



Vision 2030 Strategic Plan for Parks and Recreation

Final Plan & Implementation Highlights

M-NCPPC, Department of Parks, Montgomery County
Montgomery County Planning Board Meeting

June 2, 2011



1

Vision 2030 Purpose

- Develop a **shared vision** for parks and recreation system in Montgomery County
- Articulate **strategies** to address current and future needs
- **Collaboratively provide** parks and recreation facilities and services



2

Relationship to Other Plans

Vision 2030 – provides direction:

- Parks, Recreation & Open Space Plan (PROS)
- Sector Plans & Community Master Plans
- Park Master Plans and Studies
- Capital Improvements Program
- Staff Work Programs



3

Today's Discussion

- Recap of Themes, Goals, and Objectives
- Highlights of Implementation
- Financial Sustainability Recommendations



4

Vision 2030 Schedule

- **Phase 1:** Information Gathering Feb-June 2010
- **Phase 2:** Findings & Visioning July-Sept
- **Phase 3:** Plan Development Nov -May 2011
 - Summit #3 Nov 15
 - Staff Input Meetings Nov-Jan
 - Public Meetings & Presentations Jan-Feb
 - Implementation Plan Development Jan-May
 - Cost Recovery Portfolio Development Jan-May
- **Plan Completion June 2011**

5

Vision 2030 Deliverables

- **Executive Summary** – Vision 2030 Strategic Plan
- **Volume 1:** Needs and Resource Assessment
- **Volume 2:** Vision 2030 Strategic Plan
- Other – Staff Resource Documents
 - **Volume 3:** Implementation Plan: Staff Work Program Guide
 - **Cost Recovery:** Financial and Service Sustainability Plan



6

Overarching Principles

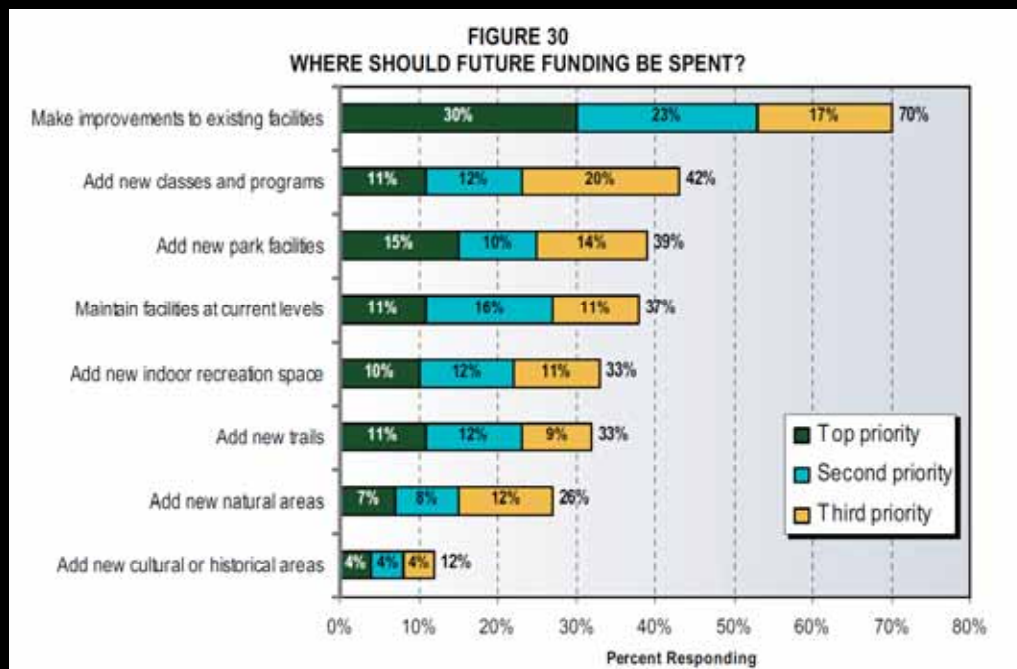
Prioritize resources according to:

- A balance of maintenance/renovation with new development
- A cost recovery and resource allocation approach

Based on survey, public meetings, Planning Board, and PHED Committee guidance.

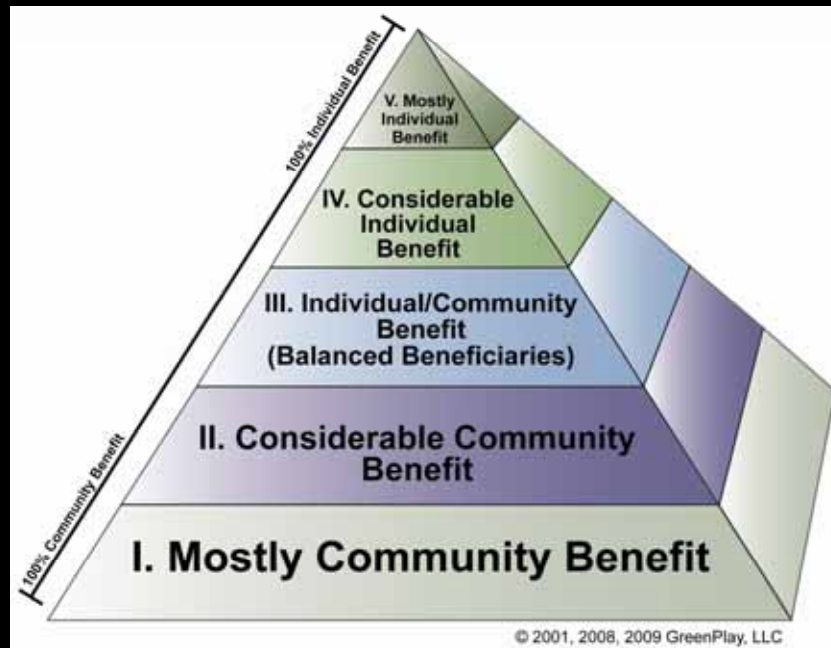
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Survey: Improve Existing Facilities



8

Cost Recovery Approach



9

Public Feedback

- Limit number of priorities
- Address how finances affect implementation
- Maintain what you have
- Fund maintenance and best practices
- Incorporate green spaces in urban areas
- Restore degraded natural areas
- Enhance marketing
- Increase outdoor volleyball



10

Board and PHED

This plan provides a strategic path to where we need to be.

