, but ensuring the community is set up to be able to manage the cost of living here is far more important. If people cant afford to pay their bills or put food on the table, we have a real problem.
4	I would love to see more family events and races ran by the city. We would happily pay fees for fun events to do with our friends and families.
5	Rockville needs to stop spending money on special projects that have no/limited future in mind. Instead focus on improvements that are going to impact the future of Rockville. Child care, investing in youth, senior based programs as the population increases, assistance for families, business development, more services at community centers, helping in improving schools, more parks, better roads, the water treatment plant, development of bad shopping centers, commuter access, and transparency through social media.
6	Give tickets to drivers who run stop signs and speed on Beall Ave and Forest Ave. WAZE sends drivers through these residential streets to avoid traffic on West Montgomery Ave. Spend the speed camera money on a Gude Drive entry/exit for 270 to reduce speeders and traffic noise and risk in the West End. Thank you for this survey!
7	Increase tax revenue by helping local businesses succeed. Great to see new small businesses moving into town center but some don't understand how to attract and keep customers. Eg gumbo ya ya service and payment processing problems will inevitably lead to failure no matter how good the food is or how friendly the owners are.
8	Across the board 1% cut for non essential programs.
9	Provide for Rockville residents to purchase city parking passes. (Flat registration fee for each car, which allows Rockville residents to park free at any time in metered lots and Town Center parking garages.)
10	Conduct an analysis of the City Staff size and compensation levels relative to municipalities with similar parameters. Consider which services could be covered by Montgomery County instead of City of Rockville (trash/recycling?) or automated. Have developers foot more of the bill for new infrastructure, services, schools, etc. necessitated by their projects.
11	Be more mindful of the order in which sidewalk and paving projects are initiated and implemented. For example, our street was (slowly and painfully) repaved in 2019, but the street has already been marked up with utility locators, etc., suggesting the brand-new work is going to be torn out imminently and that last year was a waste of time and resources.
12	(1) Revise Rockville Reports and re-think format given challenges of newsprint, cost, and if this should move to on-line. (2) Reduce/eliminate catering costs for every City event. Evaluatem, should tax payer dollars be used in this manner? Many organizations celebrate these type of events where they depend on tax dollars by other means. The cost of these events in many organizations come from members and colleagues paying a fee to celebrate such events. What is the cost annually for all the City gatherings where the catering cost is footed by the tax payer? (3) Until such time there is representation that represents our City's demographics and our geographical corners, Rockville might do well to look at this and decide if this is OK? The 2020 census will certainly reveal the changes but will our City ?
13	Sidewalks need improvements. Media campaign heightening awareness of drivers of the need to support and protect pedestrians. As a driver, whenever I see a child of any age about to cross the street, I make it my business to make sure S/He gets across safely. I need to make that my practice across all ages. The public needs to make pedestrian safety their business.
14	Make flood lights at recreation parks optional. You could install a switch so that people could turn on the large lights if needed but they would stay off when the fields are not in use. This would save money and energy.

**Question #3: Please describe any ideas you have for decreasing costs, increasing revenues, or improving operational**

Response #	Response
15	Removing Rockville as a Sanctuary City will decrease costs in policing, crime prevention, social services and education as well as decrease the graffiti from sound barriers, bridges and buildings. City officials who support Sanctuary City policies and allow tax revenue to be used in implementing it not only are abusing their authority but disrespecting the citizens they were elected to serve. I encourage our city officials to reverse course and return Rockville to a law-abiding city.
16	We think funding for Hometown Holidays is a waste of taxpayer money and should be eliminated. Likewise the grants for travel to our 'sister city' (Pinneberg, Germany?) - in the era of the internet, it's not necessary to fund travel to Germany to find out other ideas about city management.
17	Structure large spend items (e.g., capital improvements, renovations) with stronger incentives for on-time, on-budget incentives. Leverage floating resources that can support multiple sites within Fire and Police departments to avoid overtime pay. Currently, floating resources in Fire have been eliminated as I understand things.
18	Rockville City services are excellent. I personally would rather see an increase in my property taxes than a decline in services to those who really need them.
19	1. Reduce paper mailings - lot of duplicate copies are made to me for instance 2. Review our mailing lists and urge citizens to opt-in for email communications 3. Review administrative expenses in Rockville government and offices. Are we optimizing our resources and staff? Are we optimized on IT expenses? Are we spending more than we need on hardware, software, infrastructure, maintenance and services? What is our spend on indirect procurement? These are areas that can yield 100-200k each in saving.
20	negotiate a better rate of return on speed and red light camera tickets. My understanding is we keep very little of the revenue generated from those tickets and the company that maintains the cameras keeps most of it.
21	Reduce non-electronic mailings. Stop building unnecessary infrastructure (example - sidewalk on Wootton Parkway across street from Millennium trail.
22	Police enforcement of traffic laws can serve as a source of income for city projects.
23	Increase fines for moving violations.
24	I am not a fan of the yearly leaf collection. Unless we can show that running so many diesel trucks traveling up and down every street multiple times a year is both cost efficient and good for the environment.
25	Look at overall efficiency of how government is running. Make sure that City staff are properly trained and carrying out their jobs. Figure out some ways to keep small businesses in Rockville by keeping rents affordable. Mayor and Council should not micromanage, but instead focus on larger policy issues.
26	We have so much development happening, find a way to leverage that. Developers stand to make a lot of money from building here, disrupting our lives, increasing traffic, putting undue strain on the infrastructure we paid to build, etc. I hope they are paying enough to do it.
27	See my other answers please. I see no way to ever decrease costs anymore, not with the constant influx of new residents by the thousands. Why don't you tax all those NEW renters everywhere for water/sewer use, road repairs, the increased need for additional fire and police services, more modular classrooms due to stuffing the schools till they burst, and so on ad nauseam.
28	I would defer to the Council to make decisions about how to keep taxes down.
29	Install parking meters on Elisabeht Ave. during day time also on westmoore ave. We the home owners do not have chance To Park during daylight because people from west more mechanical shops used This place to parking their cars.
30	1) Push for MCPS school construction, which will then open up APFO-limited opportunities to grow the tax base. 2) Explore land annexation, and evaluate cost/benefit of added revenue vs demand for services. 3) Explore where sales and hotel tax revenues go, and whether Rockville gets a fair share.
31	Police Baltimore road for speeding, that road is so regularly abused WAY over the speed limit, you'd surely bring in lots of extra revenue! Send less information by mail/do more paperless.
32	Reduce number of secretaries at City Hall.
33	Host a local food/beer/wine festival at former redgate golf course. It's a great open location, and the popularity of nearby farm breweries shows there's a huge demand for family friendly outdoor areas where adults can also enjoy themselves. Food trucks are easy to bring in, line up a few local bands, set out some family friendly lawn games, and charge for parking to encourage ridesharing/taxis. If it got really crowded, overflow parking could be done at The Mansion with a shuttle.

**Question #3: Please describe any ideas you have for decreasing costs, increasing revenues, or improving operational**

Response #	Response
34	Reduce the number of special events offered by the City or charge user fees for those who attend (such as the classic car show). Increase the cost for non-residents to register for City classes and camps to ensure non-residents pay a fair share for the cost of these classes and camps.
35	Rockville should follow the City of Gaithersburg Department of Public Works, which now offers residents a convenient and sustainable way to reduce food waste with its new compost drop-off site. This could eventually be folded into the city's yard waste pickup service. This would increase the available free compost for the city and reduce costs associated with disposal and the environmental cost of methane production at the landfill.
36	-increase livability if Rockville this will increase tax revenue as more people relocate to Rockville. -improve the metro access and allow for more modern condos or townhomes some areas are blighted and this makes it harder for people to consider Rockville their home
37	I think that we need alternative solutions to Rockville Town Center, rather than subsidizing certain businesses. There must be away to make it economically viable, and if not we need to rethink the concept.
38	Property taxes on single family houses near metro stations and impact fees on new developments in exchange for higher densities are good places to look.
39	We may have too many "ancillary " people whose jobs could be trimmed or eliminated. For example, I once got a visit from someone in the city who gave me a warning about a small patch of I trimmed grass about 3 ft by 6 inches long that was beside my front driveway. He happened to notice it as he was going by. I had a few days to correct the situation. I ppulked our the offending grass by hand in less than 30min to avoid a full citation. Is this what we spend our money on?
40	Need to focus more on economic development which in turn brings in more revenue's long term.
41	See above.
42	Get back to basics, focus on the "have to have" instead of "nice to have" services and infrastructure. If special events, activities, or services don't generate revenue and costs and expenses could be reduced, please eliminate them.
43	Prioritizes projects. I am paying taxes for 2 properties. Increase little tax for who have enjoyed easy access.
44	More commercial within walking distance. Place more convenience stores and bars in neighborhoods
45	Increased permitting fees for developers. They seem to be developing everywhere without bearing the burden of underwriting costs for expanded schools and infrastructure. That seems to be the heart of our problems here. Developers should be required to pay their fair share to address these problems.
46	City's department directors must be hold accountable for their incompetence and bad management of tax payers money. I would recommend to have an audit regarding all purchases and check with supervisors and employees whether the purchase was a good decision or just a waste of money. By buying the wrong equipment to just seat in the yard or are not safe (it cost the city more if an employee is injured at work) and coming with programs that are not meant last (like the single stream recycling program) the city keeps spending money that could be used to support other priorities. If a department's director would do this in the private sector, that person would've been fired.
47	I would like to see Broadwood Drive extended from Baltimore Road to Norbeck Road, connecting somewhere between Gude Drive and Avery Road.
48	Reduce redundancy in the Planning Process. The City's professional staff, Planning Commission and City Council all cover the same ground and often contradict each other while wasting time and resources. Why not clearly delineate and separate responsibilities.
49	Do leaf collection later
50	We've been very happy with city services and offerings, and cost associated with them, for the most part.
51	Eliminate slates from Rockville Elections. You've managed to confuse the electorate.
52	Eliminate positions that are not beneficial to the economic condition of the city. Review all job positions and see that the jobs are property classified and if they are still necessary. Have each Department Head present a reduced budget to the Mayor and Council.
53	For this, I would need to see a complete presentation on what are all of these. I'm pretty sure there's some costly and useless pet project or committee out there. This is where we shoylt stary reviewing options.
54	Eliminate subsidy to Dawsons Market (however its passed thru ).

