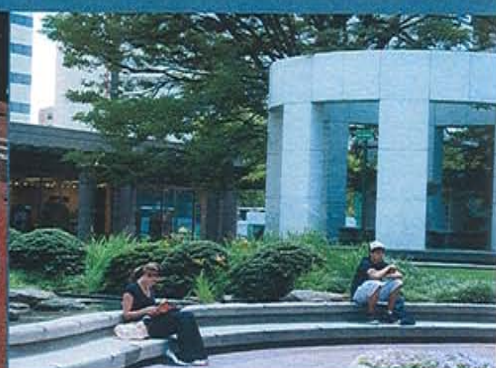
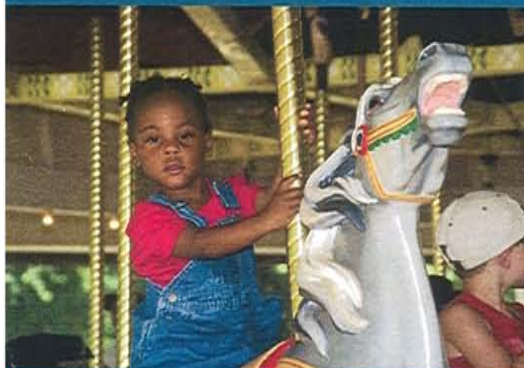


SEMI-ANNUAL REPORT

THE MARYLAND-NATIONAL CAPITAL PARK AND
PLANNING COMMISSION
MARCH 2007



ACKNOWLEDGEMENTS

Royce Hanson
Chairman

Wendy Perdue
Vice Chairman

Allison Bryant
Commissioner

John Robinson
Commissioner

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Commissioner

Mary Bradford
Director
Department of Parks

Faroll Hamer
Acting Director
Planning Department

LETTER FROM THE CHAIRMAN

Dear President Praisner and Members of the Council:

The March 2007 semi-annual report discusses various current and prospective work programs of Planning Department and Department of Parks. The purpose of this introductory letter is twofold: (1) to provide a brief overview of the report; and (2) to raise several issues of concern to the Board, which we would like to discuss with Council.

An overview of the reports:

Planning

- Summary of the 2008 budget requests for support of ongoing projects and new initiatives including a comprehensive environment and energy functional plan, strengthening forest conservation regulations, review and inspection efforts, improving the website, reforming the zoning ordinance, customer service coordination and creation of a publication unit.
- Discussion of the program budgeting approach and the new labor coding and tracking system.
- Update of the management improvement program, including recruitment, development review, development review manual status, reallocation of MRO space, Rules of Procedure, community outreach tools, team building and staff training.
- Creation of the interdepartmental department heads meeting.
- The proposed master plan production schedule.
- Program updates on growth policy, Development Review Manual, enforcement rules and forest conservation law revision.

Parks

- Discussion of program budgeting and what the Department of Parks has learned from program analysis.
- Key management initiatives intended to enhance the duties of park managers to be more customer-focused.
- Discussion of major policy issues including park housing and Advanced Land Acquisition Revolving Fund (ALARF).

- Presentation of select new initiatives included in our 2008 budget request.

Issues for Discussion:

1. The process for adoption of Planning Board regulations designed to implement reforms in development review and enforcement of Board actions.

- Does the Board have authority to make non-substantive editorial changes in Regulations approved under Method 2?
- Must any substantive amendments to a Regulation be submitted under Method 2?
- The Development Manual and the Enforcement Regulations are likely to require adjustments, particularly in the first few years of their use, and in some instances speed in making the adjustments may be highly desirable. Is there any bright line about what must come back to Council for approval, and what can be handled either by Board action or by use of guidelines adopted by the Board to assist compliance with the Regulations? The use of guidelines may be less effective in some cases, but may be a necessary expedient if making changes to regulations discourages useful experimentation.

2. Issues concerning the approach to enforcement actions. As the report suggests, the following issues need to be discussed with regard to the Regulation we are preparing to govern the enforcement of Planning Board actions.

- Should we establish a single enforcement process for all the actions of the Board? These include, in addition to preliminary plans, site plans, forest conservation plans and orders, and water quality plans. If so, will the Council be amenable to considering amendments to the various laws to reconcile their enforcement provisions?
- Should we delegate authority to our enforcement agents to issue stop work orders, citations, and compliance orders without need to seek approval from the Planning Director?
- Should the first review of an order from an enforcement agent be the District Court, a hearing officer, or the Board?
- If we use a hearing officer for review of field orders and citations, what is the next level of review—court or the Planning Board? What should be the extent of the hearing officer's authority, and is it the same for all matters? In other words, should site plan violations be treated differently than other violations, since a remedy for them often involves a reopening of the plan and major revisions to it? If the hearing officer makes a recommendation to the Board, should it be detailed and specific, or limited to recommending that, assuming the fact of the violation is not contested, the appropriate financial or other penalty, and that the respondent must file an amended site plan to achieve compliance?

- Should the Rule include a schedule of fines?
 - If the Board is the first level of review, is there a need for special rules to protect the due process rights of the respondent, such as the authority to compel testimony and cross examine witnesses? If the procedure is to be more judicial than quasi-judicial, is there a need for a trial officer, since there is no assurance that the Board will contain members familiar with rules of evidence?
3. **The Master Plan Schedule.** Council members have expressed frustration with the pace at which master plans are produced. There has also been interest expressed in development of a means of bringing limited amendments and updates of plans to the Council for approval on an expedited schedule. Given the Council's work schedule for the remainder of this year, including the budget, growth policy, the CIP, and issues concerning the Agricultural Reserve, we would like to discuss a realistic schedule for presentation of master and sector plans for the next 12 months.
- The Twinbrook Sector Plan should be presented to the Council by late summer, for action during the fall.
 - We propose acceleration of the White Flint Sector Plan for presentation to the Council in early 2008.
4. **The Approach to Review of Joint Development Projects.** Particularly in central business districts and other metro areas, we can expect to see a number of joint development projects. In Silver Spring alone, we will be reviewing the Transit Center, the Civic Center, Silver Place, and the Birchmere project. All of these projects fall under CBD zones and the private partner will be using the the entire area, including space occupied by the public facility, in the density calculation and provision of public space and amenities for its part of the proposal. This means that public projects that would otherwise have been subject to mandatory review must now comply with site plan conditions and will not have the option of taking the advice of the Board or ignoring it. This has engendered some anxiety in some agencies.

We believe that this is the appropriate way to review these projects under the CBD project and site plan review process, for the following reasons:

- It ensures that the two components are coordinated and provides the functionality that is necessary in densely developed environments.
- The process meets public expectations for transparency, participation, accountability, and high standards of design for both private uses and public facilities.
- It allows the respective parties to resolve problems at an early stage.