- Use Cost Recovery Pyramid - Financial Resource Allocation :
 - *Prioritize programs and services*
 - *Coordinate with alternative providers*
- Establish baselines for facilities and services against which to evaluate budget priorities

11

Board and PHED

- Maintain and enhance what we have:
 - CIP should focus on renovation
 - Replace existing facilities w/new ones
- Provide equitable distribution of facilities and services:
 - “Rebalance” within the various service areas
 - Align with future demographic groups
- Update Recreation Guidelines for urbanizing areas

12

Plan Themes



1. Programs & Experiences

- Strategically providing services for health and leisure

2. Planning & Development of Facilities

- Planning for recreational, natural & cultural resources in an urbanizing County

3. Operations, Maintenance & Safety

- Maintaining a safe, accessible, quality parks & recreation system

4. Management

- Maximizing efficiencies & sustainability

5. Marketing & Outreach

- Informing and engaging a diverse community



13

Theme 1

Implementation Highlights

Programs & Experiences

Align priorities with the top 10 programs and services:

- Exercise and fitness
- Community events and festivals
- Aquatics
- Out-of-school
- Seniors
- Health and wellness
- Outdoor nature
- Children and youth
- Community gardens
- Youth league sports



14

Theme 1

Implementation Highlights

Programs & Experiences

- Expand environmental stewardship training for all Parks staff, and create public programming that supports Montgomery County Public Schools (MCPS) and Maryland State environmental literacy standards.
- Coordinate health, wellness, and active living initiatives for all ages and populations with other key agencies in the County.



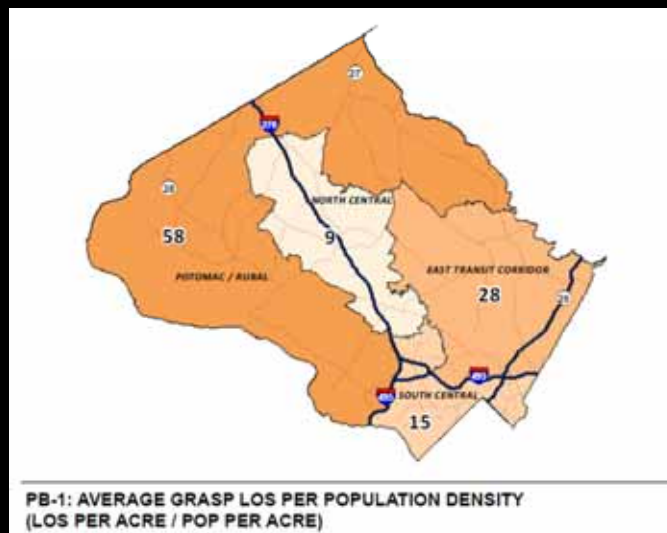
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Theme 2

Implementation Highlights

Planning & Development

- Seek funding for new or renovated facilities and lands based on Levels of Service (LOS).



16

Planning & Development

- Prioritize public indoor recreation centers in the North Central and South Central sub-areas where lower per capita LOS exists and is projected.
- Incorporate flexible spaces and industry trends into recreation/aquatic center designs.



Planning & Development

- Formalize criteria & decision process for specialty facility requests.
- Create permanent adult-sized cricket field w/ infrastructure.
- Identify opportunities for volleyball, futsal, soccer, & larger tennis court groupings (indoor and/or outdoor.)
- Study need for another ice arena.
- Provide skateboarding, dog parks and community gardens, especially in urban areas.

Theme 2

Implementation Highlights

Planning & Development

- Re-establish Ballfield Use Committee to continually formulate, implement, and evaluate options to deliver better-quality playing experiences on park athletic fields.
- Identify opportunities to increase existing field capacity by adding irrigation and converting some to synthetic turf.
- Identify opportunities to increase the number of rectangular athletic fields.



19

Theme 3

Implementation Highlights

Operations, Maintenance & Safety

- Apply Sustainable Sites Initiative all areas as possible.
- Train employees in green operations.
- Recycle and compost Parks green materials.
- Analyze the distribution of maintenance yards to most effectively and efficiently meet the maintenance needs of a growing park and recreation system. Consider a satellite facility for Facility Management to reduce drive times.

20

Operations, Maintenance & Safety

- Relocate the Park Rangers to a program covering interpretation and stewardship of natural and cultural resources.
- Create a Forest Stewards Volunteer Program



Marketing & Outreach

- Seek and secure funding to implement joint marketing and outreach plan.
- Identify priority non-English speaking language marketing and outreach efforts, and resources to implement.
- Transition communications from printed to electronic media where feasible.

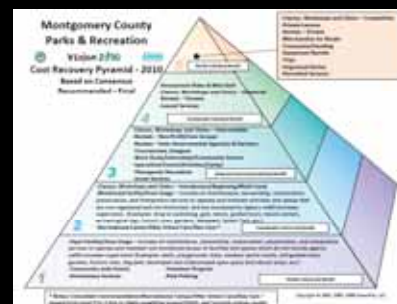


Marketing & Outreach

- Train staff in cost-based budgeting.
- Inform current renters, MOU partners, long-term lease holders, instructors, and social service providers about the financial and service sustainability plan, the cost recovery goals, and the service assessment and provision analysis. Develop specific and measurable action steps for adjusting each agreement to achieve cost recovery targets.