**Question #3: Please describe any ideas you have for decreasing costs, increasing revenues, or improving operational**

Response #	Response
55	Improved competence and effectiveness of City staff for operational and staff cost reductions. Deeply analyze all costs associated with the recent Vote by Mail for operational efficiencies, increased ballot security (they should be sent directly to and stored by the County Board of Elections), proper ballot distribution (on time!) and greater, clear, consistent communications across all media about what vote by mail is/how to vote/where to submit and WHEN.
56	Install more roundabouts to reduce speeding.
57	I don't mind speed cameras, but I notice they are always moving, which means we are paying people to pick them up every morning and move them around which seems like a waste. Run Power to them and keep them in key location. I am not sure what benefit the City of Rockville is actually giving. As a home owner I have found my self wishing I knew the City of Rockville overruled Montgomery County. Small things like reimbursement for redoing the driveway with pavers is 3x more in Montgomery county.
58	Charge for street parking in neighborhoods. Give every resident 2 permits free but then charge for any additional cars parked on the street during the week and enforce it.
59	Limit city programs to place the most focus on essential and community services.
60	Increase infrastructure fees for construction of new development: roads, sidewalks, parks, water & sewer. Enforce strict penalties for underprojection of youth expected in new developments. Keep a dedicated forester on staff whose only priority is tree canopy health and maintenance.
61	1) Introduce personal property tax (annual tax) on cars worth over \$40k for example. 2) All new developments should pay for the full cost of projected school capacity expansion necessary b/c of the development.
62	Rockville Reports should be printed on lighter weight paper. Don't know why such heavy paper is used.
63	Reduce money and services provided for illegal immigrants. Reduce the salary and the number of county council people. Reduce building permits unless leases are signed for that property. Too many spaces/buildings are built and then no occupancy.
64	In order to identify areas to modify/ decrease costs, we'd need to see a listing of how much the current budget is, and how it's being allocated. For example, if we're spending a lot on roads, that funding needs to be decreased because the work contractor's did this year on roads was not worth a large amount of money.
65	Build safe biking and walking trails from all areas that lead to downtown Rockville. Mark them clearly. So it will be easy to get to Rockville. Also there is a beautiful woods patch behind swimming center. Clean it, add lights, benches some sculptures/art and connect to down town. It would attract people who enjoy nature. All of these investments would increase foot traffic to down town and it's businesses. Attract big companies like Banana republic to attract shoppers. Give them a break the first year Promote and built on history - organize tours, write exciting stories about the past. Promote and publish it everywhere.
66	Increase property tax rates particularly for single family houses
67	Since our street was involved in the water main project this summer and last summer, I know for a fact that there is a lot of time wasted by several workers just sitting around watching one man do the work.
68	Many federal government offices and agencies are looking to move out of DC like the National Health Service Corp. in search of lower office space rent. Rockville needs to partner with builders like JBG and B.F. Saul in the Twinbrook neighborhood and help them lobby to attract these offices and agencies even if it means subsidizing their rent because it will bring more contracting companies, professional employees, which will bring Rockville businesses more customers and residents. Every holiday the city of Rockville should host a fundraiser dinner/park picnics sponsored by local businesses, restaurants, and cover bands. Local officials thank sponsors, panel talk, improv games, and guest speakers, during the event there should be a call for donations to support in need city programs. All donors and sponsors get highlighted in the Rockville paper.
69	Development in Rockville will bring in more businesses and residents which would increase city revenue.
70	See above. Regarding decreasing costs, there is no transparency with the community on the cost of initiatives, so how are we supposed to provide suggestions on how to decrease costs or which options to remove/reduce to decrease costs?

**Question #3: Please describe any ideas you have for decreasing costs, increasing revenues, or improving operational**

Response #	Response
71	Give residents and nonresident a reason to come into the city and spend money. Have better shopping options in town center. Electric vehicles are becoming more popular-offer and advertise more cheaper charging options in town center and other shopping areas. Keep holding local events in town center. Use Redgate to hold special events that will attract people to come spend money in the city (I.e mini concerts with cheap but nationally known bands with large followings). You can sell food and tickets, and advertise at these events. Show people that Rockville is a happening place and has a lot to offer with great public transportation options.
72	Please enforce speed limits and red light running on Monstrose Road. It should greatly increase revenue while increasing safety.
73	I think we should be focusing on economic development to boost revenue generation, particularly housing development. It is my belief that dense transit oriented development is one of the best strategies for boosting economic growth. Growing the town center would go a long way towards improving the health of businesses in that area and provide more revenue to the city.
74	See above. Upgrading infrastructure on water and sewer will need to happen sooner than later. Only getting worse...
75	Rockville needs to (re)focus on providing services and resources to those that actually pay taxes.
76	I hope you don't increase fees for recreational activities very much. I could also see skipping the memorial day celebration if our funds are needed for services that would serve vastly more Rockville citizens.
77	A strong focus on basics like economics, roads, safety.
78	See above re greater enforcement of parking regulations, as well as moving violations (speeding, etc)
79	I thought the Stonestreet plan looked fantastic. Seeing development and a few fun shops and restaurants in that area would be cool.
80	Change street lights to high efficiency bulbs. Adopt a 'Sustainable Procurement' policy for all city purchases.
81	Increase permit fees if they haven't been modified in a while. Looking at whether we need to fill a staff position or realize efficiencies.



Mayor & Council Meeting Date: March 23, 2020  
Agenda Item Type: Review and Comment  
Department: City Manager's Office  
Responsible Staff: Jenny Kimball

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## Subject

Action Report

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## Recommendation

Staff recommends that the Mayor and Council review and comment on the Action Report.

## Attachments

Attachment 11.A.a: MC Action Report Master 2020 \_REVISED 0318.docx pdf (PDF)

A handwritten signature in black ink, appearing to read "Rob DiSpirito", is written over a horizontal line.

Rob DiSpirito, City Manager

3/18/2020

Blue - new items to the list.

Red - latest changes.

### Mayor and Council Action Report

Ref. #	Meeting Date	Staff/ Dep	Response Method	Direction to Staff / Action Taken / Status	Timeline
2014-23	9/8/11	R&P	Future agenda	<b>King Farm Farmstead</b> <b>Status: Responses to a request for information (RFI) on potential future uses of the Farmstead were shared with the Mayor and Council on January 24, 2020. The responses will be discussed at the May 4, 2020 meeting.</b>	Ongoing
2015-14	7/13/15	CMO	Future agenda	<b>Purchasing Study Response</b> <b>Status: An update on the Procurement Action Plan was shared on January 27, 2020. Another update will be provided in July 2020.</b>	Ongoing
2016-12	9/26/16	HR	Future agenda	<b>Vacancy Report</b> Provide a Vacancy Report to the Mayor and Council at the end of each Quarter.  <b>Status: The Fiscal Year 2020 second quarter report was shared on January 27, 2020 meeting. The next report will be shared with the Mayor and Council on April 27, 2020.</b>	2020
2016-16	10/10/16	PDS	Future agenda	<b>Global Issues on BRT</b> Schedule another discussion on BRT with the City of Gaithersburg and Montgomery County, to include broader issues such as governance and finance. Consider holding the meeting in Gaithersburg.  <b>Status: County transportation is studying alternatives to identify a recommended alternative for design of the MD 355 route. A recommended alternative for the Viers Mill route was selected. The project is funded for preliminary design in the County Budget for FY23.</b>	Ongoing
2016-18	10/24/16	PDS	Future agenda	<b>FAST – Faster, Smarter, More Transparent (Site Plan/Development Review Improvements)</b> Provide regular updates on the status of the work.  <b>Status: A FaST update was provided to the Mayor and Council on November 18, 2019. The next update is scheduled for June 1, 2020.</b>	Ongoing

