



MCRA

ANNUAL REPORT 2014

**Dedicated to providing services,
products, and opportunities of value
that offer enrichment to the
community**

Vision Statement

Montgomery County Revenue Authority is committed to growing a sustainable network that:

- *Is nationally, regionally, and locally recognized for its offerings and performance.*
- *Is dedicated to achieving higher environmental standards.*
- *Continues to offer new and innovative programs and services for the benefit of the community and our team.*

Montgomery County Revenue Authority is committed to the following core values:

- 1. Integrity*
- 2. Team*
- 3. Customer Service*
- 4. Community*
- 5. The Environment*
- 6. Safety*
- 7. Quality*
- 8. Growth*
- 9. Fun*

MCRA - OVERVIEW

The Montgomery County Revenue Authority (MCRA), created in 1957, is an instrumentality of Montgomery County, Maryland and a public corporation. The MCRA was established to construct, improve, equip, furnish, maintain, acquire, operate, and finance projects devoted wholly or partially for public use, good, or general welfare. A six-member Board governs the MCRA, with five members appointed by the County Executive and confirmed by the County Council. The sixth member - the Chief Administrative Officer of Montgomery County or designee serves in a non-voting, *ex-officio* capacity.

The two primary activities of the MCRA are to operate self-supporting facilities and to finance public facilities. On the operations side, the MCRA manages its golf course system comprised of nine golf courses along with the Montgomery County Airpark. The operated facilities generate various forms of revenue, which are used to fund MCRA operations and to provide for facility improvements. A portion of the operating revenues are used to retire any debt associated with operated facilities.

On the public financing side, the MCRA issues bonds to raise capital, to acquire land or other property, or to pay construction costs for Montgomery County facilities. Through a financing partnership with a broad range of County agencies, the MCRA has supported important public purposes as far reaching as economic development, education, transportation, health and human services, recreation, and the arts. The agencies' lease payments are used by the MCRA to retire the debt obligations.

MONTGOMERY COUNTY REVENUE AUTHORITY – 2014 HIGHLIGHTS

The Montgomery County Revenue Authority (MCRA) remained committed to its mission to grow through new initiatives and continued partnerships. The golf industry saw a decrease in rounds of 1.8% nationally in 2014. Rounds of golf decreased 7% locally and 7% in the Baltimore Washington area according to industry data. The MCRA golf courses had a decrease in rounds of 5.7%, which was mainly due to the severe weather the first quarter of the year.

The MCRA issued revenue bonds refinancing the Montgomery College Arts Center project in November of 2014. The present value of the cash savings realized is \$3,578,120. The MCRA continues to enhance its operations and work with its partners to provide products that maximize the recreational enjoyment of the community while also identifying opportunities to save taxpayer dollars.

MCRA Golf Initiatives

The MCRA's golf course system, operated under the flag of MCG, hosted 353,697 rounds in 2014 at its nine golf courses. This was a decline of approximately 21,550 rounds from the previous year which was mostly weather driven due to the severe winter. The following is a summary of the broad range of MCRA initiatives focused on the needs of the communities we serve.

- ***Community Assistance and Event Programs***
 - MCRA continued its relationship with the Wounded Warriors Foundation during the Labor Day weekend by raising funds for this important initiative.
 - MCRA donated auction items valued at more than \$25,000 to more than 100 local charities including public and private schools.
 - This past year, MCRA once again partnered with TPC of Avenel, PGA Charities and The First Tee to host "Opening Golf Day" at Needwood Golf Course. This day was highlighted with a demonstration by nationally renowned trick shot artist Dennis Walters and a special appearance by County Executive Ike Leggett. This was a family event that included golf, carnival attractions and a barbecue all free of charge. Over 100 people attended this fun event.

- ***Family Golf***
 - MCRA continued to offer its successful Family Golf program that is offered at all nine MCG courses throughout the summer. This program consists of:
 - Free Family Golf clinics that are offered each Saturday or Sunday from April - August at rotating golf courses.
 - We estimate that over 1,400 people visited our courses during these special events and possibly put a golf club in their hands for the first time.
 - \$10 rates for all families were offered Monday - Friday at any time at our 9-hole courses and after 5 pm at all 18-hole courses.
 - A "course within a course" is set up for juniors and new players to the game to make the game much more fun and enjoyable, along with family friendly scorecards.