Management

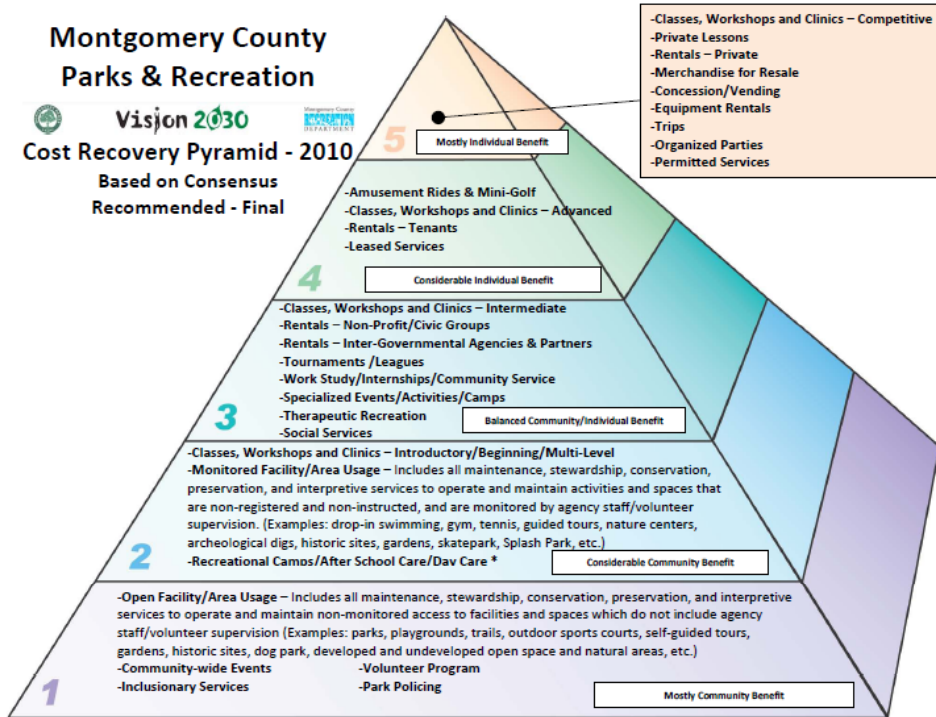
- Identify self-sustaining programs and services (those that are revenue positive or neutral over direct costs) to convert to a self-sustaining fund.
- Align the scholarship or fee reduction/waiver policies between the M-NCPPC Department of Parks and the Montgomery County Department of Recreation.



Montgomery County
Parks & Recreation




 Vision 2030
 Cost Recovery Pyramid - 2010
 Based on Consensus
 Recommended - Final



* Notes: Consultant recommendation:Recreational Camps/After School Care/Day Care – moved from level 3 to 2 due to slight weighting toward Public and Summit sorting results.

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 Vision 2030
 Montgomery County
 Parks & Recreation
 Cost Recovery Pyramid - 2010
 Based on Consensus

- **Open Facility/Area Usage** – Includes all maintenance, stewardship, conservation, preservation, and interpretive services to operate and maintain non-monitored access to facilities and spaces which do not include agency staff/volunteer supervision (Examples: parks, playgrounds, trails, outdoor sports courts, self-guided tours, gardens, historic sites, dog park, developed and undeveloped open space and natural areas, etc.)

- **Community-wide Events**

- **Volunteer Program**

- **Inclusionary Services**

- **Park Policing**



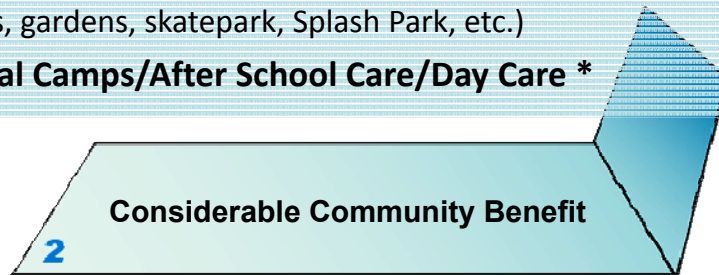


Montgomery County Parks & Recreation

Cost Recovery Pyramid - 2010

* Notes: Consultant recommendation:
Recreational Camps/After School Care/Day
Care – moved from level 3 to 2 due to slight
weighting toward Public and Summit
sorting results.

- **Classes, Workshops and Clinics – Introductory/Beginning/Multi-Level**
- **Monitored Facility/Area Usage** – Includes all maintenance, stewardship, conservation, preservation, and interpretive services to operate and maintain activities and spaces that are non-registered and non-instructed, and are monitored by agency staff/volunteer supervision. (Examples: drop-in swimming, gym, tennis, guided tours, nature centers, archeological digs, historic sites, gardens, skatepark, Splash Park, etc.)
- **Recreational Camps/After School Care/Day Care ***



Montgomery County Parks & Recreation

Cost Recovery Pyramid - 2010

Based on Consensus
Recommended - Final



- **Classes, Workshops and Clinics – Intermediate**
- **Rentals – Non-Profit/Civic Groups**
- **Rentals – Inter-Governmental Agencies & Partners**
- **Tournaments /Leagues**
- **Work Study/Internships/Community Service**
- **Specialized Events/Activities/Camps**
- **Therapeutic Recreation**
- **Social Services**



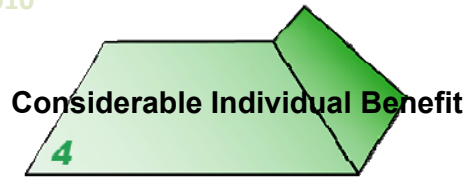
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Montgomery County Parks & Recreation