We recognize that use of this process imposes some extra burden on the public partner, and we propose to expedite the review of such projects, especially when time may be a

significant factor in securing or maintaining financial or other commitments. We also are prepared to accommodate differences in the schedules of the respective partners. Because the Board had initially acquiesced in a preliminary mandatory review of the Transit Center, we will continue to treat it as such, but alert the Council that doing so may result in a less desirable outcome for Silver Spring than could otherwise have been accomplished. We expect to work out a clear agreement with the executive branch concerning this review process.

5. **Need to prioritize Zoning Text Amendments and Legislation.** The proliferation of text amendments presents a challenge in the allocation of staff resources. Some amendments are critical to other work program elements, such as the Agricultural Reserve, sector plan implementation, and general planning and development goals. The problem arises when the need to review private amendments and amendments of limited consequence crowd out major legislation, such as the revisions to the road code, or lighting standards. Work on ZTAs often require staff assigned to master plans, growth policy, and other matters to be diverted from major work programs to deal with them.

If there were few such amendments and they were introduced and scheduled for council committee and full council review at greater intervals, they would have less impact on the work program. We recommend a regular screening process for scheduling Board, committee, and Council consideration of amendments to avoid the application of Gresham's Law to the process.

6. **Heads Up.** The following matters have occurred or are on the horizon and you may get questions about them.
- ICC Issues: Land transfers; Improvements in SPA protection; Western Maintenance Facility.
 - Washington Grove Meadow Park.
 - Needwood Dam Repairs
 - Woodstock Park

The Board and staff will be prepared to respond to concerns of the Council about the work program and other issues.

Sincerely,

A handwritten signature in black ink, appearing to read "Royce Hanson". The signature is fluid and cursive, with a large initial "R".

Royce Hanson
Chairman

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THE PLANNING DEPARTMENT BUDGET AND CONTINUOUS IMPROVEMENTS

Budget Preview In Brief

In January, the Planning Department submitted its proposed fiscal year 2008 budget. This budget balances new initiatives to build a policy framework for the future with our need to continue strengthening performance in development review. The budget submission requests authorization for new staff and funding for professional services, technology advancements and customer/service delivery enhancements.

The budget supports both on-going priorities such as the growth policy, affordable housing, a master plan schedule that includes the coordinated I270/MD355 Corridor Plan, enhancements to Historic Preservation, improvements to the Hansen System, and continuation of document imaging efforts. In addition, the Department is requesting resources for new initiatives, including a comprehensive environment and energy functional plan, strengthening forest conservation regulations, review and inspection efforts, improving the website, reforming the zoning ordinance, customer service coordination and creation of a publication unit.

A major technical change is the recommendation to eliminate the Development Review Special Revenue Fund and transfer the balance into the Administration Fund. In order for the Planning Department to recruit and retain quality staff to review development proposals, we cannot be dependant on real estate market cycles. Funding stability is needed for sustained capacity to analyze and add value to development proposals, collaborate effectively with other agencies and community representatives, and monitor implementation. Fees for development review would remain in place as a funding source within the Administrative Fund at the FY 07 rates.

The Work Program Schedule

The program budget is an important and evolving component of our continuous improvement program. The Department is continuing the implementation of the program budget that was begun last year. Through a labor coding system started in fiscal year 2007, preliminary data is being collected that tracks the actual amount of staff time spent on each work program element.

We are adjusting the labor coding and tracking system to eliminate overlapping and unclear codes to improve the accuracy of the information. We will use that information to adjust the work programs as needed throughout the year and to create new programs each year. This approach provides a data-driven basis for better management decision-making. It allows us to make good on our word that tasks added to the work program will result in delays to other projects.

The Council's request for the growth policy discussion to be amplified and accelerated, as well as numerous smaller requests, has resulted in major delays in the Master Plan program. The new Master Plan schedule includes a total of approximately four years of delay in comparison to the 07 work program.

In addition to the Growth Policy effort, the staff has recently spent un-programmed time on parking waivers for elderly housing, the Forest Conservation Task Force, revisions to the Forest

Conservation Law, the Planning Board's Rules of Procedure, the Planning Board's Rules of Enforcement, the Development Review Manual, the Agricultural Policy Working Group and Ag Reserve recommendations, the Road Code, mansionization, and easement enforcement, particularly forest conservation easements. While some of these programs are in our work program, they entailed more effort and more staff time than had been budgeted.

Management Improvement Plan

Progress on the Management Improvement Plan (MIP) has been steady with most of the recommendations of the Management Partners report now incorporated into the MIP. The single most troublesome issue continues to be the difficulty in filling vacancies, but we are making progress. As of March 1, we are down to 19 vacancies from 24 in February.

The most successful initiatives include completion of a work-program-based budget for FY07 and FY08, completion of the Planning Board's *Rules of Procedure*, and improvements to the development review process in terms of thoroughness of review and increased public participation. Particularly notable is the posting of a wide range of development activity information on the web.

Major Initiatives since our last semi-annual report include:

- **Recruitment** -- The most important initiative in the MIP. Without a full complement of staff we can't complete the work promised in the program budget nor can we complete other Management Improvement initiatives, master plans, or even keep up with regulatory workload. Initiatives include a new pilot recruitment program; a management training course on recruiting and retention, with a focus on diversity; an incentive package for hard-to-fill vacancies; an employee referral bonus; and a relocation reimbursement policy. We are analyzing our existing salary structure, to make sure that it is competitive with both the public and private sector.
- **Development Review** -- We have improved compliance with regulations through new procedures and improved communications and transparency with increased information posted on the website. We are in the testing phase of posting a log of all meetings with outside parties on the website. The consent agenda assures that all revisions, plats and resolutions/ opinions are reviewed by the Planning Board and provides the opportunity for applicants and the public to request the Board to hold a hearing. The Tech Team is just now forming with a new hire and an existing staff transfer, and interviews are scheduled for filling the additional vacancies.
- The recently completed **Development Review Manual** is out for public comment.
- **Budget** -- In October we held a Planning Board and staff retreat to determine priorities for 2008. We have developed new labor codes, labor tracking reports, and a work program with project elements. We are in the process of developing performance measures.
- **Space** -- After relocating 40 Research and Technology staff to 1400 Spring Street, we are now reconfiguring work spaces in the MRO and moving staff into those spaces. This will relieve severe overcrowding and unsafe working conditions.

- The Planning Board's **Rules of Procedure** have been approved by the Planning Board and transmitted to the County Council.
- An online **Community Outreach Toolkit** has been developed to assist planning in engaging County residents.
- **Teambuilding and staff training** – a staff team-building group designed and implemented a new process and guidelines for creating a collaborative problem-solving culture, and will follow up with implementation strategies. Bryan Garner from LawProse conducted an all-day writing seminar for staff.