Ref. #	Meeting Date	Staff/ Dep	Response Method	Direction to Staff / Action Taken / Status	Timeline
2017-6	2/27/17	CMO	Email	<p><b>Minority-, Female- &amp; Disabled-Owned Businesses</b> Provide updates on the Procurement Division's activities to engage and support minority-, female- and disabled-owned businesses.</p> <p><b>Status: The next update will be on April 27, 2020. Staff is researching a veteran component and local preference component to include in the April 27 discussion.</b></p>	Ongoing
2017-11	6/12/17	R&P	Agenda item	<p><b>Deer Population in Rockville</b> Continue to monitor the deer population. Consider action steps and gather community input.</p> <p><b>Status: The Mayor and Council directed staff to implement the pilot deer culling program. Staff will bring required changes to the City Code for Mayor and Council for approval. Given the increased use of RedGate as a park, staff will reconsider the deer culling location and follow-up with the Mayor and Council.</b></p>	September- November 2020
2018-1	1/22/18	Finance	Action Report	<p><b>Utility Billing System</b> Provide updates on the replacement of the Velocity Payment System, powered by Govolution.</p> <p><b>Status: Contracts are in place, a kick-off meeting was held and implementation underway, with estimated completion in July 2020.</b></p>	July 2020
2018-7	6/18/18	CMO	Agenda Item	<p><b>LGBTQ Initiatives</b> Identify and implement Mayor and Council suggestions.</p> <p><b>Status: Comments about future gender-neutral bathroom installations were shared during the Mayor and Council's March 2 budget worksession. Discussion will continue through the remaining budget worksessions. Signs directing users to the gender-neutral bathrooms in City Hall were ordered and temporary signs are currently up.</b></p>	Ongoing

Ref. #	Meeting Date	Staff/ Dep	Response Method	Direction to Staff / Action Taken / Status	Timeline
2018-8	6/18/18	CMO/RCPD /R&P	Town Meeting	<p><b>Opioid Town Meeting</b> Schedule a Town Meeting on the opioid crisis, to include prevention, enforcement and treatment.</p> <p><b>Status: A subset of the committee working on a strategic plan for the Rockville Goes Purple Initiative will move the meeting planned for the week of March 23 to a later date to accommodate COVID-19 response.</b></p>	Ongoing
2018-11	8/1/18	PDS	Agenda Item	<p><b>Neighborhood Shopping Centers</b> Discuss mechanisms to encourage neighborhood shopping center revitalization and explore additional zoning and uses</p>	Summer 2020
2018-15	10/8/18	PDS	Future Agenda	<p><b>Short-Term Residential Rentals</b> Discuss how to manage short-term residential rentals' (e.g., Airbnb) impact on city neighborhoods and explore options for taxing users.</p> <p><b>Status: Short-term residential rentals was discussed on January 13. Staff emailed the results of additional research requested by the Mayor and Council on January 23, 2020. The Mayor and Council also requested that a public hearing be held at a future date.</b></p>	Fall 2020
2018-19	10/15/18	HR	Future Agenda	<p><b>Volunteer Program</b> Discuss whether the Mayor and Council want to direct the City Manager to create a centralized volunteer program.</p> <p><b>Status: A report on the number of volunteers and volunteer hours for the first half of FY20 was provided on the January 13, 2020 agenda. The next update will be on the July 27, 2020 agenda.</b></p>	July 27, 2020
2019-1	10/29/18	PDS	Future Agenda	<p><b>Accessory Structures</b></p> <p><b>Status: The Mayor and Council authorized the filing of a Zoning Text Amendment on April 8. A workshop was held on May 29<sup>th</sup> for the public to learn more about these proposed regulations. A public hearing was held on July 15 and October 7, 2019. Discussion and Instruction was held on September 16, 2019. Mayor and Council and staff determined that there are outstanding issues to continue flushing out and to discuss further at a future meeting. This topic will be discussed at the April 20, 2020 meeting.</b></p>	April 20, 2020

Attachment 11.A.a: MC Action Report Master 2020 \_REVISED 0318.docx pdf (3052 : Action Report)

Ref. #	Meeting Date	Staff/ Dep	Response Method	Direction to Staff / Action Taken / Status	Timeline
2019-2	2/25/19	R&P/PDS/ CMO	Future Agenda	<p><b>RedGate Golf Course Property</b></p> <p><b>Master Planning</b> – Prepare a scope of work for a master planning consultant. <b>Status: A proposed scope of work for master planning the property was discussed during the February 3 Mayor and Council meeting. A draft scope of work will be discussed at the March 30 Mayor and Council meeting. The Recreation and Parks Strategic Plan will be discussed on March 23, with the strategic plan results required to be reflected in any master plan of the property.</b></p> <p><b>Veterans Home</b> – Consider the proposed partnership with the Maryland Veterans Administration to establish a home for veterans at the Redgate property. <b>Status: The City Manager continues to communicate with the State Veterans Administration, share information with the Mayor and Council and respond to questions. A discussion of this topic was included on the Montgomery County Commission on Veterans Affairs’ March 17 meeting agenda. That Commission meeting was cancelled. Staff will monitor for a reschedule.</b></p>	<p>March 30, 2020</p> <p>TBD</p>
2019-4	3/25/19	PDS	Future Agenda	<p><b>Business Improvement Districts (BIDs) and Tax Increment Financing (TIF)</b> Discussion of potential City uses of BIDs and TIFs</p>	TBD
2019-7	4/1/19	R & P	Memo	<p><b>Child Care Services</b> Discuss city provision of child care services (history of the current program, community need for the service, private sector market, expansion to additional Rockville locations).</p> <p><b>Status: This item was discussed on September 9, 2019. Staff answered questions about child care cost recovery by email the week of October 14, 2019. A worksession discussion occurred on November 25, 2019. Additional information was provided via e-mail to the Mayor and Council on November 26, 2019. Staff is preparing a strategy to follow up on the worksession discussion.</b></p>	Summer 2020
2019-9	4/1/19	HR	Memo	<p><b>Reduction in Force (RIF) Policy</b> Prepare a Reduction in Force (RIF) policy, to be incorporated in the Personnel Policy and Procedures Manual update.</p> <p><b>Status: Mayor and Council will consider this policy in the context of the ongoing review of the proposed Personnel Policies and Procedures Manual (PPM). The next discussion of the PPM is scheduled for May 18, 2020.</b></p>	May 18, 2020

Attachment 11.A.a: MC Action Report Master 2020 \_REVISED 0318.docx pdf (3052 : Action Report)

Ref. #	Meeting Date	Staff/ Dep	Response Method	Direction to Staff / Action Taken / Status	Timeline
2019-10	4/1/19	HR	Email	<p><b>Personnel Policy and Procedures Manual Update</b> Share an update on the status of this effort.</p> <p><b>Status: The draft revised manual was distributed to Mayor and Council on January 31, 2020 and was discussed at the February 24, 2020 meeting. Mayor and Councilmembers are forwarding questions to staff who will provide responses in writing. The next discussion on agenda is anticipated to occur on May 18, 2020.</b></p>	May 18, 2020
2019-11	4/1/19	HR	Future Agenda	<p><b>Retirement Incentive/Employee Buyout Program</b> Provide information about employee buyout programs and discuss the potential for a Rockville program.</p> <p><b>Status: Director of Finance provided an update to the Mayor and Council via email on May 3, 2019.</b></p>	Summer 2020
2019-12	4/1/19	Police	Future Agenda	<p><b>Parking Enforcement at Street Meters</b> Share an overview of Rockville's current program and how other local jurisdictions handle parking enforcement at street meters, including hours of enforcement.</p> <p><b>Status: Parking meter operations was a component of the Mayor and Council's parking discussion on July 15<sup>th</sup>, 2019. Staff will continue to discuss this topic with FRIT and will keep the Mayor and Council informed as developments occur.</b></p> <p><b>To support take-out only operations of Rockville food service businesses during COVID-19 response, parking meter spaces have been signed as 15 minute curbside pick-up.</b></p>	Ongoing

Ref. #	Meeting Date	Staff/ Dep	Response Method	Direction to Staff / Action Taken / Status	Timeline
2019-16	9/16/19	CMO	Future Agenda	<p><b>County Bill 29-19 Health and Sanitation – Electronic Cigarettes— Distribution; Resolution to Adopt Bill 29-19 as a Board of Health Regulation; Zoning Text Amendment 19-06 Vape Shops</b>                      Monitor County Council consideration of the Bill, Resolution, and Text Amendment</p> <p><b>Status: A Public hearing was held on November 5, 2019. On November 25, 2019, the Health and Human Services Committee discussed and approved the bills. The bills, to be considered by the full Montgomery County Council after the new year (TBD), include:</b></p> <ul style="list-style-type: none"> <li>• <b>Bill 29-19 – Health and Sanitation–Electronic Cigarettes;</b></li> <li>• <b>Bill 31-19 – Health and Sanitation–Electronic Cigarettes – Distribution-Use and Possession; and</b></li> <li>• <b>Bill 32-19–Health and Sanitation- Flavored Electronic Cigarettes.</b></li> </ul> <p><b>On December 9, the Mayor and Council approved a letter in support of the County vaping legislation. On March 9, the County Council’s Planning, Housing and Economic Development Committee discussed and approved ZTA 19-06 Vape Shops, with clarifying amendments. The ZTA, vaping bills, and Board of Health Regulations are scheduled to be discussed by the County Council at their March 24, 2020 meeting. An email update with additional details was sent to the Mayor and Council on March 11, 2020.</b></p>	TBD
2019-19	12/16/2019	City Clerk/Director of Council Operations	Worksession	<p><b>Boards and Commissions Task Force Work Session</b> – Continue the Mayor and Council’s discussion of the Boards and Commission Task Force (BCTF).</p> <p><b>Status: The Mayor and Council will discuss the BCTF’s top four recommendations during a regular meeting on June 8, 2020.</b></p>	June 8, 2020
2019-20	12/16/2019	City Clerk/Director of Council Operations	Meeting	<p><b>Post-Election Presentation</b> – The community meetings about the 2019 election were held on January 30 and February 8. A Board of Supervisors of Elections report to the Mayor and Council on the 2019 election is scheduled for May 11.</p>	May 11, 2020
2020-01	1/6/2020	Police	Future Agenda	<p><b>Emergency Management Program</b> – Receive an update from the Emergency Manager on the city’s emergency management program and activities.</p> <p><b>Status: On the Mayor and Council’s March 18<sup>th</sup> agenda, staff will brief the Mayor and Council on COVID-19. A comprehensive update on the emergency management program will be added to a future meeting date.</b></p>	March 18, 2020