- **FootGolf**
 - Northwest and Sligo Creek Golf Courses were the first FootGolf courses established in the DC Market.
 - FootGolf is a combination of soccer and golf whereby a player kicks a soccer ball and follows the rules of golf. This proved to be a tremendous success and the two facilities combined experienced over 2,000 “rounds” of FootGolf. We anticipate that this number will triple in 2015.

- **MCG Academy**
 - The MCG Academy has developed a step-by-step plan for golfers of all levels to improve their game. We currently have in place Golf 101, 102, 103, and 104. We have developed an intermediate program of Golf 201 and 202, which will be implemented in the beginning of next season. This curriculum provides all levels of golfers the program to help their game.
 - The PGA of America is using the MCG Academy program as an example for facilities throughout the United States.
 - In 2014, the MCG Academy increased instruction by more than 20% over previous year.
 - Mike Kenny, the Director of Instruction, was awarded the MAPGA Section Player Development Award.
 - Adam Fishman, a MCG Academy Instructor, was also recognized with the MAPGA Section Youth Player Development Leader.

- **MCG Golf Studio**
 - The Golf Studio was launched in April 2013 and is located at Needwood Golf Course. The Studio contains a state-of-the-art Golf Simulator. The Simulator has several components to it:
 - Lessons - the Simulator gives the instructor and student a substantial amount of information that is used to aid in perfecting the proper swing.
 - Club Fitting - the information that the Simulator gives aids the instructor to fit the player that is perfect for their specific swing and height.
 - Entertainment - the Simulator was successfully used for winter leagues and small groups of players. The new graphics were installed E6 1.6 software that gives players a completely new look and feel to virtual golf. We currently have 28 golf courses to choose from.

- The Studio also offers all forms of club repair, grips, club adjustments along with a great selection of training aids and the latest selection of golf clubs that you try out.
- The Studio has increased usage by 18% from 2013.

○ **Robust Junior Golf Programs**

- The Academy revised its junior program, to separate levels of juniors within the group, which allows for better competition and ensures lifelong friendships for the same aged kids.
- The MCG Academy also created and implemented a weekly mini-camp for kids. These mini-camps were offered after school at Falls Road, Northwest, Needwood, Little Bennett, Rattlewood and Laytonsville.
- We continued our long-standing partnership with The First Tee of Montgomery County, a program that uses golf to teach life skills to underprivileged kids. MCG Academy instructors host more than 500 participants annually at our Laytonsville, Needwood, Northwest and Sligo Creek Golf Courses.
- In total, MCG Academy professionals instructed in excess of 9,800 junior golfers in camps, clinics, groups, and individual sessions.



- BirdieBall was continued in 2014; it is a fun and creative way for kids to hit golf shots away from the course and be involved in games and contests off the course.
- High school golf - MCG continued our relationship with the MCPS to provide free access to all facilities for tryouts, practices, matches and season-ending events at an estimated value of more than \$50,000.



- ***Golf Industry Supported Initiatives***
 - Get Golf Ready, initiated in 2009, was continued through 2014 with great success.
 - This national “grow golf” program was initiated by the World Golf Foundation.
 - Get Golf Ready instruction is specially priced at \$99 for five introductory golf lessons.
 - More than 1,200 participants have taken advantage of this great program.
 - MCG was in the Top 25 for Get Golf Ready in the USA in 2014.

- ***Junior PGA Teams***
 - Junior PGA teams totaled over 275 juniors were involved in either the 7-9 division or the 10-13 division with one of our teams making it all the way through to the first round of the Mid-Atlantic sub regional finals. We are looking at expanding another age group for next season

- ***Take Your Daughter to the Course Day***
 - MCG participated in Take Your Daughter to the Course Day, a Play Golf America event sponsored by PGA of America.

- ***MCG Programs***
 - The MCG Academy team, as a follow up to the Get Golf Ready Program, developed Keep Golf Going. We developed a new short game and long game program and will be implementing it in the next season. More than 350 players participated in the program and many became loyal MCG customers and new golfers.
 - Member For a Day -This program included an “all inclusive” price, which consists of continental breakfast, green fee, cart fee, lunch, driving range and replay rounds Monday - Friday. The program was successfully offered at Little Bennett, Laytonsville, Poolesville, and Rattlewood.