Cost Recovery Pyramid - 2010

Based on Consensus
Recommended - Final



- Amusement Rides & Mini-Golf
- Classes, Workshops and Clinics – Advanced
- Rentals – Tenants
- Leased Services



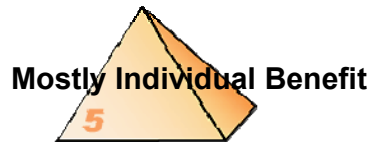
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Montgomery County Parks & Recreation

Cost Recovery Pyramid - 2010

Based on Consensus
Recommended - Final



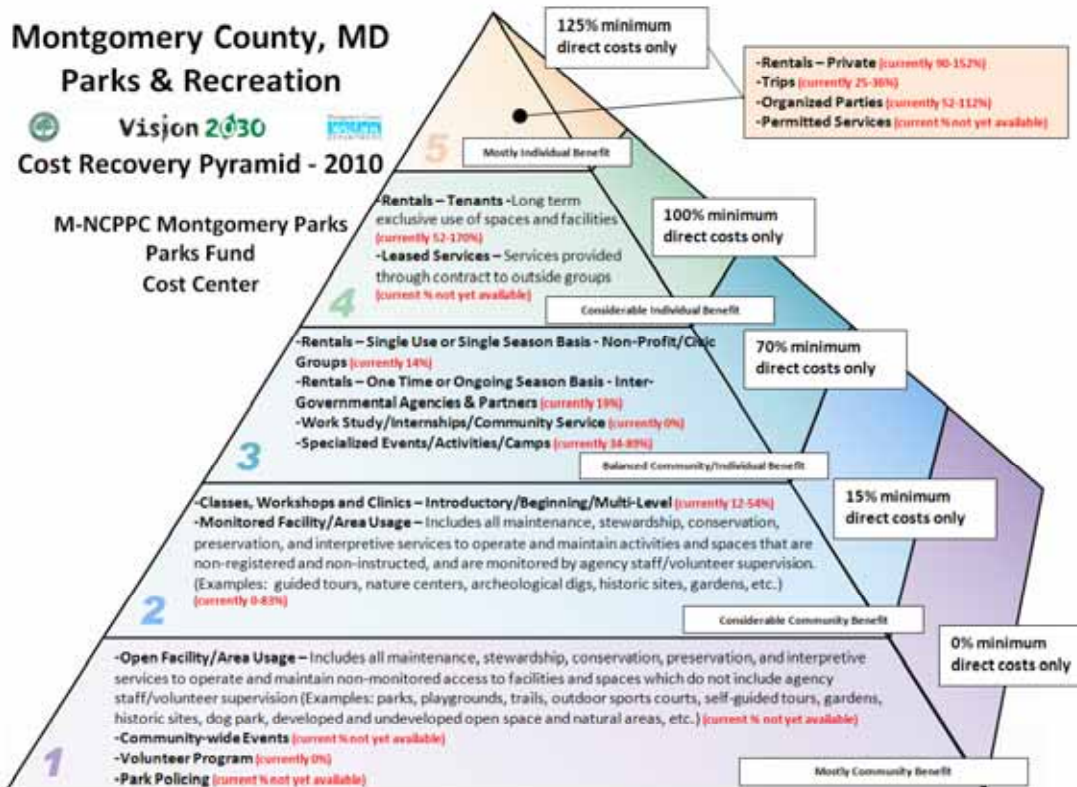
- Classes, Workshops and Clinics – Competitive
- Private Lessons
- Rentals – Private
- Merchandise for Resale
- Concession/Vending
- Equipment Rentals
- Trips
- Organized Parties
- Permitted Services

Cost Recovery

Target Minimum Cost Recovery %

- Minimum Cost Recovery Percentages are only attempting to recover Direct Cost of service provision, not all costs, or fully loaded (direct and indirect) costs.

31



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32

Park Fund Recommendations

- **Monitored Facility/Area Usage** - 15% of direct costs to be recovered
 - *Adjust fees and charges*
 - *Seek alternative funding*
 - *Average level*



33

Park Fund Recommendations

- **Rentals – Non- Profit/Civic and Governmental** - 70% of direct costs to be recovered
- **Rentals – Tenants** - 100% of direct costs to be recovered
- **Rentals – Private** - 125% of direct costs to be recovered
 - *High demand*
 - *Increases to fees and charges*

34

Park Fund Recommendations

- Organized Parties- 125% of direct costs to be recovered
 - *Market rate pricing*