Attachment 11.A.a: MC Action Report Master 2020 \_REVISED 0318.docx pdf (3052 : Action Report)

Ref. #	Meeting Date	Staff/ Dep	Response Method	Direction to Staff / Action Taken / Status	Timeline
2020-02	1/13/2020	CMO	Memo and Future Agenda	<p><b>5G Wireless Technology</b> - Collect information on the Westminster, MD fiber network and any information that the Maryland Municipal League (MML) has collected on alternatives to 5G.</p> <p><b>Status: Staff shared information with the Mayor and Council about Westminster’s fiber network on February 24, 2020, clarifying that the Westminster network is unrelated to 5G wireless technology. Staff approached MML and learned that MML does not have any information about alternatives to 5G, but has collected over 50 ordinances, resolutions, and guidelines that Maryland municipalities have adopted in order to comply with the FCC order (effective 1/14/19).</b></p> <p><b>Discussion of Zoning Text Amendment TXT2019-00251 to regular the Installation of Small Cell Antennas is on the March 18th Mayor and Council agenda.</b></p>	March 18, 2020
2020-03	1/13/2020	DPW	Memo and Future Agenda	<p><b>Climate Change Efforts</b> - Brief the Mayor and Council on City efforts related to climate change.</p> <p><b>Status: Staff is preparing a memo describing the City activities underway and the areas that require direction from the Mayor and Council. Based on that background information and any other specific topics requested by the Mayor and Council, staff will schedule a discussion on a future agenda.</b></p>	TBD
2020-04	1/13/2020	Police	Memo and Future Agenda	<p><b>Drones and Public Safety</b> – Explore potential public safety issues associated with drones and how the City could consider monitoring, regulating and penalizing criminal activity.</p>	Summer or Fall 2020
2020-05	1/13/2020	R&P	Email	<p><b>Americans with Disabilities Act</b> – Provide information about the City’s work to ensure compliance with ADA requirements at City facilities.</p> <p><b>Status: Staff provided initial information via email to the Mayor and Council on January 17, 2020. Funding for ADA-related projects is being discussed by the Mayor and Council in the context of the FY21 proposed budget.</b></p>	May 2020

Attachment 11.A.a: MC Action Report Master 2020 \_REVISED 0318.docx pdf (3052 : Action Report)

Ref. #	Meeting Date	Staff/ Dep	Response Method	Direction to Staff / Action Taken / Status	Timeline
2020-07	1/13/2020	PDS	Future Agenda	<p><b>Affordable Housing Goals</b> - Discuss Rockville’s strategy to meet the affordable housing goals established by the Metropolitan Washington Council of Governments (COG).</p> <p><b>Status:</b> The Mayor and Council kicked off their discussions of affordable housing on February 3. <b>On March 23, 2020, the Mayor and Council will consider an amendment to the MPDU regulations to provide clarifying language on affordability structuring for the homeownership component of the MPDU Program.</b></p> <p>Staff will conduct a forum with stakeholders in the development community and building trade association to solicit feedback on the following items, then bring the feedback to the Mayor and Council on agenda:</p> <p><b>1. Affordable Housing Fee for Small Residential Developments</b>                      With this proposed policy change, one of the options would be for developers of smaller residential projects, consisting of 10-49 total dwelling units, to be required to pay an affordable housing fee. Staff has developed data on these smaller residential projects. Incorporating a fee for small development projects would increase the impact of the City’s inclusionary zoning policy by requiring an affordable housing contribution across a broader range of residential development projects.</p> <p><b>2. In-Lieu Fee for Condominium Development</b>                      Condominiums are often viewed as an entry into homeownership. Escalating condo fees are a problem in many communities, making the affordability of the units unsustainable. Some communities elect to accept in-lieu fees for such developments for this reason. While condominium fees alone may not be the sole factor leading to some owners of MPDU condominium units being housing-cost burdened, they are a contributing element. Some of the 272 units have been lost to the MPDU program in foreclosure proceedings, and others may be at risk of future foreclosures. With this proposal, staff is to create in-lieu fee calculations for condominium developments providing 50 or more dwelling units.</p> <p><b>3. Require Developments with 50 or More Units to Provide 15% MPDUs</b>                      In this proposal, staff seeks the Mayor and Council’s direction on whether to apply an MPDU set-aside requirement of 15% throughout the city. Doing so would increase and equalize the impact of the City’s inclusionary zoning policy. If the Mayor and Council wish to consider an MPDU set-aside requirement above 15%, it would be worthwhile to weigh such consideration with the cost implications and to pair the set-aside requirement with incentives (e.g., reduced parking requirements, expanded increased height limits, fee waivers, and an expedited permit and approval process)</p>	Ongoing

Ref. #	Meeting Date	Staff/ Dep	Response Method	Direction to Staff / Action Taken / Status	Timeline
2020-08	1/27/2020	CMO/PDS/Finance/DPW	Worksession	<p><b>Town Center – Follow up on Mayor and Council direction from the Town Hall meeting and Urban Land Institute (ULI) report.</b>  <b>Status: A discussion of the Town Center Work Program is on the Mayor and Council’s May 11 agenda.</b></p> <p><b>Parking –</b> Explore improvements to parking in Town Center  Status: CMO met with the new FRIT Executive on December 11, 2019.  <b>Status: Staff is preparing a proposal on parking improvements to present to the Mayor and Council.</b></p> <p><b>Town Center Road Diet –</b> Study and report to Mayor and Council on suggestions in the TAP report and discussion at the Mayor and Council’s TAP worksession.  <b>Status: Public Works examination of options is underway. Funding was identified for a consultant to continue the examination in FY20.</b></p> <p><b>Real Estate/Broker/Economist Assessment –</b> In the context of the next update on the ULI recommendations, invite industry experts to dialogue on competitive challenges to Town Center</p> <p><b>Undergrounding of Route 355 –</b> Revisit the information provided to the Mayor and Council, including community impacts, to formulate an official Mayor and Council position.  <b>Status: Discussion is scheduled for June 1, 2020.</b></p>	Ongoing
2020-09	1/27/2020	DPW	Future Agenda	<p><b>Corridor Cities Transitway –</b> provide background information to facilitate the current Mayor and Council taking an official position on the CCT route.  <b>Status: Discussion is scheduled for May 4, 2020.</b></p>	May 4, 2020
2020-10	1/27/2020	DPW	Future Agenda	<p><b>I-270 widening –</b> Establish a strategy for collaborating with the State.</p> <p><b>Status: City staff met with SHA staff and their consultant on February 14, 2020, to begin coordination on a potential MOU. State staff provided preliminary findings related to the potential impacts of different alternatives on traffic, parks, bridges, utilities, and storm water facilities. More information will be needed to develop the parameters to be used for negotiating an MOU between the City and MDOT. MDOT is preparing to release an RFQ this spring to seek their private developer partner, and they expect to complete this process by 2021. City staff will use information collected to draft parameters for negotiating an MOU with the State for Mayor and Council discussion and instructions.</b></p>	TBD

Ref. #	Meeting Date	Staff/ Dep	Response Method	Direction to Staff / Action Taken / Status	Timeline
2020-11		PDS	Future Agenda	<b>Annexation Options</b> – Discuss annexation options.	TBD

**CLOSED/COMPLETED**

Ref. #	Meeting Date	Staff/ Dep	Response Method	Direction to Staff / Action Taken / Status	Timeline
2019-14	6/3/19	PDS	Future Agenda	<p><b>Voluntary Rent Increases</b> Discuss City guidelines for rent increases instituted by landlords.</p> <p><b>Status: On March 2, the Mayor and Council adopted a resolution to establish a maximum rate of rent increase.</b></p>	Complete
2019-15	9/16/19	CMO	Future Agenda	<p><b>County Bill 24-19 Landlord Tenant Relations –Obligations of Landlord— Air Conditioning</b> <b>Monitor County Council consideration of the Bill.</b></p> <p><b>Status: The County Council voted unanimously to adopt Bill 24-19, with amendments, on February 25, 2020. The final version of Bill-24-19 was provided to the Mayor and Council on March 11, 2020.</b></p>	Complete



Mayor & Council Meeting Date: March 23, 2020  
Agenda Item Type: Review and Comment  
Department: City Clerk/Director of Council Operations Office  
Responsible Staff: Sara Taylor-Ferrell

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## Subject

Future Agenda

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## Recommendation

## Attachments

Attachment 12.A.a: 03.30.2020 Mock Agenda (PDF)

Attachment 12.A.b: Future Agendas 3.23.2020 (XLS)

A handwritten signature in black ink that reads "Sara Taylor-Ferrell".