Little Bennett Golf Course

Agronomy and Environmental Stewardship at MCRA Golf Courses

MCRA golf courses remain committed to important environmental initiatives in 2014 and finished another year with great playing conditions in large part due to the maintenance practices that have been implemented over the years. Important agronomic strategies continued and a number of projects were undertaken that will have long-term benefits to playability and the environment.

Agronomy: Among the key agronomic programs that allow our superintendents to deliver appealing playing surfaces while reducing pesticide and fertilizer use are:

- **Aeration:** Aeration the most important of all cultural practices we perform. Core aeration, wherein plugs of turf, thatch, and underlying soil are removed, allows for increased root growth, improved air exchange to roots, and improved water infiltration, among a host of other benefits. When aeration is performed on greens, holes are typically backfilled with 100% sand, which keeps these important channels open for weeks or months for continued turf health benefits. The sand is of specific angularity and particle size to allow it to maintain surface firmness as well as permit the playing surface to “breathe.” While this procedure is temporarily disruptive for golfers, it is a significant reason why highly scrutinized playing surfaces can be maintained in such great condition.
- 
- **Deep vertical mowing:** In addition to normal core aeration, some of our courses with historically higher thatch accumulation have implemented a more aggressive strategy of deep vertical mowing, combined with sand injection, to help combat the numerous plant health issues that can be exacerbated by excessive thatch. This process is typically performed in late fall to allow these channels to be open all winter and help reduce potential injury caused by ice accumulation. We are also evaluating the possibility of utilizing this practice system-wide in late fall and eliminating spring core aeration, the timing of which is often challenged by unpredictable temperatures and spring precipitation.
- 

Topdressing: Weekly or bi-weekly applications of light amounts of sand, brushed in to the greens, go virtually unnoticed by golfers. This important process not only continues to maintain the surface firmness desired by our golfers, but also helps to dilute thatch and organic matter that naturally builds up as the turf grows. Minimizing the buildup of organic matter in soil is important because thatch holds moisture (increasing disease pressure) and is a habitat or food source for undesirable insects.



- **Rolling:** Lightweight (800-lb) dedicated, motorized rollers are used typically 3-5 times per week on greens and have been shown in numerous university research studies to reduce incidence of disease such as dollar spot (*Sclerotinia homeocarpa*), one of the diseases our greens are most prone to getting. Using these machines allows us to also increase green speed when necessary, as well as smooth the playing surface. In 2014, especially during the summer, we were able to eliminate mowing 2-3 days per week by simply rolling greens in the morning to prepare the greens for play; this practice not only reduced disease pressure but also reduced fuel emissions. On these days, we reduce by 75% the amount of fuel used to prepare greens for play.



- **Venting/Spiking:** Every 2-3 weeks throughout the year, superintendents will make a decision to perform another important but minimally disruptive practice. Venting is usually performed with equipment that leaves very small (0.2 - 0.25 inch) holes throughout the green at 1.25-inch spacing. This machine rolls the turf smooth afterwards as well. Spiking is typically done with special units that fit on a greens mower and leave small slits in the green. This process is much faster, but since the slits will close more quickly it is typically beneficial for only a few days up to a week. Both practices are still very important tools that can help dry out a wet green and/or provide oxygen to the upper root zone and make the turf healthier.



- Soil Testing:** Without a well-balanced soil, many of our efforts to maintain great turf are wasted. By taking soil samples of individual greens, tees, fairways, or roughs, we are able to determine exactly what the grass needs. And we save a lot of labor, fuel, and resources by only targeting specific applications of nutrients or soil amendments like gypsum or compost where the soil tests dictate. Not only does the grass perform better at an “ideal” nutrient ratio but the soil will also more readily support a diverse microbiology and have improved drainage properties.

Total Exchange Capacity (M. E.)		4.86	4.01
pH of Soil Sample		6.80	6.80
Organic Matter, Percent		2.37	2.22
ANIONS	SULFUR: p.p.m.	13	14
	Mehlich III Phosphorous: as (P ₂ O ₅) lbs / acre	264	226
EXCHANGEABLE CATIONS	CALCIUM: lbs / acre	Desired Value 861	544
		Value Found 644	498
		Deficit -17	-46
	MAGNESIUM: lbs / acre	Desired Value 100	100
		Value Found 100	82
		Deficit -18	-18
EXCHANGEABLE CATIONS	POTASSIUM: lbs / acre	Desired Value 100	100
		Value Found 82	71
		Deficit -18	-29
EXCHANGEABLE CATIONS	SODIUM: lbs / acre	52	50

- Water conservation:** One of the keys to managing healthy turf is to be in control of the water (when Mother Nature allows). Keeping soils dry, especially in the spring and fall, makes the grass search for water by growing deep roots. Deep roots help turf survive better by more efficiently accessing water and nutrition that is available in the soil.