35

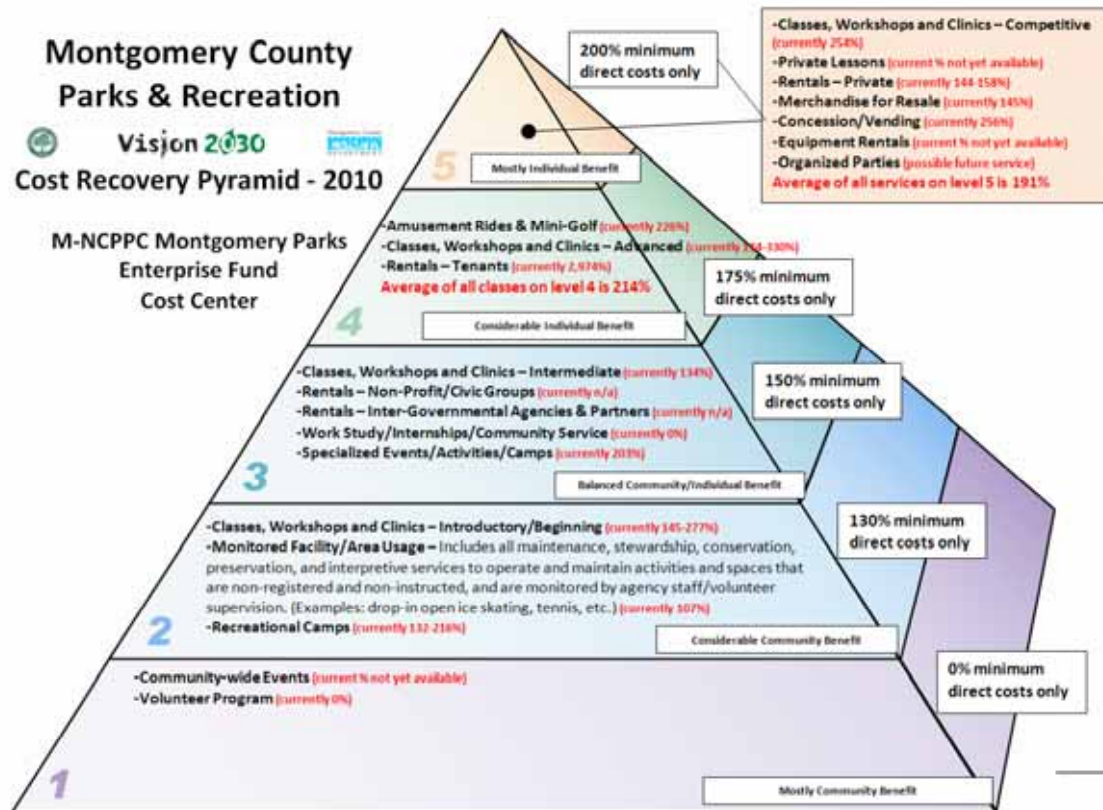
Park Fund Recommendations

- Specialized Events/Activities/Camps - 70% of direct costs to be recovered
 - *Adjust fees and charges*
 - *Increase utilization*
 - *Seek alternative funding*
 - *Eliminate some of the services*

36

Montgomery County
Parks & Recreation
Vision 2030
Cost Recovery Pyramid - 2010

M-NCPPC Montgomery Parks
Enterprise Fund
Cost Center



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37

Enterprise Fund Recommendations

- Rentals – Private - 200% of direct costs to be recovered
 - High demand
 - Increases to fees and charges
- Classes, Workshops and Clinics - Intermediate - 150% of direct costs to be recovered
 - Increase to fees and charges

38

Enterprise Fund Recommendations

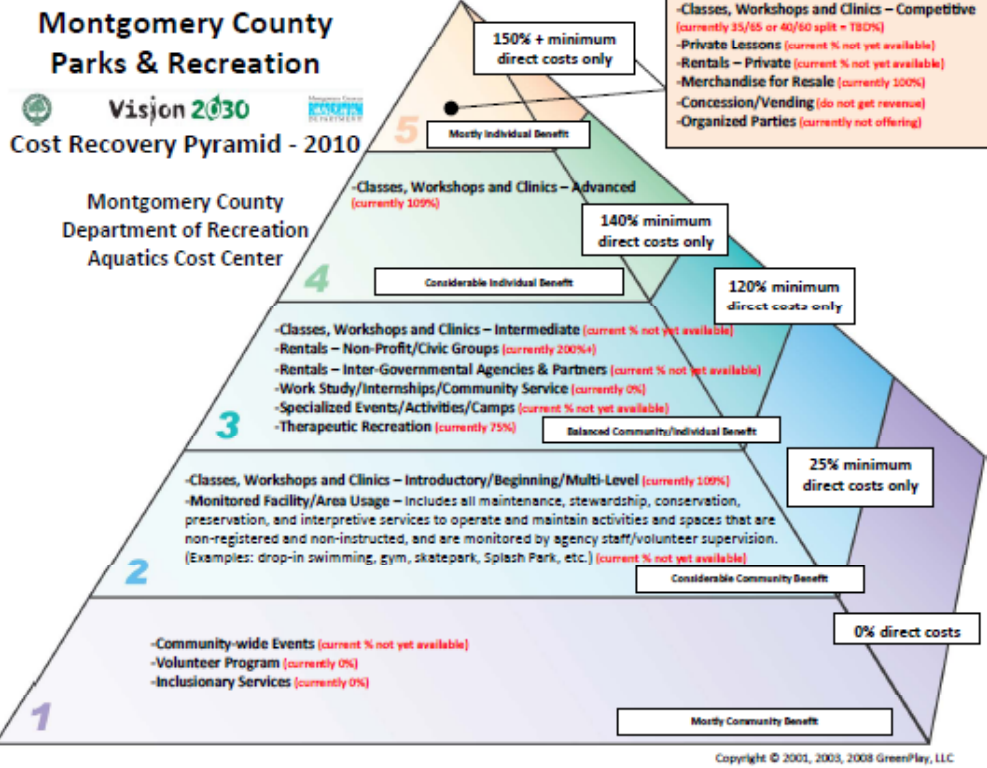
- Monitored Facility/Area Usage - 130% of direct costs to be recovered
 - *Adjust fees and charges*
 - *Increase utilization*
 - *Seek alternative funding*
 - *Average level*