Ongoing activities include further reforms in the Development Review process to create a higher level of quality control; creating the Tech team to free managers from plan intake and distribution, and data entry and filing; consolidating aides into a single unit; creating a two-step acceptance process for applications; continuing the document imaging project; creating a standardized staff report format; improving the resolution (opinion) process; enhancing the Hansen system; improving the effectiveness of the Development Review Committee and other interagency cooperation; and enforcement of the Rules of Procedures. A condition-writing staff team is creating a manual on how to write conditions, to ensure that every condition addresses the party responsible for implementation, the specific action to be taken, the party responsible for making decisions required by the condition and the deadlines for action.

Interagency Department Heads Meeting

The Chairman and the Chief Administrative Officer, Tim Firestine, have agreed to establish a permanent Interagency Department Heads group that will meet once a month to discuss and resolve interagency issues. Meetings will include the directors of the Planning Department, Parks Department, Recreation Department, Department of Permitting Services, Department of Housing and Community Affairs, Department of Public Works and Transportation, Department of Environmental Protection, and Department of Economic Development.

PROPOSED MASTER PLAN SCHEDULE ADJUSTMENTS

(FISCAL YEAR 2007 AND BEYOND)

The master plan program includes thirteen projects to be completed in FY07 and beyond. In addition to the projects included in the last report to the County Council, the Growth Policy Report, Green Infrastructure Functional Plan, and the Functional Plan for Energy and Environment have been included in the proposed program. The master plan schedule has been adjusted to accommodate the need to assign staff from all divisions to augment the Development Review Program, and to complete the new Growth Policy Report as requested by the County Council.

In accordance with the instructions from the last meeting with the County Council, the Growth Policy, the Twinbrook Sector Plan, the White Flint Sector Plan, and the Germantown Master Plan will remain the highest priority projects. These projects will be followed by the Gaithersburg Vicinity Master Plan. An important feature of the schedule and a major determinant of the timing is the need to stagger the delivery of plans every six months for review by the Planning Board and County Council. The following chart and the attached Master Plan and Sectional Map Amendment Schedule indicate the proposed master plan schedule.

Plan Name	Existing Schedule	Proposed Schedule
Growth Policy Report	NA	June 2007
Twinbrook Sector Plan	July 2007	December 2007
White Flint Sector Plan	October 2007	May 2008
Germantown Master Plan	July 2008	June 2008
Gaithersburg Vicinity Master Plan	December 2007	December 2008
Takoma/Langley Sector Plan	July 2010	July 2009
Kensington Sector Plan	December 2008	December 2009
Westbard Sector Plan	July 2009	July 2010
Wheaton Sector Plan	December 2009	December 2010
Green Infrastructure	NA	December 2008
Plan for Energy and Environment	NA	December 2009
MD 355/I-270 Project Phase I	NA	December 2007
Purple Line (Bi-County Transitway)	TBD	TBD

Master Plan Types and Approximate Completion Times

During the last presentation, the County Council asked the Planning Department to recommend methods to reduce the time needed to complete master plans. In response, we have several proposals.

First of all, the plans that are in the list above are generally for smaller areas than a full master plan. The County is transitioning into a phase where redevelopment will be more common than development of vacant land, and we are now focusing on smaller areas around Metro stations or

other centers that are small portions of a complete master plan. Since the areas are smaller and the issues are fewer, they will take somewhat less time.

We are also proposing two new types of plans – a Specific Area Plan and a Limited Amendment. These types of plans take approximately three to five months to complete the staff draft. We are not proposing any legislative changes to the process for approving these types of plans, but we will, in the future, examine the possibility of collapsing or otherwise condensing and streamlining the process (without, of course, any lessening of community and stakeholder participation). We will also make them more issue-driven. Right now, these types of plans take approximately three to five months to complete the staff draft, because of the limited nature of the plans. Examples of this type of plan are Woodmont Triangle, a Specific Area Plan that considered recommendations for only a portion of the Bethesda CBD; and Montrose Parkway, a Limited Amendment to the North Bethesda/Garrett Park Master Plan. This amendment considered only the number of lanes to be added to the proposed Montrose Parkway.

In addition, the Planning Board has initiated a series of ongoing round table discussions for each master plan. These discussions will occur throughout the preparation of the staff draft to provide ongoing feedback to the staff and the community during the preparation of each plan. In this way, there will be more opportunities for the staff, the stakeholders and the Planning Board to collaborate and negotiate on master plans so that the major issues are aired and resolved well before the formal Planning Board and County Council hearings. This problem resolution process will reduce the time needed to complete the review of the staff draft and will reduce the amount of time needed for public hearings.

Recent experience with the Damascus Master Plan indicates that the Sectional Map Amendment can often be started during the review of the Planning Board Draft by the County Council. This technique will also reduce the total time needed to produce a master plan.

EXISTING PROCESS

Comprehensive Master Plan

(18-24 Months - Staff Draft)

- Large area plan
- Comprehensive plan or functional plan
- Example: Green Infrastructure Functional Plan, and Functional Plan for Energy and Environment

Comprehensive Sector Plan

(12-18 Months - Staff Draft)

- Small area plan
- Often related to Metro Station areas
- Example: Twinbrook Sector Plan

NEW PROCESS

Specific Area Master Plan

(3-5 Months - Staff Draft)