Irrigation computers are set up to specifically water dry areas when necessary on a large scale using highly efficient sprinkler heads. On a smaller scale, such as greens, much of the water comes in the form of hand watering. Superintendents and their teams can apply water to specific areas that need it at a time when overhead sprinklers that are more general in coverage may give unnecessary water to a wetter part of a green, for example, that could result in rapid turf decline. Hand watering and irrigation programming saves an estimated 10 - 20 million gallons of water each year at our nine golf courses.

- Wetting agents** are also used at our facilities in an effort to reduce watering and improve the effectiveness of our irrigation practices. Wetting agents allow water to more readily and evenly infiltrate into the soil. This immediately reduces runoff during heavy rain events and allows water from irrigation (when needed) to reach the entire root system and keep plant health at an ideal level to tolerate traffic and weather stress. Wetting agents can be targeted with a hose on localized dry spots, applied to entire turf areas such as greens, tees, or fairways, or applied through the irrigation system for a broad, positive impact as soil conditions dictate throughout the year. Rates are easily adjusted, and different chemistries are available that allow water to be held or penetrate deeper into varying soil types from sand to clay and everything in between.

- Technology:** MCRA continued its use of tools that we now consider indispensable: TDR 300 Field Scout Soil Moisture Meters. These devices are located at every facility, and allow the superintendents to instantly see moisture levels in a digital display. With this information, they can more accurately pinpoint areas that are deficient in water, or that are too wet. This has enabled us to use even less water as we manage our greens, and by ensuring proper moisture levels (not too wet, not too dry) throughout the entire green, plant health is consistently better, and the grass requires fewer inputs in the way of pesticides or fertilizers.



- Scouting:** As a part of our Integrated Pest Management (IPM) strategy, scouting the golf courses daily for dozens of insect and disease pests that can significantly damage turf is performed. One example of a relatively new pest that is causing significant turf damage in the Mid-Atlantic region is the Annual Bluegrass Weevil (ABW). The ABW has been a pest to the northern states such as Massachusetts and New York for many years and is now migrating south and possibly evolving to better adapt to the Mid Atlantic climate. It has become a big challenge due to the number of generations present throughout the season that are causing turf damage at specific life stages in its development. We spend a significant amount of time talking with university researchers and other experts about ideal control strategies that will allow us to minimize chemical inputs and maximize control of this pest. There are multiple methods to scout for the ABW. A “soap flush” with lemon



scented dish soap is applied with water to host turf (primarily *Poa annua*) which makes the adults rise from cover to the tops of grass blades to be identified and counted. A “salt flush” is used other times of year to draw larvae from grass stems,

and is done by simply adding salt to a jar with water and adding a small turf plug and shaking. Cutting into the turf then pulling apart the thatch to identify larger, older larvae can also be done. There are other monitoring techniques such as vacuuming to identify ABW numbers and develop a control plan if needed. After scouting data is collected, the turf manager will implement a control strategy to targeted areas as needed based on their findings.

Environment: MCRA courses continue to work within the guidelines of the Audubon International Cooperative Sanctuary Program for Golf Courses (<http://acspgolf.auduboninternational.org/>), as well as the Groundwater Guardian Greensite Program (<http://groundwater.org/gg/greensites.html>). These successful programs help managed green spaces such as golf courses carry out safe groundwater practices against chemical use and pollution as well as develop effective conservation and wildlife enhancement programs. Through the end of 2014, all MCRA golf courses are much closer to achieving Audubon Certification by completing requirements in the six focus areas of this intensely managed program:

- Wildlife & Habitat Management
- Water Conservation
- Environmental Planning
- Water Quality Management
- Chemical use Reduction & Safety
- Outreach and Education

Research: MCG courses continue to evaluate new and existing strategies for optimizing playing conditions with fewer inputs of water, fertilizer, and pesticides. One of the ways we do this is by the use of check plots when applications are made. By keeping a small plot of turf untreated with a particular application, it allows us to evaluate the effectiveness and timing of control strategies. The goal is continue to enhance the ways in which we can manage our courses more sustainably - both environmentally and economically.