39

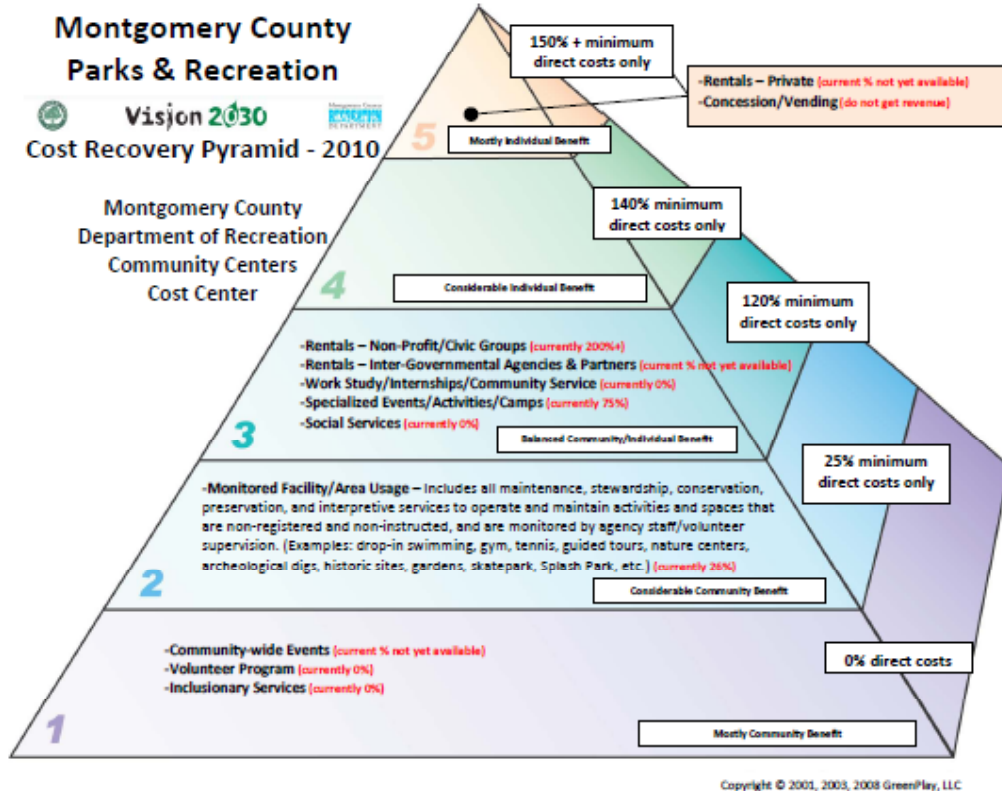
Enterprise Fund Recommendations

- Merchandise for Resale - 200% of direct costs to be recovered
 - *Market rate pricing*

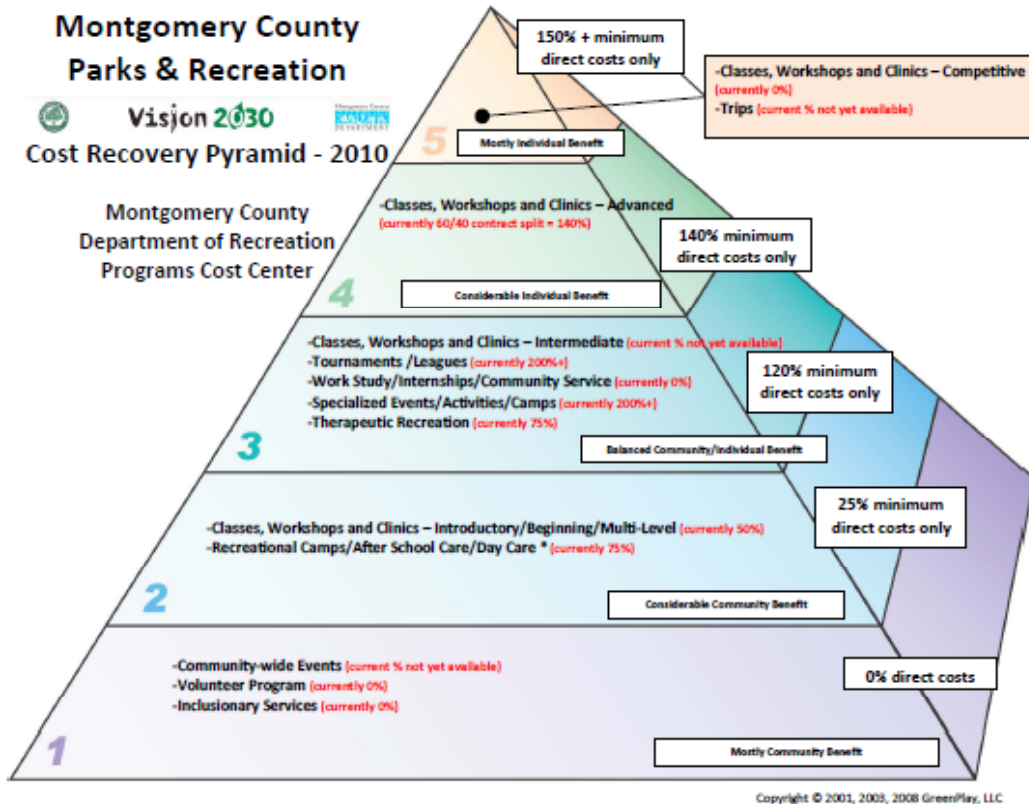
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41



42



Recreation Financial Recommendations

- Align the financial performance of services with cost recovery goals
- Seek alternative funding sources to minimize increase in fees and charges
- Social services have importance to the community and are providing balanced benefit to both the community and individuals
- Organized parties – future opportunity

Service Assessment

Services Assessment Matrix © 2009 GreenPlay LLC and GP RED		Financial Capacity Economically Viable		Financial Capacity Not Economically Viable	
		Alternative Coverage High	Alternative Coverage Low	Alternative Coverage High	Alternative Coverage Low
Good Fit	Strong Market Position	Affirm Market Position 1	Advance Market Position 2	Complementary Development 5	"Core Service" 6
	Weak Market Position	Divest 3	Invest, Collaborate or Divest 4	Collaborate or Divest 7	Collaborate or Divest 8
Poor Fit	Divest				9

45

Service Assessment

Pragmatic Questions:

- Is the agency the best or most appropriate organization to provide the service?
- Is market competition good for the citizenry?
- Is the agency spreading its resources too thin without the capacity to sustain core services and the system in general?
- Are there opportunities to work with another organization to provide services in a more efficient and responsible manner?