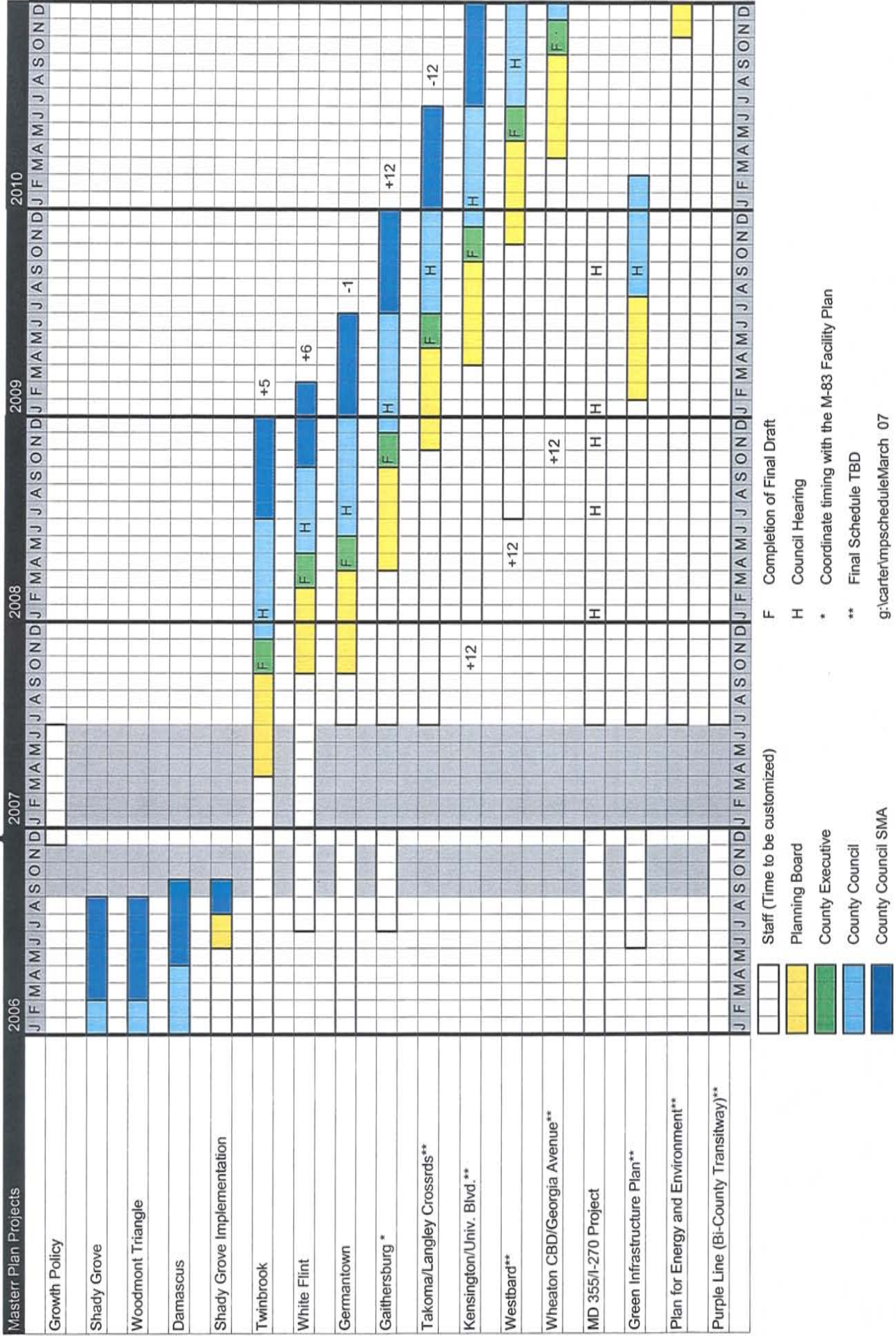
- Small area within an existing master plan or sector plan
- Limited increase or decrease in land use and density
- Limited number of issues
- Example: Woodmont Triangle Amendment to the Sector Plan for the Bethesda CBD

Limited Amendment

(2-3 Months - Staff Draft)

- One to two topics
- Small area
- Example: Montrose Parkway Amendment to the North Bethesda/Garrett Park Master Plan

Master Plan and Sectional Map Amendment Schedule



WORK PROGRAM UPDATES

Growth Policy

In December 2006, the Montgomery County Council directed the Montgomery County Planning Board to conduct a review of the County's Growth Policy. The resolution passed by the Council contains specific elements that must be addressed in the Planning Board's report, which is due to be delivered to the Council by May 21, 2007. The Planning Board delivered its first interim report on February 15, 2007 and reviewed it with the Council's PHED Committee on March 12.

As the interim report makes clear, the Board's study will look beyond the traditional definition of "growth policy" as consisting solely of a set of guidelines for implementing the adequate public facilities ordinance. Among the broader issues that are being explored are: (1) how measures of "adequate public facilities" should be adapted for areas where future growth consists of infill and redevelopment, and (2) how "sustainability" may be used as a guiding principle for shaping and pacing the County's future growth.

Development Review Manual

As the Planning Department was putting together its Management Improvement Plan in the wake of the events at Clarksburg Town Center, it quickly became clear that the Development Review Division needed to document the processes that were being followed in accepting and reviewing project, preliminary and site plans, plan amendments and waivers. Such documentation would be of benefit because it would help make a very complex process more understandable, and it would clarify what was expected of staff, the applicant, and the public in order to enable the review process to move forward in a more timely and predictable manner.

Breaking the review process into a number of steps should also enable Development Review to develop more meaningful performance measures. Finally, new procedures outlined in the manual make it clear that citizen participation is both welcomed and encouraged.

An initial draft of the manual was posted for review on November 6, 2006. A focus group was convened to give an in-depth review of every aspect of the manual to see how it could be further refined and improved. Members of the focus group, who represent the various constituencies involved in the development process, including developers, attorneys, engineers, and the public, have held four, two-hour meetings to go over the document and hosted an evening forum to receive additional comments from the public.

Based on the comments received from all parties, including the focus group, the community and the Planning Board, a revised draft was posted for review on Monday, March 5th. The new draft is considerably shorter than the first, because a decision was made to leave out specific requirements, such as the application checklists and the required size, material and wording for signs, because these could easily change over time. The manual advises the reader that these specific requirements can be found on the MNCPPC website.

A public hearing for the revised development review manual is scheduled for Thursday, March 22nd. After staff has had an opportunity to incorporate this next round of comments, the manual

will go to the Planning Board for its approval, before being sent to the Council for review and approval.

Since Development Review continues to improve its processes and hopes to make far better use of technology in the future, it is anticipated that the manual may need to be updated on a regular basis.

Enforcement Rules

Planning staff is currently working to develop a set of Enforcement Rules. The Enforcement Rules are at an earlier stage of drafting than the Rules of Procedure, which the Board has voted to adopt, and the Development Manual, a substantial draft of which has been developed and is being published for public comment.

The goal of the Enforcement Rules is to develop a single set of fair, efficient, and easily administered rules that would apply to any alleged violation of an approved plan or law that the Board is charged with enforcing. One of the challenges in achieving this goal is the multiplicity of enforcement provisions contained in the subdivision, zoning, and forest conservation laws. Thus, as part of its effort to draft Enforcement Rules, Planning staff is considering proposing changes to the subdivision, zoning, and forest conservation laws that would permit a single enforcement process for all violations.

Forest Conservation

A variety of efforts are underway to improve the county's Forest Conservation Program. First, a Forest Conservation Task Force - that was convened by the Acting Planning Director last summer and that included representatives from environmental groups, the building industry and government - has concluded its work and has presented a series of recommendations on ways that the existing law can be better administered and ways that M-NCPPC can improve its internal procedures on forest conservation. The recommendations were transmitted on January 31st and presented to the Planning Board on February 22nd. M-NCPPC staff is now working on implementing the 18 recommendations included in the report.

Secondly, M-NCPPC staff is working on a comprehensive revision to the Forest Conservation Law, Chapter 22A of the Montgomery County Code. In addition to considering the recommendations of the C&O Canal Task Force on this issue, staff is looking at a wide variety of changes that would make the applicability and enforcement sections of the law clearer and more workable. This comprehensive revision to the Forest Conservation Law will also be closely coordinated with County Council staff and a package of suggested revisions will be transmitted to the Council by the Board later this spring.