Sara Taylor-Ferrell, City Clerk/Director of Council Operations 3/18/2020



## MAYOR AND COUNCIL

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### MEETING NO.

Monday, March 30, 2020 – 7:00 PM

### MOCK AGENDA

Agenda item times are estimates only. Items may be considered at times other than those indicated.

Any person who requires assistance in order to attend a city meeting should call the ADA Coordinator at 240-314-8108.

7:00 PM 1. **Convene**

2. **Pledge of Allegiance**

3. **Agenda Review**

7:05 PM 4. **City Manager's Report**

7:15 PM 5. **Proclamation**

A. **Proclamation Declaring Thursday April 2, 2020 as World Autism Awareness Day**

7:20 PM 6. **Community Forum**

Any member of the community may address the Mayor and Council for 3 minutes during Community Forum. Unless otherwise indicated, Community Forum is included on the agenda for every regular Mayor and Council meeting, generally between 7:00 and 7:30 pm. Call the City Clerk/Director of Council Operation's Office at 240-314-8280 to sign up to speak in advance or sign up in the Mayor and Council Chamber the night of the meeting.

7. **Mayor and Council's Response to Community Forum**

8. **Mayor and Council Announcements**

7:35 PM 9. **Consent**

**A. Park Road and North/South Stonestreet Avenue Area Comprehensive Master Plan Amendment: Request to Release the Planning Commission Draft Document and Set a Public Hearing Date**

- 7:40 PM **10. RedGate Master Planning: Discussion of Refined Scope of Work**
- 8:40 PM **11. Introduction of a Resolution to Adopt Revised Monetary Contribution for Stormwater Management**
- 8:50 PM **12. Introduction and Discussion and Instruction of an Ordinance to Revise Parking Fees**
- 9:15 PM **13. Introduction and Discussion and Instruction of a Resolution to Revise the Schedule of Various User and Regulatory Fees for the City of Rockville**
- 9:35 PM **14. Review and Comment - Mayor and Council Action Report**
- 15. Review and Comment - Future Agendas**
- 16. Old/New Business**
- 9:50 PM **17. Adjournment**

The Mayor and Council Rules and Procedures and Operating Guidelines establish procedures and practices for Mayor and Council meetings, including public hearing procedures. They are available at: <http://www.rockvillemd.gov/mcguidelines>.

Future Agendas  
Tentative as of 03/23/2020

Meeting : 03/30/20 07:00 PM (4 items)		
Category	Estimated Agenda Time Needed (in minutes)	Title
Discussion	60	RedGate Master Planning: Discussion of Refined Scope of Work
Consent	0	Park Road and North/South Stonestreet Avenue Area Comprehensive Master Plan Amendment: Request to Release <u>the Planning Commission Draft Document and Set a Public</u>
Discussion, Instructions & Possible Introduction	20	Introduction and Discussion and Instruction of a Resolution to Revise the Schedule of Various User and Regulatory Fees for the City of Rockville
Presentation and Discussion	30	Introduction and Discussion and Instruction of an Ordinance to Revise Parking Fees
<b>Total Meeting Time (In Hours)</b>	<b>1 HRS 50 MINS</b>	
Meeting : 04/20/20 07:00 PM (10 items) WS Format		
Category	Estimated Agenda Time Needed	Title
Proclamation and Recognition	5	Proclamation Declaring April 21, 2020 as Yom HaShoah/Holocaust Remembrance Day
Consent	5	Authorize the City Manager to Execute the Seventh Amendment to the Interim Management Agreement Between the Mayor and Council of Rockville and Street Retail, Inc. (Herein Referred to as "FRIT") to Temporarily Manage the Town Square Commercial District and the Town Square Street and Area Lighting District (Collectively, the "Town Square Management District") and the Plaza at Rockville Town Square
Work Session	60	Worksession with the REDI Board of Directors about the Memorandum of Understanding Between REDI and the Mayor and Council
Work Session	60	FY 2021 Mayor and Council Budget Worksession
Discussion and Possible Approval	30	Compensation and Classification Study
Consent	5	East Rockville Design Guidelines and Standards: Authorization to File a Zoning Text & Map Amendment

Attachment 12.A.b: Future Agendas 3.23.2020 (2997 : Future Agenda)

Future Agendas  
Tentative as of 03/23/2020

Public Hearing	30	Map Amendment MAP2020-00119, for the Rezoning of 102 Aberdeen Road from R-60 to R-60 (Historic District) in Order to Place the Property in a Historic District; Historic District Commission, Applicants
Discussion and Instructions	30	Discussion and Instructions to Staff on Zoning Text Amendment Application TXT2019-00254, to Revise the Development Standards for Accessory Buildings in the Residential Zones, and for Accessory Buildings Located in Both the MXT (Mixed-Use Transition) and HD (Historic District) Zones; Mayor and Council of Rockville, Applicant
Recognition	10	Recognition of the Student Delegation from Theodor Heuss Schule from Rockville's Sister City Pinneberg, Germany
Discussion and Instructions	30	King Farm Farmstead Request for Information (RFI)
<b>Total Meeting Time (In Hours)</b>	<b>4 HRS 25 MINS</b>	
<b>Meeting : 04/27/20 07:00 PM ( 10 items)</b>		
Category	Estimated Agenda Time Needed (in minutes)	Title
Public Hearing	30	Public Hearing Charter Review Commission
Discussion and Instructions	45	Strategy for Collecting and Using Community Survey Data
Presentation	20	FY19 Minority, Female, Disabled-Owned Outreach Program Update
Proclamation	5	Asian-American and Pacific Islander Heritage Month
Discussion	10	Fiscal Year 2020 Third Quarter Vacancy Report
Authorization	30	Authorization to File Zoning Text Amendment for Parkland Dedication
Proclamation	5	Proclamation Declaring May as Building Safety Month
Presentation	20	Presentation of the Environmental Excellence Awards by the Environment Commission
Consent	5	Award WMATA Rider Contract #(Contract #), Diesel Fuel, to (Vendor) in the Amount Not to Exceed (\$Xxx)

Future Agendas  
Tentative as of 03/23/2020

Presentation and Discussion	60	Vision Zero Plan Presentation, and Discussion and Instructions to Staff
<b>Total Meeting Time (In Hours)</b>	<b>3 HRS 50 MINS</b>	
<b>Meeting : 05/04/20 07:00 PM ( 16 items)</b>		
Category	Estimated Agenda Time Needed (in minutes)	Title
Proclamation	5	Proclamation Declaring May 16, 2020 as National Kids to Parks Day
Adoption	5	Adoption of an Ordinance to Revise Parking Fees
Proclamation	5	Proclamation Declaring Older Americans Month May 2020
Proclamation	5	Proclamation Declaring Women's Health Week May 10 - 16 2020
Adoption	5	Adoption of a Resolution to Establish the Service Charge Rate for Municipal Refuse Collection
Adoption	5	Adoption of an Ordinance to Appropriate Funds and Levy Taxes for Fiscal Year 2021
Introduction and Possible Adoption	5	Introduction, and Possible Adoption, of an Ordinance to Levy Special Assessments For Driveway Aprons Constructed in Fiscal Year 2019, Project TC16
Adoption	5	Adoption of a Resolution to Close Completed Capital Improvements Program Projects
Presentation	10	Third Quarter FY 2020 Financial Report
Introduction and Possible Adoption	5	Introduction, and Possible Adoption, of 2020 Bond Ordinance
Introduction and Possible Adoption	10	Introduction, and Possible Adoption, of an Ordinance to Amend Ordinance #__-20 to Appropriate Funds and Levy Taxes for Fiscal Year 2020 (Budget Amendment #3)
Public Hearing	60	Park Road and North/South Stonestreet Avenue Area Public Hearing
Adoption	5	Adoption of a Resolution to Revise the Schedule of Various User and Regulatory Fees for the City of Rockville