46

Provision Strategies

- Affirm Market Position
- Advance Market Position
- Divestment
- Investment
- Complementary Development
- Collaboration
- Core Service

		Service Assessment - Service Menu and Matrix Department of Parks Brookside and McCrillis Gardens, and Horticulture Education									
Key	Menu of Service	Category of Service	Fit		Financial Capacity		Market Position		Alternative Coverage		Strategy
			Good	Poor	High	Low	Strong	Weak	High	Low	
			X		X		X		X		Affirm Market Position
			X		X	X			X	X	Advance Market Position
			X		X			X	X		Divest
			X		X		X		X	X	Invest, Collaborate, or Divest
			X		X	X	X		X		Complementary Development
			X			X	X			X	Core Service
			X			X		X	X		Collaborate or Divest
			X			X		X	X	X	Collaborate or Divest
			X	X	na	na	na	na	na	na	Divest
Ancillary Services											
	Merchandise for Resale - Gift Shop/Pro-shop		X		X		X		X		Affirm Market Position
	Library (Horticulture)		X		X	X			X		Core Service
	Rentals - Entire Center/Facility/Room		X		X				X		Advance Market Position
	Donation Program and Sponsorships		X		X		X			X	Advance Market Position
	Inclusionary Services (ADA)		X		X	X				X	Core Service
	Internships		X		X	X			X		Complementary Development
	Volunteer Opportunities (general)		X		X	X	X		X		Core Service
Public Gardens (Brookside/McCrillis)											
	Horticultural Education Programs - Certificate Program		X		X		X		X		Affirm Market Position
	Horticultural Education Programs - on-site		X		X		X		X		Advance Market Position
	Special Events Informal (art shows, unprogrammed)		X			X	X		X		Core Service
	Special Events Informal (GOL & WOF)		X		X		X		X		Advance Market Position
	Drop-in (exhibits, displays, informal education)		X			X	X		X		Core Service

		Service Assessment - Service Menu and Matrix Department of Parks Brookside and McCrillis Gardens, and Horticulture Education								
Key	Category of Service	Fit		Financial Capacity		Market Position		Alternative Coverage		Strategy
		Good	Poor	High	Low	Strong	Weak	High	Low	
Menu of Service										
		x		x		x		x		Affirm Market Position
		x		x		x		x		Advance Market Position
		x		x			x	x		Divest
		x		x			x		x	Invest, Collaborate, or Divest
		x			x	x			x	Complementary Development
		x			x	x			x	Core Service
		x			x		x	x		Collaborate or Divest
		x			x		x		x	Collaborate or Divest
		x	x	na	na	na	na	na	na	Divest
Horticultural Trips		x			x	x		x		Complementary Development
Horticultural Camps		x			x		x	x		Collaborate or Divest
Park Amenity - Display Garden/Conservatory (Brookside)		x			x	x			x	Core Service
Park Amenity - Display Garden (McCrillis)		x			x		x		x	Collaborate or Divest
Other Services Provided by Partners in Department's Facilities										
										#N/A
										#N/A
										#N/A

Service Recommendations - Parks

- Divest Park Houses
- Divest “Partnered” Services (or move to Rentals-Tenants)
 - Day Care Centers
 - Group Homes
 - Cell Towers and Fiber Optics easements
- Redefine the term “Partnership”
- Create a category called Rentals-Tenants

Service Recommendations - Parks

- Collaborate (or divest)
 - Horticulture Camps
 - Display Garden (at McCrillis Gardens)
 - Rentals of certain park activity buildings
 - Fitness Course
 - Handball
 - Public Art

Montgomery County Department of Parks Park Fund - Horticulture, Forestry and Environmental Education Service Portfolio - Gardens Provision Strategies, Cost Recovery Goals, Pricing Strategies					
Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Minimums Goal	Provision Strategy	Pricing Strategy
Auxiliary Services					
Workshops for Adults	Workshops for Adults	Mostly Individual Benefits	125%	Low Market Position	Cost Recovery, Secondary - Competitive
Library (Horticulture)	Monitored Facility/Area Usage	Considerable Community Benefits	15%	Care Service	Cost Recovery, Secondary - Market
Rentals - Entire Center/Facility/Room	Rentals - Private	Mostly Individual Benefits	125%	Advance Market Position	Cost Recovery, Secondary - Market
	Rentals - Non-Profit/Club/Rentals - Inter-Governmental Agencies & Partners	Balanced Beneficiaries	70%	Advance Market Position	Cost Recovery, Secondary - Market
ADK or Inclusionary Services	Inclusion Services	Mostly Community Benefits	0%	Care Service	No Fee
Mentorships	Work Study/Internship/Community Service	Balanced Beneficiaries	70%	Complementary Development (Target Market or Agreement)	No Fee
Volunteer Opportunities	Volunteer Program	Mostly Community Benefits	0%	Care Service	No Fee
Public Gardens (Brookside/McCrillis)					
Horticulture Education Programs - Certificate Program	Specialized Events/Activities/Camps	Balanced Beneficiaries	70%	Low Market Position	Cost Recovery, Secondary - Competitive
Horticulture Education Programs - on-site	Classes, Workshops and Clinics - Introductory/Beginning/Full-level	Considerable Community Benefits	15%	Advance Market Position	Cost Recovery, Secondary - Market
	Classes, Workshops and Clinics - Intermediate	Balanced Beneficiaries	70%	Advance Market Position	Cost Recovery, Secondary - Market
	Classes, Workshops and Clinics - Advanced	Considerable Individual Benefits	100%	Advance Market Position	Cost Recovery, Secondary - Market
	Classes, Workshops and Clinics - Competitive	Mostly Individual Benefits	125%	Advance Market Position	Cost Recovery, Secondary - Market
Special Events Informal (art shows, etc/agreements)	Community-wide Event	Mostly Community Benefits	0%	Care Service	Cost Recovery, Secondary - Market
Special Events Informal (SOC & WOF)	Specialized Events/Activities/Camps	Balanced Beneficiaries	70%	Advance Market Position	Cost Recovery, Secondary - Market
Drop-in (exhibits, displays, informal education)	Monitored Facility/Area Usage	Considerable Community Benefits	15%	Care Service	Cost Recovery, Secondary - Market
Horticulture Trips	Trips	Mostly Individual Benefits	125%	Complementary Development (Target Market or Agreement)	Cost Recovery, Secondary - Competitive or No Fee
Horticulture Camps	Specialized Events/Activities/Camps	Balanced Beneficiaries	70%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery, Secondary - Competitive
Park Amenity - Display Garden/Conservatory (Brookside)	Monitored Facility/Area Usage	Considerable Community Benefits	15%	Care Service	Cost Recovery, Secondary - Market
Park Amenity - Display Garden (McCrillis)	Monitored Facility/Area Usage	Considerable Community Benefits	15%	Collaborate, or Divest (weak market position, low financial capacity)	Cost Recovery, Secondary - Competitive