Finally, a new program manager for the Forest Conservation Program is being hired within the Environmental Planning Unit of the County-wide Planning Division. This individual will be hired at a Master Planner level and will work on the projects noted above, as well as on general policy direction for the Forest Conservation Program. The Forest Conservation Program Manager will be on board by April or May.

ATTACHMENT A:
WORK PROGRAM MATRIX AND ELEMENT FORMS

FY08 PROPOSED PROGRAM BUDGET FOR LAND-USE PLANNING FOR MNCPPC/MONTGOMERY COUNTY:																												
A		A1	B1	B2	B3	C1	D1	D2	D3	D3A	D4	D5	D6	D7	D7A	D8	D8A	D9	D10	D11	D11A	D11B	D12	D13	D14	D15	D19	E18
1	Program																											
2	Sub Program																											
4	Program Element																											
10																												
11	Planning Dept																											
12	Director's Office	\$603,800	5.0			3.0					0.2	0.2						0.2	0.2									
13	Mgmt Svcs	\$801,700		5.0		5.7					0.3	0.2	0.3													1.0	1.0	
14	Str Plan Div	\$523,500	4.0		4.0	0.5																						0.0
15	CB Plan Div	\$4,238,100	40.5		40.5	2.0	1.0	0.2	1.0	1.2	3.0	3.0	2.0	3.0	1.2	0.2	1.4	2.0	1.2	3.0	0.4	0.7	0.2			0.3	25.0	13.5
16	C W Plan Div	\$5,114,400	47.1		47.1	2.9	1.5	3.9	0.2	1.0	1.0	1.0	0.5	1.0	0.5	1.0	0.5	0.5	0.5	1.0	1.0	1.5				0.3	19.4	24.8
17	Devel Review Div	\$4,402,100	41.8		41.8	2.8				0.4																	0.1	6.2
18	Res & Tech Ctr	\$4,958,900	32.9		32.9	3.0	0.9	0.4	0.4	2.5	0.7	0.9	0.9	0.8	0.6	0.8	0.8	0.7	0.7	1.0	0.4	2.9	0.4	0.4	2.2	3.1	21.6	8.3
19	ST Plan. Wvs	179.3	179.3		179.3	19.9	1.9	2.1	5.8	4.3	5.2	5.3	3.9	4.9	2.5	1.8	2.7	3.4	2.6	5.3	1.8	5.9	2.1	3.4	7.7	5.4	78.0	81.4
20	ST Plan Dept																											
20	"Direct" Cost	\$20,642,500																										
22	Support Svcs	\$2,634,400																										
23	Total, Plan Dept	\$23,276,900	179.3	0.0	179.3	19.9	1.9	2.1	5.8	4.3	5.2	5.3	3.9	4.9	2.5	1.8	2.7	3.4	2.6	5.3	1.8	5.9	2.1	3.4	7.7	5.4	78.0	81.4
28	Cont Imprv.			9.0	-9.0																							0.0
31	Total, Gross Exp	\$23,276,900	179.3	9.0	170.3	19.9	1.9	2.1	5.8	4.3	5.2	5.3	3.9	4.9	2.5	1.8	2.7	3.4	2.6	5.3	1.8	5.9	2.1	3.4	7.7	5.4	78.0	
32	Prog Elem as % of TOTAL		100%	5%	95%	11%	1%	3%	3%	2%	3%	3%	2%	3%	1%	1%	2%	2%	1%	3%	1%	3%	1%	2%	4%	3%	44%	
33	Less: Planning																											
33	Dept Lapse	-\$1,041,400	-10.8																									
35	ST, Net (after Plan. lapse)	\$22,235,500	168.5																									
36	Less:																											
36	Chargebacks	-\$227,500	-5.5																									
37	Total Net Exp (\$000)	\$22,008,000	163.0	\$1,105	\$20,903	\$2,443	\$233	\$258	\$712	\$528	\$638	\$651	\$479	\$601	\$307	\$221	\$331	\$417	\$319	\$651	\$221	\$724	\$258	\$417	\$945	\$663	\$9,574	\$9,991
38	% of PE Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
38	Fee-Sup Net Exp (DR Fees)																											
40	% of PE Total			0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	-40%	0%	0%	0%
41																												
43	Tax-Sup Net Exp	\$18,808,000	163.0	\$1,105	\$20,903	\$2,443	\$233	\$258	\$712	\$528	\$638	\$651	\$479	\$601	\$307	\$221	\$331	\$417	\$319	\$651	\$221	\$724	\$258	\$417	\$562	\$663	\$9,574	\$9,991
44	% of PE Total	85%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	60%	100%	100%	100%
45																												

MASTER PLANS

Master plans promote community involvement by creating the blueprints for quality, well-designed communities -- addressing needs for housing, jobs, shopping, entertainment, commercial, leisure/recreational opportunities and open space for environmental protection. This work includes planning for infrastructure-roads, schools, sewer and water, public safety, libraries and social service functions.

FUNCTIONAL PLANS AGRICULTURAL INITIATIVES

DESCRIPTION/SCOPE:

This project provides for the continuing review of the progress to foster the preservation of agriculture in Montgomery County. It provides for a monitoring of the status of the TDR sending and receiving areas. It will recommend improvements to the Zoning Ordinance to implement the goals of the Master Plan for Agricultural and Rural Open Space. The staff will assist in identifying additional receiving areas for the transfer of TDRs and in the review of proposals that would affect the growth potential of the Reserve.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES:

Periodic updates of area master plans are called for by the General Plan, by the Council's interest in having an orderly public process for land use management to provide guidance for private actions (leading, rather than following), and by the Planning Board's need to provide recommendations to the Council on land-use, transportation, housing, jobs, and public facilities. More specifically, this update project is prompted by the County's policy to concentrate jobs and housing density at transit stations and away from rural areas, and to balance rural landowners' equity with concerns that development pressure in the Reserve is increasing.

PROJECT BENEFITS:

Improving the preservation of agricultural and rural open space through the following:

- Provide timely review of Preliminary Plans in the Agricultural Reserve
- Provide locations for new TDR receiving areas
- Review nominations for Agricultural Districts
- Review nominations for any Rural and Rustic Roads
- Text Amendments
- Prepare Status Report of Sending and Receiving areas
- Support review of regulations or policies that could further limit growth in the Reserve while addressing landowner and farmer equity concerns.