Projects: Numerous projects were completed in 2014, which have a direct, positive impact on course playability, as well as the world around us.

- **Drainage** was installed in greens at Laytonsville (#5), Falls Road (#11,12,14,15,17) and Needwood (#5) this year. These greens are all old “push-up” greens that lacked internal drainage *and* whose underlying soil did not percolate well. 2-inch drain pipes were installed at 18-inch depths on 6-foot centers in poor draining areas of the greens. These projects will have a very positive impact on playability, but the big win is for the environment, since these “problem” greens often required extra plant protectants (especially fungicides) and more cultural practices to help keep the turf healthy.
- **Bermudagrass conversion** was expanded in 2014 at Little Bennett (driving range tee), and Falls Road (numerous tee boxes) to this water-, fertilizer-, and pesticide-reducing turfgrass. Bermudagrass is typically native to Southern climates, but new cultivars have been developed that



are more cold-tolerant, and are increasing in usage now further north into our area and even Pennsylvania. This grass requires far fewer resources and inputs to keep it alive because of its aggressive growth habit in the summer months, as well as its tolerance to attack from disease, insects, and drought. The challenge, however, because it is dormant for about 5 months of the year, is its reduced ability to recuperate from traffic during colder months, as well as the perception in the off-season that these large turf areas are “dead,” when in fact they are not. The cold winter of 2013-2014 saw severe decline of the bermudagrass at Rattlewood, where so much time and effort has been invested in converting to this turf on fairways. The majority of #5 and #18 fairways, as well as parts of others, had to be re-sodded after we saw significant turf loss from one of the coldest winters on record here. While bermudagrass loss was much less severe at other properties, we remain vigilant in ensuring the success of adapting this grass to our properties as much as we are able. For the winter of 2014-15, Rattlewood’s fairways were overseeded with perennial ryegrass in case we had another severe winter with a similar result. At the time of this report, we are still just beginning to break dormancy, however the ryegrass population on fairways is above 95% and looks great.

- **Tee construction** was completed at Needwood (#3) and Northwest (#4) in 2014. New forward tees were built to provide a wider range of teeing space and distance for these holes. We continue to look at our properties to evaluate current tee box placement to determine whether adding new teeing ground would be beneficial to our customers’ skill and distance abilities.



- Select **sand traps** (25 altogether) were fully rebuilt at Falls Road, Hampshire Greens, Poolesville, Laytonsville, Rattlewood, and Little Bennett. Other bunkers were reduced in size at Little Bennett and Rattlewood. Renovating these bunkers provides a long-term reduction in fuel emissions, especially after large rain events when bunkers had large puddles of water in them that had to be pumped out. Large amounts of labor and fuel



are consumed each year simply repairing washed-out, silted bunkers after it rains. A total of 4 bunkers were eliminated completely at various golf courses. These bunkers were chosen because they do not come into play for most golfers. This will further allow us to save resources and fuel moving forward.

- **Irrigation improvements** took place at Poolesville and Little Bennett golf courses in 2014. Older, inefficient heads were replaced with new ones at Little Bennett that will reduce water usage because they distribute water more uniformly to the irrigated area. At Poolesville, a full irrigation system replacement took place. The nearly 30-year-old existing piping system has been experiencing many failures for years, and the design is outdated. The new state-of-the-art control system allows individual head control for more targeted irrigation needs, features advanced system diagnostics to detect problems, eliminates the need for control boxes in the field, reduces sprinkler head wiring by 90%, and utilizes much more durable HDPE piping that should remain strong for 50 years. The new system will provide much more adequate and even coverage to primary turf areas, and while there are double the number of sprinkler heads, the spacing between the heads has been reduced to allow us to better pinpoint watering needs. It was a 5-month long project that will help ensure that this facility will keep up with golfers' demands for decades to come.



- **Fairway drainage** projects were performed at Rattlewood, Northwest, Hampshire Greens and Falls Road in order to try to keep these high maintenance areas as healthy as possible after flooding rains. Even small areas that hold water cause significant turf loss annually, wasting resources and diminishing the customer experience.