Future Agendas  
Tentative as of 03/23/2020

Discussion	60	Discussion on the Corridor Cities Transitway (CCT)
Proclamation	5	Proclamation Recognizing May as Bicycle Awareness Month
Presentation	30	TERRIFIC KID Bike Program Presentation
<b>Total Meeting Time (In Hours)</b>	<b>3 HRS 45 MINS</b>	
<b>Meeting : 05/11/20 07:00 PM ( 5 items)</b>		
Category	Estimated Agenda Time Needed (in minutes)	Title
Presentation and Discussion	60	Board of Supervisors of Elections - 2019 Vote by Mail Election Report
Discussion, Instructions and Possible Adoption	30	Proposed Appointment Selections - 2020 Charter Review Commission and Scope of Work
Discussion	60	Discussion of Town Center Work Program
Presentation	30	Briefing on Project Plan PJT2020-00012, Key West at Falls Grove, for an Amendment to the Falls Grove Planned Development (PD)
Proclamation	10	Proclamation Declaring May 10 - 16, 2020 Taiwanese American Heritage Week
<b>Total Meeting Time (In Hours)</b>	<b>3 HRS 10 MINS</b>	
<b>Meeting : 05/18/20 07:00 PM ( 4 items)</b>		
Category	Estimated Agenda Time Needed (in minutes)	Title
Recognition	15	Recognition of Winner and Semi-Finalist - 2020 Rockville "If I Were Mayor Essay Contest"

Future Agendas  
Tentative as of 03/23/2020

Discussion and Instructions	45	Discussion of the Personnel Policies and Procedures Manual
Presentation	45	Proposed Amendments to the Property Maintenance Code, Being Article XII of Chapter 5 of the City Code
Proclamation	5	Proclamation Recognizing May 18-22, 2020 as National Public Works Week
<b>Total Meeting Time (In Hours)</b>	<b>1HR 50 MINS</b>	
<b>Category</b>	<b>Estimated Agenda Time Needed (in minutes)</b>	<b>Title</b>
<b>Meeting : 06/01/20 07:00 PM ( 5 items)</b>		
Discussion	60	Undergrounding of 355 Discussion
Discussion, Instructions and Possible Adoption	45	Discussion and Instruction and Possible Adoption of Rockville Economic Development, Inc. (REDI) Agreement
Proclamation	5	Proclamation Declaring June 20 as World Refugee Day
Proclamation	5	Proclamation Declaring June as LGBTQ+ Pride Month
Presentation	30	FAST Project Report
<b>Total Meeting Time (In Hours)</b>	<b>2 HR 25 MINS</b>	
<b>Category</b>	<b>Estimated Agenda Time Needed (in minutes)</b>	<b>Title</b>
<b>Meeting : 06/08/20 07:00 PM ( 3 items)</b>		
Discussion and Instructions	40	Boards and Commissions Task Force Priority Recommendations
Discussion, Instructions and Possible Adoption	60	Park Road and North/South Stonestreet Avenue Area Work Session and Possible Adoption
Adoption	30	Resolution to Adopt Vision Zero Plan
<b>Total Meeting Time (In Hours)</b>	<b>2 HR 10 MINS</b>	
<b>Category</b>	<b>Estimated Agenda Time Needed (in minutes)</b>	<b>Title</b>
<b>Meeting : 06/22/20 07:00 PM ( 0 items)</b>		

Attachment 12.A.b: Future Agendas 3.23.2020 (2997 : Future Agenda)



Mayor & Council Meeting Date: March 23, 2020  
Agenda Item Type: Additional Information  
Department: City Clerk/Director of Council Operations Office  
Responsible Staff: Sara Taylor-Ferrell

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## Subject

Community Forum Comments

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## Recommendation

## Attachments

Attachment A.a: 3.23.20 (DOCX)

A handwritten signature in black ink that reads "Sara Taylor-Ferrell".

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Sara Taylor-Ferrell, City Clerk/Director of Council Operations 3/20/2020

Comments/Speakers List  
Community Forum  
(March 23, 2020)

	Name	Address/Phone	Topic
1.			
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Attachment A.a: 3.23.20 (3054 : Community Forum Comments)



Mayor & Council Meeting Date: March 23, 2020  
Agenda Item Type: Additional Information  
Department: City Clerk/Director of Council Operations Office  
Responsible Staff: Sara Taylor-Ferrell

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## Subject

FY21 Budget Public Hearing Comments

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## Recommendation

## Attachments

Attachment B.a: Public Hearing Comments Listing 3.23.20 (PDF)

A handwritten signature in cursive script that reads "Sara Taylor-Ferrell".

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Sara Taylor-Ferrell, City Clerk/Director of Council Operations 3/20/2020

Public Hearing Comments  
Monday, March 23, 2020  
FY2021 Budget Hearing

	Name/Address	Topic
1.	Maureen Roulton <a href="mailto:roultm@netscape.net">roultm@netscape.net</a>	Support for the Fitzgerald theater's resident companies
2.	Gary Sullivan <a href="mailto:gwsulli@gmail.com">gwsulli@gmail.com</a>	Supporting F. Scott Fitzgerald Resident Companies
3.	David Jeffrey 7701 Woodmont Avenue #407 Bethesda MD 20814	Victorian Lyric Opera Company -Grant Request
4.	David Hoehl 1011 Crest Park Dr. Silver Spring, MD 20903 <a href="mailto:450tpi@gmail.com">450tpi@gmail.com</a>	Support for grant to Victorian Lyric Opera Company
5.	Nancy Rust Suter 301-774-4720 <a href="mailto:Nrsuter1949@gmail.com">Nrsuter1949@gmail.com</a>	\$25,000 one time grant – City Budget
6.	Erica Russo – SGM Director of Operations The US Army Field Band <a href="http://www.armyfieldband.com">www.armyfieldband.com</a> 443-928-9877 <a href="mailto:altoerica@gmail.com">altoerica@gmail.com</a>	Victorian Lyric Opera Company
7.	David Robinson <a href="mailto:davidrobinsondc@gmail.com">davidrobinsondc@gmail.com</a>	Fitzgerald Theater
8.	Helen Aberger 343 Dean Drive Rockville MD 20851	Letter to Rockville City Council One Time Resident Grant
9.	Amanda Jones <a href="mailto:amincks@gmail.com">amincks@gmail.com</a>	Support for grant to Victorian Lyric Opera Company
10.	Amy Broadbent 240-778-3144 <a href="http://www.amy-broadbent.com">www.amy-broadbent.com</a>	Arts Grant support for Victorian Lyric Opera
11.	Carlton Maryott 1501 Columbia Avenue Rockville MD 20850	Proposed Grant to Rescos
12.	Christopher (Chris) Costabile 13733 North Gate Drive Silver Spring, MD 20906	Arts Funding

Exhibit No. 18  
FY2021 Budget

**Jacqueline Mobley**

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**From:** Maureen Roulit <routlm@netscape.net>  
**Sent:** Wednesday, March 18, 2020 11:54 AM  
**To:** cityclerk  
**Subject:** support for the Fitzgerald Theater's resident companies

As you know, this is a very difficult time for arts organizations, which have had to cancel or postpone some or all of their performances. A grant for the F. Scott Fitzgerald Theater's resident companies could mean the difference between life and death for them. Spending on all the things that go into a production (rental of rehearsal space, renting performing rights, making or renting costumes, supplies to build sets and props, advertising, programs...) can run into tens of thousands of dollars. Ticket prices don't fully cover the costs, but no ticket sales at all can easily ruin a company.

Community theater companies don't have a financial cushion to help them weather the current storm; a grant would provide that cushion. Please find a place in the budget to keep the arts alive in Rockville. The Fitzgerald Theater is a welcoming place for patrons of all ages to enjoy dance, music, and theater - please don't let them die.

Maureen Roulit  
designer & performer with  
VLOC, RLT, RMT

Attachment B.a: Public Hearing Comments Listing 3.23.20 (3055 : FY21 Budget Public Hearing Comments)

Exhibit No. 19  
FY2021 Budget

**Jacqueline Mobley**

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**From:** Gary Sullivan <gwsulli@gmail.com>  
**Sent:** Wednesday, March 18, 2020 12:19 PM  
**To:** cityclerk  
**Subject:** Supporting F. Scott Fitzgerald Resident Companies

Hello,

I am writing in support of the resident companies at Rockville's F. Scott Fitzgerald Theater, specifically the Victorian Lyric Opera Company (VLOC).

I have performed with VLOC since 2005. As you know, we present the works of Gilbert and Sullivan, as well as other light operas of the Victorian era. No other community theater in the region presents these works, and our audiences benefit from a core of talented performers on stage, a live orchestra in the pit, and the tireless work of many, many volunteers behind the scenes.

I was in our production of "The Pirates of Penzance" in February 2020, and we sold out the beautiful theater for 3 of our 6 performances, making it our best attended production in years. The demand is there for the work that we do.

VLOC has been a big part of my life, and I have made many lasting friendships that I cherish. It's a special organization.

Now, more than ever, we need the help of the City of Rockville. Please include grants to the resident companies (VLOC, RLT, and RMT) in your upcoming budget. Especially in these difficult times, it will make a huge difference to these groups.

Gary Sullivan  
Germantown MD

Attachment B.a: Public Hearing Comments Listing 3.23.20 (3055 : FY21 Budget Public Hearing Comments)

**Exhibit No. 20  
FY2021 Budget**

**Jacqueline Mobley**

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**From:** David K J Jeffrey <dkjj@me.com>  
**Sent:** Wednesday, March 18, 2020 2:42 PM  
**To:** cityclerk  
**Subject:** Victorian Lyric Opera Company - Rockville Council - Grant Request

Dear City Clerk,

I am writing to request the Council's support for the inclusion in the City of Rockville's budget of a grant of \$25,000 to the Victorian Lyric Opera Company ("VLOC"), proud to be a Resident Company of the F. Scott Fitzgerald Theater.