SPECIFIC OBJECTIVES FOR FY08:

- Implement recommendations from the Ad Hoc Agricultural Working Group
- Assembly of latest information by staff concerning the status of sending and receiving areas
- Examine potential amendments to the Zoning Ordinance and other initiatives to implement the recommendations of the Master Plan and the Working Group

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Div: MNCPPC: Research and Technology Div., County Wide Plan Div., Development Review Div.; Montgomery County Government (MCG); Department of Public Works and Transportation (DPWT), DHCD, DED, Department of Environmental Protection (DEP)

Work Program Projects:

Interest Groups: Others: Farming interests, environmental interests and property owners, and civic groups

FY08 RESOURCE REQUIREMENTS:

Funds: \$223,000

Workyears: 1.9

FUNCTIONAL PLANS

GREEN INFRASTRUCTURE FUNCTIONAL MASTER PLAN

DESCRIPTION/SCOPE:

This plan will identify and EVALUATE existing sensitive and important environmental features, and gaps between them, throughout Montgomery County, to provide a comprehensive interconnected system. It will include a map of interconnected natural areas of countywide significance, and implementation strategies and recommendations to make the vision a reality. This initiative will provide a countywide understanding of the relative importance of natural resources, and identifying opportunities for conservation, mitigation, restoration, and enhancement. Priorities will be established to assist development review, master planning, park acquisition, and budgeting. This project will be integrated into the new Environmental and Energy Functional Master Plan as appropriate.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES: The Green Infrastructure Plan will set forth the important environmental policy choices for the Planning Board and implement the environmental objectives and strategies of the General Plan Refinement of 1993. The Plan will strengthen the development pattern of the General Plan and Smart Growth initiatives. It will implement recommendations of the recently approved Land Preservation, Parks, and Recreation (LPPR) Plan. It will streamline the preparation of the Park, Recreation, and Open Space (PROS) Strategic Plan, and complement the Legacy Open Space (LOS) Plan by providing a broader understanding of the County's natural resources, their relative significance, and how best to achieve a functional network of important green space. The Plan will also be an important component of meeting and maintaining State Water Quality Standards.

PROJECT BENEFITS: The Plan will serve the regulatory process by:

- Facilitating a more streamlined and environmentally effective review and mitigation process for all public and private development projects;
- Enhancing the effectiveness of the *Environmental Guidelines* and the Forest Conservation Regulations by showing where to prioritize green space for maximum benefit; and
- Providing a comprehensive guide for developers and plan reviewers in identifying important areas for mitigation and potential preservation outside the area normally protected by buffer guidelines.

The Plan will serve the master plan process by:

- Streamlining the master plan update process by providing a uniform, updated, countywide environmental foundation for future master plan revisions;
- Allowing master plan analyses to be more timely, focusing on more detailed environmental needs and concerns in neighborhoods and communities.

The Plan will serve the Park planning and acquisition process by:

- Enabling continued maximum county eligibility for state Program Open Space (POS) funding by meeting new requirements for comprehensive local green infrastructure planning;
- Targeting park acquisition and park reforestation efforts;
- Linking Legacy Open Space areas into a more ecologically viable network of green space;
- Providing a foundation and opportunities for connecting urban green space with natural areas, for increased amenity values and enhanced quality of life; and
- Helping to show where to apply the County's POS funds for maximum benefit.

The plan will also provide a land use planning-based tool (as identified by the State in recent TMDL guidance) to help meet the goal of attaining and maintaining water quality standards.

The plan will provide a comprehensive context and vision for reviewing existing environmental guidelines, regulations, plans, and policies to achieve the objectives for Countywide green infrastructure, and strengthening environmental planning in general.

SPECIFIC OBJECTIVES FOR FY08: a) create a regulated area layer for the County; b) analyze natural resource data in light of public input and create alternative green infrastructure mapping scenarios; c) continue public outreach efforts.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Divisions: M-NCPPC: Research and Technology Division, Community Based Planning Division, Development Review Division; MCG: DEP, Department of Permitting Services (DEP), DPWT, MCSCD, Montgomery County Public Schools (MCPS); MWCOG, Washington Suburban Sanitary Commission (WSSC), ICPRB, WMATA, Local Municipalities; State: MDE, MDP, DNR, SHA; Federal: EPA, NPS, NOAA, USACOE, USFS, USF&W; Adjacent jurisdictions: Frederick, Howard, Prince George's, Carroll, Loudoun, and Fairfax Counties, and D.C.

Work Program Projects: Area and Sector Master Plans, Forest Conservation, Development Review, Growth Policy, Centers and Boulevards, Bikeways, Trails, Park Acquisition, Legacy Open Space Plan, TMDLs, Tributary Strategies.

Interest Groups: Too numerous to list separately--includes diverse representatives from various agencies, organizations, and interested individuals representing the areas of Environmental Advocacy, Interagency and Public Land Managers, Agriculture and Forestry Interests, Municipalities and Large Civic Organizations, Building Industry and Chambers of Commerce, and Natural Area Recreational Users.

FY08 RESOURCE REQUIREMENTS:

Funds: \$258,000

Workyears: 2.1

FUNCTIONAL PLANS ENVIRONMENT AND ENERGY PLAN

DESCRIPTION/SCOPE:

This plan will comprehensively examine how Montgomery County will be able to meet our ongoing needs – environmental, economic and social – without compromising the ability of future generations to do the same. The plan will engage the residents of Montgomery County in exploring how to address climate change and growth while protecting our food and water supplies, and the ecological processes which assure our quality of life. The plan will identify concrete actions that will improve sustainability from macro-measures such as reinforcements for the Agricultural Reserve, changes in land use and transportation approaches, water resource and watershed protection (including storm water management, receiving waters, and safe drinking water), green infrastructure, and forest conservation, to micro-measures such as green building standards, tree ordinances, and small area impervious surface control. Specifically, the plan will focus on ways to effectively align our environmental goals with our land use plans and growth policies – both countywide and regional.

RELATIONSHIP OF PROJECT TO POLICIES OF PLANNING BOARD:

This Strategic Plan for the Environment and Energy will enable the Council and Planning Board to examine the important environmental policy choices facing our county and their relationship to growth policies. It is an extension of the Green Infrastructure Plan that is currently underway and that is helping to identify strategies for strengthening the protection of our interconnected green systems. It is also an important step in implementing the environmental objectives and strategies of the General Plan Refinement of 1993, and will be aligned with other county initiatives such as the Environmental Policy, Energy Policy, Countywide Stream Protection Strategy, Forest Preservation Strategy, Agricultural Preserve, Green Infrastructure Functional Master Plan, area Master Plans, Green Building Strategy, Air Quality Protection Strategy, State Implementation Plans (air quality), Groundwater Protection Strategy, and the Solid Waste Management Plan.

