

Project Overview

MoCo CUPF Fee Structure Implementation Assessment

Background: The Montgomery County (Maryland) Community Use of Public Facilities (CUPF) is a self-sustaining enterprise fund that acts as an intermediary in renting many county facilities (schools, libraries, recreational, administrative, and community facilities). CUPF issues permits to commercial entities, community organizations, and public agencies, allowing them to utilize county facilities for various activities. CUPF has been fully self-supporting since 1985 and depends upon user revenue to cover administrative operating costs and reimbursements.



About The National Academy of Public Administration

Chartered by Congress to provide non-partisan expert advice, the Academy is an independent, non-profit, and non-partisan organization established in 1967 to assist government leaders in building more effective, efficient, accountable, and transparent organizations. Learn more at www.napawash.org

Project Description

The National Academy of Public Administration subcontracted with Quality Metrics to help them assess the CUPF fee structure and advise them on how best to update it. The Academy will provide support to Quality Metrics by:

- Forming an Expert Advisory Group of Fellows to provide strategic advice and guidance over the course of the engagement.
- Coordinating and leading the EAG activities;
- Helping to conduct and review interviews/surveys of surrounding jurisdictions that charge user fees for comparable government facilities;
- Reviewing focus group and interview guides and notes;
- Helping to understand how local governments calculate, attribute, and recover Operating and Maintenance (O&M) costs;
- Reviewing draft summary of stakeholder engagement and research regarding assumptions and expectations for fees and
- Providing strategic advice and review of the final report.

The Academy has appointed a three-member Expert Advisory Group (EAG) of Fellows to guide this study. Information on the EAG and Study Team is provided on the next page.

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Expert Advisory Group

Gregroy Devereaux* Managing Partner, Worthington Partners, LLC, 2017, 2020; Chief Executive Officer, County of San Bernardino, CA, 2010, 2017; City Manager, City of Ontario, CA, 1997, 2010; City Manager, City of Fontana, CA, 1993, 1997; Director, Department of Redevelopment and Housing, City of Fontana CA, 1992, 1993; Director, Community Development Department, City of Garden Grove, California, 1990, 1992; Director, Department of Housing and Urban Development, City of Garden Grove, CA, 1987, 1990; Neighborhood Preservation Officer, Community Development Department, City of Long Beach, CA, 1985, 1987; Interim Director, Department of Parks and Recreation, City of Long Beach, CA; 1984, 1985; Superintendent, Cultural Services, City of Long Beach, CA, 1982, 1984; Deputy Commissioner, Department of Culture and History, State of West Virginia; 1978, 1982; Executive Assistance to the Commissioner, Department of Culture and History, State of West Virginia, 1977, 1978.

Shayne Kavanagh,* Senior Manager of Research, Research and Consulting, Government Finance Officers Association, 2001, Present; Assistant Village Manager, Village of Palos Park, IL, 1997, 2001.

Stacy Rodgers,* County Administrative Officer, Baltimore County Government, 2019, Present; Director, Baltimore County Department of Social Services, 2018, 2019; Deputy Director, District of Columbia Child and Family Services, 2017, 2018; Chief of Staff, U.S. Social Security Administration, 2013, 2017; Senior Advisor to the Deputy Commissioner, U.S. Social Security Administration, 2011, 2013; Deputy Secretary of Programs, Maryland State Department of Human Resources, 2008, 2011; Chief of Staff, Maryland State Department of Human Resources, 2007, 2008; Manager, Planning, Accountability and Customer Services, Montgomery County Department of Health and Human Services, 2005, 2007; Director, Health and Ancillary Services, Community Alternatives of Washington, 2004, 2005; Deputy Director for Programs/Chief of Staff, DC Department of Human Services, 2001, 2003.

PROJECT STAFF

Joe Mitchell, *Project Director and Director of Strategic Initiatives*

Miles Murphy, *Senior Research Analyst*

Coleman Stallworth, *Research Associate*

***Academy Fellow**