- **Culvert pipe replacement** occurred at Falls Road on holes #7 and #18. Aging and failed corrugated metal pipe under the fairways was no longer functional and we were starting to find small sinkholes after major rain events. The existing pipe along the 18th hole was replaced with a longer-lasting plastic pipe in the same place as the old one; however, a different approach was taken on #7. As long as there would be disturbance across the entire fairway, we took the opportunity to change how this hole plays and left an open trench through the fairway. This adds a fun risk/reward aspect to this hole. The largely unused fairway bunker was removed and filled in with excess soil from the project. Most of the large and extremely challenging fairway bunker on #4 was also filled in.



- Major tree work was performed at some of our properties to remove dead or dangerous trees and limbs. This is part of our ongoing maintenance of the courses to help ensure that our patrons have a safe place to play golf. This year, a major effort took place at Sligo Creek, working under the advisory of a M-NCPPC arborist, to remove nearly 20 mostly dead trees and prune dozens of others around the property. While this work was contracted out to a tree professional, other tree work at our other properties is able to be addressed in-house by maintenance staff.



Montgomery County Airpark

The Montgomery County Airpark (Airpark), acquired in 1960, is owned and operated by the MCRA through a 99-year lease dating back to 1959. The MCRA maintains sole control over the northwest end of the Airpark property. In addition, the MCRA subsidizes the annual operating losses for the benefit of the County and the community.

As owner and federal grant sponsor, MCRA secures State and Federal funding for the Airpark and is responsible for the runways, taxiways, navigation aids, and other common areas. The fixed base operator (FBO) offers services to support aeronautical activities including fueling, aircraft storage, aircraft maintenance, flight training, and related services. Following the expiration of an 18-year lease with an aviation services company, the *long-term* leaseholder, doing business as DC Metro Aviation Services, became the fixed base operator (FBO). Since DC Metro Aviation Services took over as FBO, there have been vast improvements in both operations and facilities, including the construction of new hangars for aircraft storage and the addition of self-fueling service for pilots.

More than 150 aircraft are stored on the property. Montgomery County Airpark's 4,200-foot runway has three instrument approaches and is the closest "jetport" to the Nation's Capital. About 15% of all traffic is of the commercial type or air taxis consisting of a variety of modern day aircraft such as Cessna Citation, Lear Jet, Beechcraft (both jet and turbine), and Falcon Jet. The Airpark is also home to an air taxi firm that specializes in transporting air travelers to various destinations in the east coast and the mid-west on a regular on-demand basis.

In 2014, the MCRA secured an MAA grant to crack fill the runway, taxiway and parking lot at the Airpark. This project also addressed ADA compliance issues with parking.

According to 2012 economic data supplied by the Maryland Department of Transportation, the Airpark provides the following direct, indirect, and induced benefits to Montgomery County:

- 210 jobs
- \$8.66 million in personal income
- \$12.02 million in business revenues
- \$866,000 in tax revenues



Financing Activities

Long-term sustainability continues to be a watchword at the MCRA. A key strategy to attain this, in addition to constant attention to the operating budget, is an ongoing effort to reduce overall liabilities. Despite the economic downturn and the declining number of golf rounds nationally, the MCRA successfully boosted its Moody's rating in order to enhance its efforts to refinance its long-term debt. The effort bore fruit in December of 2010 with our refinancing of 21.4 million dollars in debt with very favorable terms. In 2013, the MCRA refinanced its debt again in the amount of 20.6 million dollars to lock in its interest rate for the outstanding life of the bonds and to obtain \$2 million in extra financing for capital purposes at the golf courses. Final maturity occurs in December 2027.

In addition to its own debt, the MCRA carries more than \$81 million in debt related to projects around the County, which is not considered part of the County's debt service calculation. The MCRA issued revenue bonds refinancing the Montgomery College Arts Center project in November of 2014. The present value of the cash savings realized is \$3,578,120. The Goldenrod Building was purchased in September of 2011 with bonds totaling over \$15 million. It is now owned by Montgomery College. MCRA refinanced the Bethesda North Conference Center bonds in 2012, thereby saving the County \$1.052 million in cash flow over the remaining life of the bonds.

Additional projects include:

- Bethesda North Conference Center
- Health and Human Services Building
- Germantown Indoor Swim Center and other County swim facilities
- Montgomery College Arts Center
- Montgomery College Silver Spring Parking Facility
- Goldenrod Building



Bethesda North Conference Center



Germantown Indoor Swim Center