PROJECT BENEFITS

Throughout the country, citizens are considering the issues of sustainability and this concern is particularly strong in the Washington region, which has been experiencing enormous growth. Although Montgomery County has instituted a number of plans and initiatives that address a wide range of environmental issues, there has not been a comprehensive look at how to align environmental goals and growth policies. We have reacted to specific situations as they have arisen, but have not stepped back to look at the big picture of how we can, as a county “grow wise and grow green”. This plan will provide that comprehensive context and vision for reviewing planning decisions and it will provide advice to County agencies on policies to achieve sustainability in an integrated way. It will:

- Clearly state the changes to County plans and policies needed to achieve selected goals for sustainability.
- Provide an umbrella that shows how County policies address the environment and energy and how the policies can be coordinated for maximum benefit.
- Bolster efforts and provide leadership to promote sustainability in the Chesapeake Crescent.
- Prioritize actions on plans listed above and identify those with multiple benefits;
- Determine how changes to laws, regulations or programs will support the well-being of County residents;
- Provide a comprehensive and integrated means to comply with state and federal mandates and local initiatives.
- Satisfy the requirements of recently approved House Bill 1141, which requires a Water Resources Plan Element to be added to county comprehensive plans.
- Facilitate the master plan update process by providing a uniform, updated, countywide environmental and energy approach for future master plan revisions;
- Allow master plan analyses to be timelier, focusing on more detailed environmental analyses and concerns in neighborhoods and communities.

SPECIFIC OBJECTIVES FOR FY 08:

Fiscal year 08 will be the start-up year for this plan and a time to transition from the Green Infrastructure work that is currently ongoing. The first year of work will primarily focused on policy assessment. Some of the primary tasks during FY08 will include: a) develop a consensus based statement of sustainability goals and objectives with

stakeholders and citizens; b) develop a baseline data set for measuring sustainability based on goals and objectives (sustainability indicators); c) prepare a policy assessment indicating how various County policies and plans affect the principles of sustainability. Additionally, there will be coordination with other Planning Department work program items – particularly the work on Growth Policy and efforts on the MD355/I270 Corridor Study. Finally, there will be continuing work on major regulatory issues, such as new ideas for tree protection.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Div: The success of this planning effort is contingent on interagency cooperation and a major effort will be made to reach out to all applicable governmental entities including, but not limited to: M-NCPPC: RTC Div., CBP Div., MCG: DEP, DPS, DPWT, MCSCD, MC Public Schools; Local Government: MWCOG, WSSC, ICPRB, WMATA, Local Municipalities; State: MDE, MDP, DNR, SHA; Federal: EPA, NPS, NOAA, USACOE, USFS, USF&W; Adjacent jurisdictions: Frederick, Howard, Prince George's, Carroll, Loudoun, and Fairfax Counties, and D.C.

Work Program Projects: Area and Sector Master Plans, Forest Conservation, Development Review, Growth Policy, Centers and Boulevards, Bikeways, Trails, Park Acquisition, Legacy Open Space Plan, TMDLs, Tributary Strategies.

Interest Groups: Too numerous to list separately. Includes diverse representatives from various agencies, organizations, and interested individuals representing the areas of Environmental Advocacy, Interagency and Public Land Managers, Agriculture and Forestry Interests, Municipalities and Large Civic Organizations, Building Industry and Chambers of Commerce, and Natural Area Recreational Users.

FY08 RESOURCE REQUIREMENTS:

Funds: \$712,000
Workyears: 5.8

FUNCTIONAL PLANS

HOUSING POLICY ELEMENT OF THE GENERAL PLAN

DESCRIPTION/SCOPE: This project supports development of a housing policy element of the General Plan, responding to a broad concern for affordable housing for people of modest means and for the public and private workforce, including an increased understanding of the importance of preserving existing supplies of affordable housing. This project also provides the research and analysis resources to support housing policy review and development. Analyzing County housing trends and issues helps the Department and Board advise the County Council on public actions that affect the County's housing, especially affordable housing, and helps the Research & Technology Center advise fellow staff on the application of housing policies in master plans, proposed development projects, and proposed regulatory or policy changes.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES: The County has been a leader in implementing affordable housing policies for decades. In addition to the General Plan and individual master plans, the County adopted a housing policy, "A Place to Call Home," in 2001. Housing policy, especially affordable housing policy, has been a high priority for the County Council and Planning Board. Both the Council and the Planning Board, through application of plans, laws and policies, regulate the construction of new housing. Recently it has become clear that the production of new affordable units must be supplemented by increased efforts to preserve existing affordable housing. This project is needed to satisfy the requirements of recently approved House Bill 1160.

PROJECT BENEFITS: This project will more closely tie efforts to plan for the preservation of existing affordable housing with our efforts to add new affordable housing units through the development review process. Up-to-date, objective and thorough analysis of housing data and trends provides public officials with the information needed for decision-making on housing-related issues.

SPECIFIC OBJECTIVES FOR FY08: The Department will focus attention on existing affordable housing by completing an inventory of the existing stock of affordable housing, a report identifying factors affecting its stability or vulnerability, and a set of recommendations for policies to sustain it and improve the communities in which it is located. Particular attention will be paid to the issues of existing affordable low-density multi-family housing located near high-quality transit. This research will be used to support the Battery Lane Master Plan amendment process (and replaces the Battery Lane master plan program element in previous versions of the program matrix) as well as future master plans or countywide policies. Beyond FY09, this program may look at other planning issues related to existing affordable housing, such as single-family housing, and identify new opportunities to add to the County's supply of new affordable housing.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Div: Community-Based Planning, Countywide Planning and Development Review, Montgomery County Government: Department of Housing and Community Affairs.

Other: Housing Opportunities Commission.

FY08 RESOURCE REQUIREMENTS:

Funds: \$528,000
Workyears: 4.3

CORRIDOR CITY PLANS GAITHERSBURG AND CENTERS PLAN

DESCRIPTION/SCOPE: This comprehensive Master Plan will amend the 1985 Gaithersburg and Centers Plan, and the 1990 Shady Grove Study Area Master Plan. Gaithersburg vicinity occupies a large and significant area on both sides of the I-270 Corridor. The master plan will include recommendations for land use, zoning, transportation, environment, and community facilities. Transit stops for the Corridor Cities Transitway (CCT) are planned west of I-270 through the Shady Grove Life Sciences Center. The Master Plan area also includes Montgomery Village, the Airpark, and residential neighborhoods.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES: The I-270 High Technology Corridor was established in the General Plan as an area for high technology employment for Montgomery County and the State of Maryland. The plans for the I-270 Corridor are being amended sequentially including the Shady Grove Sector Plan (completed), the Twinbrook Sector Plan, the White Flint Sector Plan, the Gaithersburg Vicinity Master Plan, and the Germantown Master Plan. The MD 355 Project will coordinate these efforts, provide a cohesive vision of the future, and coordinate planning issues that span master plan boundaries within the I-270 Corridor to ensure the implementation of the recommendations for land use, transportation, and community facilities to create desirable communities.