As a member of VLOC, I have been privileged to perform in some of its productions which have been met by very enthusiastic and appreciative audiences. In speaking with some attendees after our shows, I have learned just how much our patrons, many of whom are local residents, appreciate the artistic offerings of VLOC and other resident companies

These theatergoers shared with me how much it means to them to have VLOC and others providing high quality productions in the midst of their community. And in a convenient, safe, well lit and comfortable local facility with great parking, such as the F Scott Fitzgerald Theater.

Not only do these shows entertain and enrich. They also provide an excellent opportunity for local residents and others to meet and catch up at the theater, often accompanied by a meal together at a local restaurant.

The performing arts are a vital thread in the fabric of a local community. Quality performances by companies, such as VLOC, also help to introduce patrons to theatrical offerings that are not routinely provided by larger, fully professional organizations. In particular, the presence of many children and young adults in both our productions and audiences reveals how important they are as part of their musical and theatrical education. This can only enhance the growth of a well-rounded community, whatever occupations they may later pursue.

VLOC greatly appreciates the support of its patrons, the F. Scott Fitzgerald Theater, the Council and residents of the City of Rockville. At a time of increasing production costs, the Council's support of the above requested grant is vital to small companies, such as VLOC, made up largely of eager volunteers. It will help ensure that VLOC can continue to thrive and to enrich the lives of its patrons.

During these challenging times when we are all mindful of social distancing, many theatrical ventures are already being temporarily suspended. This too shall pass and the community will once again be able to turn to local companies, such as VLOC, for exciting entertainment in their midst and the joy of joining family friends to form an appreciative audience

Many thanks for the support of the Council to date and its consideration of this request.

Best wishes to all members and staff of the Council and we at VLOC look forward to welcoming you to future productions.

Kind regards,

David Jeffrey  
[7701 Woodmont Ave](#)

Exhibit No. 21  
FY2021 Budget

**Jacqueline Mobley**

**From:** David Hoehl <450tpi@gmail.com>  
**Sent:** Wednesday, March 18, 2020 3:05 PM  
**To:** cityclerk  
**Subject:** [Possible Scam Fraud]Support for grant to Victorian Lyric Opera Company

**WARNING:** Your email security system has determined the message below may be a potential threat.

The sender may trick victims into passing bad checks on their behalf.

The City of Rockville will never ask you to confirm your credentials on websites. If you do not know the sender or cannot verify the integrity of the message, please do not respond or click on links in the message. Depending on the security settings, clickable URLs may have been modified to provide additional security.

Dear Sir or Madam:

Looking ahead to the 23 March budget session considering this matter, I am writing to support a City of Rockville grant to the Victorian Lyric Opera Company. VLOC offers a unique enrichment to our area as a true community opera organization presenting not only familiar and beloved operettas by Gilbert and Sullivan but also more esoteric fare from generations past, often worthy works that have not been heard here or even in the entire country in decades. Moreover, the company provides a friendly training ground for a rising generation of singers and actors who can be expected to continue its mission of enriching the community's artistic environment for years to come; as an example, my own 15-year-old daughter has now been a chorister in a good half-dozen productions, familiar and rare alike, gaining invaluable experience performing on stage with an orchestra in productions polished to a high level. We in the area of Rockville and its surroundings are fortunate; very few arts organizations exist in this country offering like opportunities to a girl her age.

VLOC is a valuable asset to Rockville and environs in particular and the DC metro area in general; I urge you to consider granting it support that will enable it to continue its good work. Thank you.

--David Hoehl  
1011 Crest Park Dr.  
Silver Spring, MD 20903  
[450tpi@gmail.com](mailto:450tpi@gmail.com)

Virus-free. [http://secure-web.cisco.com/1jP3Z2D6BtbzEtB3KfOT56b7MQmBX2ZumEhkKF4aldZ4nvBD3yolTsvtR54ZJvcDNhXFzHNkZR25OAIYxAsjFllqMbLs7vjLwTR5IXtNjVrGluVJQS17zW90pCp6nkwvPeD17ry-pkvttcJcFAPNoBOUIs1fJlFW9HGUG-x8wRrfoZCy7TLwqinkb-6fXxuwvnMfAeZvyNidKMoSVFfy-ltPCpo-UjNTeIS\\_y4n02vFwnx4BWltgOT8WCSn4InE6UzvZudnop3g\\_82hHBmsNE40s168rmhND1Se6A22szzhiLnZelyjHiiTZkqydldeabY7G5okq-s3T9W2YDv4s\\_FOVLAJMRDWUe\\_12vmOEQBqRn-a5N-nr06e0cwOM7Xz-Ag\\_9\\_G](http://secure-web.cisco.com/1jP3Z2D6BtbzEtB3KfOT56b7MQmBX2ZumEhkKF4aldZ4nvBD3yolTsvtR54ZJvcDNhXFzHNkZR25OAIYxAsjFllqMbLs7vjLwTR5IXtNjVrGluVJQS17zW90pCp6nkwvPeD17ry-pkvttcJcFAPNoBOUIs1fJlFW9HGUG-x8wRrfoZCy7TLwqinkb-6fXxuwvnMfAeZvyNidKMoSVFfy-ltPCpo-UjNTeIS_y4n02vFwnx4BWltgOT8WCSn4InE6UzvZudnop3g_82hHBmsNE40s168rmhND1Se6A22szzhiLnZelyjHiiTZkqydldeabY7G5okq-s3T9W2YDv4s_FOVLAJMRDWUe_12vmOEQBqRn-a5N-nr06e0cwOM7Xz-Ag_9_G)

Attachment B.a: Public Hearing Comments Listing 3.23.20 (3055 : FY21 Budget Public Hearing Comments)

**Exhibit No. 22  
FY2021 Budget****Jacqueline Mobley**

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**From:** Rusty Suter <nrsuter1949@gmail.com>  
**Sent:** Wednesday, March 18, 2020 5:37 PM  
**To:** cityclerk  
**Subject:** \$25,000 one-time grant - City Budget

To whom it may concern:

I am writing to you on the support for a one-time grant of \$25,000.00 to VLOC and each of the Resident Companies of the F. Scott Fitzgerald Theatre. Due to current health and safety concerns, Arts organizations all over the world are having to cancel productions, from which many may not be able to come back financially as a result. Therefore, it is imperative to have the support from the government and private entities to make it possible to keep arts organizations and self-employed artists viable during these very uncertain times.

Please consider including VLOC and all the Resident Companies of the F. Scott Fitzgerald Theatre in the city budget for a one-time grant to each in the amount of \$25,000.00, so that the good work performed by these companies can continue for all to enjoy.

Sincerely,  
Nancy Rust Suter  
VLOC member  
(301) 774-4720

**Exhibit No. 23  
FY2021 Budget****Jacqueline Mobley**

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**From:** Erica Russo <altoerica@gmail.com>  
**Sent:** Wednesday, March 18, 2020 9:32 PM  
**To:** cityclerk  
**Cc:** soundslikehelen@gmail.com  
**Subject:** VLOC

To whom it may concern,

Working with VLOC has been a true highlight of my career! I am a military musician (just under 19 years in service so far) but the opportunity to work backstage in two recent VLOC shows has been an incredible experience, without a real parallel in my daily life. These volunteers, from the singers to orchestra to stage designers, are so inspired, so dedicated, such an integral part of the community. I really can't wait to be a part of their team again, and hope that you, as a leader, see the value of what they give back to the community. They do it because they love it, because they want to do it, not because they've been tasked...such a beautiful contribution in today's world.

Thank you for your consideration,  
Erica Russo

--

SGM Erica Russo  
Director of Operations  
The US Army Field Band  
[www.armyfieldband.com](http://www.armyfieldband.com)  
443-928-9877

Exhibit No. 24  
FY2021 Budget

**Jacqueline Mobley**

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**From:** David Robinson <davidrobinsondc@gmail.com>  
**Sent:** Wednesday, March 18, 2020 10:51 PM  
**To:** cityclerk; soundslikehelen@gmail.com  
**Subject:** Fitzgerald Theater

I understand that the City of Rockville Council is considering contributions of \$25,000 to each of the three resident theater companies at the F. Scott Fitzgerald Theater: Victorian Lyric Opera Company, Rockville Musical Theatre, and the Rockville Little Theater. I have been in the casts of several productions of these theater companies and enthusiastically support your financial contributions.

The Fitzgerald Theater is one of the finest venues for community theater in the whole Washington, DC metropolitan area. Also, these resident theater groups are exceptional. They have frequently received Ruby Griffith and WATCH awards as recognitions of their exceptional productions.

Community theater groups are always in tenuous financial situations. They are not businesses and do not function to make profits; the groups stimulate enormous efforts from their casts and crews, simply because of everyone's love of the theater arts. Substantial financial support from governments like the City of Rockville is critically important to their survival. Within the past few years the Potomac Theater Company has been disbanded and the Montgomery Playhouse is on the verge of disappearing. Support, such as yours, is critical for maintaining quality and affordable live arts in our area.

You have my whole hearted support for your efforts here.