		Service Assessment - Service Menu and Matrix Department of Recreation Aquatics - Bethesda Outdoor Pool									
Key	Category of Service	Fit		Financial Capacity		Market Position		Alternative Coverage		Strategy	
		Good	Poor	High	Low	Strong	Weak	High	Low		
Menu of Service											
		X		X		X		X		Affirm Market Position	
		X		X		X		X		Advance Market Position	
		X		X			X	X		Divest	
		X		X			X		X	Invest, Collaborate, or Divest	
		X			X	X			X	Complementary Development	
		X			X	X			X	Core Service	
		X			X		X	X		Collaborate or Divest	
		X			X		X		X	Collaborate or Divest	
		X	X	na	na	na	na	na	na	na	Divest
Ancillary Services											
	Merchandise for Resale		X		X		X			X	Advance Market Position
	Rentals - Entire Center/Facility		X		X		X		X		Affirm Market Position
	ADA or Inclusionary Services		X			X	X			X	Core Service
	Volunteer opportunities		X			X	X		X		Complementary Development
Aquatics Services											
	Recreation Swimming		X		X		X		X		Affirm Market Position
	Lap Swimming		X		X		X		X		Affirm Market Position
	Water Fitness		X		X		X		X		Affirm Market Position
	Group Learn-to-Swim Programs		X		X		X		X		Affirm Market Position
	Private Learn-to-Swim Programs		X		X		X		X		Affirm Market Position
	Competitive Youth Swimming		X		X		X		X		Affirm Market Position
	Safety Training Courses (staff)		X			X	X			X	Core Service

53

Service Recommendations - Recreation

- **Divest**
 - General concept camps in favor of specialty camps
 - Weight room/Cardio Room at community centers with poor participation rates
 - Rec Extra at schools with poor participation rates
 - Sporting events for SOAR

54

Service Recommendations - Recreation

- Youth Employment and other programs - collaborate, divest or complementary development
- Senior center activities have cost recovery expectations according to where they fall on the pyramid

55

Next Steps

- Staff use Vision 2030 documents to guide Work Program



56

**Montgomery County Department of Recreation
Aquatics Service Portfolio - Bethesda Outdoor Pool
Provision Strategies, Cost Recovery Goals, Pricing Strategies**

Type of Service	Category of Service	Beneficiary of Service	Cost Recovery Goal Range	Provision Strategy	Pricing Strategy
Auxiliary Services					
Merchandise for Re-sale	Merchandise for Re-sale	Mostly Individual Benefit	150%	Advance Market Position	Cost Recovery; Secondary - Market
Rentals - Entire Facility	Rentals - Private	Mostly Individual Benefit	150%	Affirm Market Position	Cost Recovery; Secondary - Competitive
	Rentals - Non-Profit/Civic Rentals - Inter-Governmental Agencies & Partners	Balanced Beneficiaries	120%	Affirm Market Position	Cost Recovery; Secondary - Competitive
ADA or Inclusionary Services	Inclusion Services	Mostly Community Benefits	0%	Core Service	No Fee
Volunteer Opportunities	Volunteer Programs	Mostly Community Benefits	0%	Complementary Development	No Fee
Aquatic Services					
Recreational Swimming	Monitored Facility/Area Usage	Considerable Community Benefit	25%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Lap Swimming	Monitored Facility/Area Usage	Considerable Community Benefit	25%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Water Fitness	Classes, Workshops and Clinics – Introductory/Beginning/Multi-level	Considerable Community Benefit	25%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Group Learn to Swim	Classes, Workshops and Clinics – Introductory/Beginning/Multi-level	Considerable Community Benefit	25%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Private Learn to Swim	Private Lessons	Mostly Individual Benefit	150%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Competitive Youth Swimming	Classes, Workshops and Clinics – Competitive	Mostly Individual Benefit	150%	Affirm Market Position	Cost Recovery; Secondary - Competitive
Safety Training Courses (staff)	n/a	Considerable Community Benefit	0%	Core Service	No Fee



Thank You!

project website
VisionMontgomery2030.org