Sincerely,

David L. Robinson

Attachment B.a: Public Hearing Comments Listing 3.23.20 (3055 : FY21 Budget Public Hearing Comments)

Exhibit No. 25  
FY2021 Budget

**Jacqueline Mobley**

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**From:** Helen Aberger <soundslikehelen@gmail.com>  
**Sent:** Thursday, March 19, 2020 9:36 AM  
**To:** cityclerk  
**Cc:** Dean Fiala; Dana Robinson  
**Subject:** Testimony for 3/23 Mayor & Council Budget Hearing  
**Attachments:** Letter to Rockville City Council.pdf

To whom it may concern,

Please submit the attached letter for consideration to the Mayor and Council in their next budget hearing on Monday, March 23. This letter comes from the Resident Companies of the F. Scott Fitzgerald Theatre collectively - Victorian Lyri Opera Company, Rockville Little Theatre, and Rockville Musical Theatre - and pertains to the inclusion of a one-time grant of \$25,000 to each of the companies, to be included in the FY21 budget or as a FY20 budget amendment.

Thank you.

Sincerely,  
Helen Aberger  
343 Dean Drive  
Rockville MD 20851

Attachment B.a: Public Hearing Comments Listing 3.23.20 (3055 : FY21 Budget Public Hearing Comments)

March 19, 2020

Dear Mayor Newton, Councilmembers Ashton, Feinberg, Myles, and Pierzchala, and Mr. DiSpirito,

We are writing to urge the inclusion of a one-time grant for each of the Resident Companies of the F. Scott Fitzgerald Theatre in the amount of \$25,000 each (\$75,000 total) as an amendment to the FY20 Budget or for inclusion in the FY21 Budget.

The Resident Companies (ResCos) are all community-based organizations, operating on an all or nearly-all volunteer basis. In 2010/2011, as a result of the recession, the City increased its cost recovery goals for the F. Scott Fitzgerald Theatre, which significantly increased our rental and usage rates. As a result, we had to make hard decisions about how to keep producing shows while faced with increased overhead costs. That began a pernicious cycle of financial resources being constantly balanced between our artistic product and the need to pay rent to our home theater. This has had a ripple effect of significantly limiting our ability to take artistic or audience development chances that would both grow our companies and better engage the Rockville community.

The uncertain economic outlook due to the pandemic reinforces the need for this one time financial grant. World-wide, theatrical productions are justifiably being suspended or outright cancelled. Here in the DMV, companies are cancelling productions well into summer, and the ResCos are grappling with similar decisions. While some expenses can be avoided when shows are cancelled, we each face fixed operating costs such as the rental of our support facilities at the Civic Center and what we have already invested in our planned Spring productions. We now face the possibility of losing our best funding source, ticket revenue, for a period of weeks if not months.

While the threat of COVID19 will pass, it is imperative that once it does, Rockville will be able to turn to local theater companies for entertainment. Rockville demonstrated the priority it places on the arts and culture by creating an Arts and Culture Coordinator in the FY2021 budget; but there must be viable organizations for this coordinator to elevate. The grant proposed by Councilmember Pierzchala would go a long way towards stabilizing our short-term finances and righting a history of budget losses. Long-term, it will provide a chance for the ResCos to improve and expand our offerings to the community and give us time to solidify our budget strategy in partnership with the F. Scott Fitzgerald Theatre in the upcoming MOU process.

In conclusion, and on behalf of the board, staff, and members of each of the Resident Companies, we strongly advocate the inclusion of a one-time grant of \$25,000 to each of the ResCos in the next iteration of the FY21 budget or as a budget amendment to the FY20 budget. Many thanks for the support of the Mayor and Council to date and its consideration of this request.

Kind regards,

Helen Aberger  
President  
Victorian Lyric Opera Company

Dean Fiala  
President  
Rockville Little Theatre

Dana Robinson  
President  
Rockville Musical Theatre

**Jacqueline Mobley**

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**From:** Amanda Jones <amincks@gmail.com>  
**Sent:** Thursday, March 19, 2020 10:31 AM  
**To:** cityclerk  
**Subject:** Support for Victorian Lyric Opera Company Funding

Good morning,

I am writing to encourage the council's support of funding for the resident companies at the F Scott Fitzgerald Theatre. I have been involved with The Victorian Lyric Opera Company (VLOC) for more than 10 years as a volunteer. These productions are a great service to our community. As we know, we are currently facing a health crisis that has the potential to impact all aspects of our society, including the local arts community. Arts organizations all over the world are cancelling their productions due to health and safety concerns. There is a real concern that our local companies may be unable to recover financially. Support from the government and private entities will be imperative to keep arts organizations and self-employed artists viable during and after the pandemic. The City of Rockville is in a position to help, and we desperately need your help.

I beseech the council to support funding in the budget of \$25,000 for each resident theatre company of the F Scott Fitzgerald Theatre (VLOC, RMT, and RLT). Thank you for your time and consideration.

Amanda

Exhibit No. 27  
FY2021 Budget

**Jacqueline Mobley**

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**From:** Amy Broadbent <amy.n.broadbent@gmail.com>  
**Sent:** Thursday, March 19, 2020 11:43 AM  
**To:** cityclerk  
**Subject:** Arts Grant support for Victorian Lyric Opera

Good afternoon,

I am writing to state my support for a grant for the Victorian Lyric Opera Company (VLOC) and the other resident companies of the F Scott Fitzgerald Theatre. I am a professional musician with the premiere military bands in Washington DC, but got my start growing up in Rockville performing in productions at the Fitzgerald. More recently, I made my opera conducting debut through VLOC, giving me the experience and credentials to gain acceptance into a nationally recognized masters program in conducting at the University of Maryland.

In this time of global distress and pandemic, supporting the arts community is more important than ever, and VLOC will continue to give back to the community in immeasurable ways.

Thank you for your consideration.

Wishing you all the best and health,  
Amy Nicole Broadbent  
240.778.3144  
[www.amy-broadbent.com](http://www.amy-broadbent.com)

Attachment B.a: Public Hearing Comments Listing 3.23.20 (3055 : FY21 Budget Public Hearing Comments)

Exhibit No. 28  
FY2021 Budget

**Jacqueline Mobley**

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**From:** Carlton Maryott <carlton.maryott@verizon.net>  
**Sent:** Thursday, March 19, 2020 11:53 AM  
**To:** mayorcouncil  
**Cc:** cityclerk  
**Subject:** Proposed Grant to RESCOs

To the Mayor and City Council of Rockville,

As 40-year residents of Rockville, we are writing to you today in support of a one-time grant for the Rockville Little Theater, the Rockville Musical Theater, and the Victorian Lyric Opera Company.

The arts play an important role in our lives. As Rockville residents, we have often attended performances at the Fitzgerald Theatre, enjoying the ability to have premium, and low-cost, entertainment close to home. When our sons were little, we brought them to performances at the Fitzgerald as a way to introduce them to the arts in a cost-effective and accessible forum. As a result, one of our sons now works in the local arts community.

All three resident companies normally perform a financial balancing act, putting on quality shows and maintaining reasonable ticket prices. However, the imminent risk of performances being cancelled due to the coronavirus pandemic will wreak havoc with their bottom lines. If Rockville's own cultural organizations are to survive, it is imperative that they receive support from the city. We urge the Council to include the one-time grant in the city budget.

Carlton and Jane Maryott  
1501 Columbia Avenue  
Rockville, MD 20850

Exhibit No. 29  
FY2021 Budget

**Jacqueline Mobley**

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**From:** antmarmic@aol.com  
**Sent:** Thursday, March 19, 2020 10:39 PM  
**To:** cityclerk  
**Subject:** Arts funding

Dear City Clerk:

I write as a long time resident of Montgomery County and a member of the Victorian Lyric Opera Company to urge you support for VLOC and its fellow arts organizations. I am member of the cast of the February 2020 production of Pirates of Penzance which was the first theatrical production of any type in which I have participated.

VLOC is a wonderful organization that draws from across the community and performs high quality productions for an incredibly broad cross-section of the surrounding area. My personal experience is that for Pirates, folks whose children babysat in the 70s (who are now in their 80s) 26 relatives, co-workers from Virginia and Maryland, and citizens ranging in age from teenagers to octogenarians saw and loved this past production (or at least that is what they tell me).

This organization is a priceless opportunity for those like myself who have always wanted to perform, and those like my parents, neighbors, coworkers, friends and numerous relatives and relatives of relatives, who are supportive of the notion that non-professional committed people can come together to create worthwhile performances.

In funding this organization you also fund an entity that in carrying out its mission creates a sense of community that cannot be easily replicated. I have been a resident of Montgomery County for most of my 60 years and did not know a single person in the company when I auditioned. They are among the most diverse, welcoming and talented people with whom I have had the pleasure of working. I can confidently say that the sense of connectedness I feel with the members of the cast, crew, directors and production managers is something not easy to find anywhere else. I urge you to fund this and similar arts organizations for the coming year. VLOC is among the reasons that this is a great place in which to live.

Christopher (Chris) Costabile  
 13733 North Gate Drive  
 Silver Spring, Md. 20906

Attachment B.a: Public Hearing Comments Listing 3.23.20 (3055 : FY21 Budget Public Hearing Comments)