PROJECT BENEFITS: The Gaithersburg and Centers Plan will provide a guide for future development within the I-270 Corridor. Master Plan recommendations will focus on building desirable communities, increasing housing opportunities, incorporating transit, expanding open space and parks, and improving connections and access. The Master Plan will help guide development of the Life Sciences Center, the Johns Hopkins University Belward Campus and the Metropolitan Grove area, including stops along the Corridor Cities Transitway. Recommendations for the Webb tract located east of I-270 will also be included. M-83, the planned extension of Mid-County Highway, is a major issue under study on the east side of I-270. This plan will be concerned with the design and implementation of the Corridor Cities Transitway. It will also be concerned with fostering the design and of high quality communities at the transit station areas.

SPECIFIC OBJECTIVES FOR FY08: Continued community outreach, coordination with the City of Gaithersburg, completion of the Planning Board Draft Plan, review of the fiscal impacts by the County Executive, approval of the Master Plan by the County Council, and preparation of the Sectional Map Amendment.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Div: City of Gaithersburg, DPWT, OED, MCPS

Interest Groups: Montgomery Village Foundation, Upcounty Citizens Advisory Committee, property owners, business owners, and residential communities

Other: High Technology Council

FY08 RESOURCE REQUIREMENTS:

Funds: \$638,000

Workyears: 5.2

CORRIDOR CITY PLANS

GERMANTOWN EMPLOYMENT CORRIDOR PLAN

DESCRIPTION/SCOPE:

The Germantown Employment Corridor Plan will bring the employment future contained in the 1989 Germantown Master Plan into fruition and remove any obstacles that have inhibited non-residential development. Germantown is a maturing community of approximately 85,000 people that has nearly reached the build-out of residential units recommended in the 1989 Master Plan. The forthcoming Master Plan will examine primarily non-residential uses and the potential for mixed-use development in existing office parks and commercial centers. The Germantown Employment Corridor Plan will also provide recommendations for transportation and transit, open space, and community facilities. The Master Plan will also identify opportunities for affordable housing.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES:

The General Plan identifies Germantown as one of the Corridor Cities along I-270 with common characteristics such as intensively developed downtowns, housing, office space, retail, and cultural facilities. Each Corridor City is planned to have a unique character. Germantown was to include a population of up to 100,000 people. This plan will also be concerned with the design and implementation of the Corridor Cities Transitway.

PROJECT BENEFITS:

- Provides catalyst for employment development
- Recommends location for Corridor Cities Transitway including station areas, supporting facilities, and appropriate land uses
- Addresses corridor-wide need for housing, especially affordable housing
- Integrates education, training, and development proposed by Montgomery College
- Identifies community facility needs for a maturing community
- Provides urban design guidelines for employment centers as a significant focus of this master plan effort.

SPECIFIC OBJECTIVES FOR FY 08:

Prepare Staff Draft, prepare Public Hearing Draft Plan, complete Planning Board Draft, and complete the fiscal analysis by the County Executive.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Links with MD 355/I-270 Corridor Study; transportation recommendations link with Gaithersburg and Centers Plan update, Facility Plan for M-83; Countywide Planning, RTC, Department of Parks, MCPS, DPWT, DHCA, Department of Economic Development, Upcounty Regional Services Center; Germantown/Gaithersburg Chamber of Commerce, Germantown Alliance, Germantown Citizens Association, property owners, Montgomery College and its technology partners

Other: Other civic groups, biotechnology and advanced technology business owners and developers

FY08 RESOURCE REQUIREMENTS:

Funds: \$651,000
Workyears: 5.3

METRO STATIONS AND CENTERS TWINBROOK METRO CENTER PLAN

DESCRIPTION/SCOPE:

This Sector Plan is an amendment to the North Bethesda Garrett Park Master Plan.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES: This project supports the general Plan by concentrating development near the transit facilities, supporting industrial resources, and providing for biotechnology and advanced technology employers

PROJECT BENEFITS:

This project provides an opportunity to update the master plan completed in 1992. It will provide for the following:

- Foster the creation of a mixed-use neighborhoods adjacent to the Twinbrook Metro Station including the provision of additional housing to serve a variety of income levels
- Provide for advanced technology and biotechnology employment
- Retain light industrial uses
- Foster the creation of a transit oriented community
- Support the TDR program
- Address capacity and needs for roads, schools and other public facilities
- Address the needs of the light industrial development in the area.
- Create public open space
- Increase green areas
- Improve the design character of the area
- Provide clear urban design and development guidelines

SPECIFIC OBJECTIVES FOR FY08:

Conduct County Council worksessions, and adopt the Sector Plan.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES: Process coordinates with varied M-NCPPC and Council staff and agencies

Agencies/Div: Primary coordination with Transportation Planning, Environmental Planning, County Council staff, DPWT

Work Program Projects:

Interest Groups: Community groups, property owners, business owners, and developers

FY08 RESOURCE REQUIREMENTS:

Funds: \$479,000

Workyears: 3.9

METRO STATIONS AND CENTERS

WHITE FLINT METRO CENTER

DESCRIPTION/SCOPE:

This Sector Plan is an amendment to the North Bethesda Garrett Park Master Plan.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES:

Supports the original goals of the Approved and Adopted North Bethesda/Garrett Park Plan and the General Plan by concentrating high quality development near the White Flint Metro Station.

PROJECT BENEFITS:

Updating the Master Plan to reflect current county policy and trends in development patterns near Metro Stations. This sector plan is intended to foster improvement to the character of MD 355 specifically, and the White Flint area in general. This project will provide for the following:

- Fostering the creation of a mixed-use neighborhood adjacent to the White Flint Metro Station
- Providing for short Improving pedestrian and bicycle access throughout the area
- Supporting the TDR program
- Addressing the capacity of roads, schools and other public facilities
- Creating public open space
- Increasing green areas
- Improving the design character and function of MD 355 (Rockville Pike)
- Expanding the zoning tools to foster the creation of a high quality community blocks that improve pedestrian connections to the Metro station
- Fostering the creation of a transit oriented community

SPECIFIC OBJECTIVES FOR FY08:

Provide for substantial community participation, complete the Public Hearing Draft of the Sector Plan, complete the Planning Board Draft, and begin the fiscal analysis by the County Executive.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES: Process coordinates with varied M-NCPPC and Council staff and agencies

Agencies/Div: Primary coordination with Transportation Planning, Environmental Planning, County Council staff, DPWT

Work Program Projects: Entire process is within work program for Community-Based Planning.

Interest Groups: Community groups, property owners, business owners, developers

FY08 RESOURCE REQUIREMENTS:

Funds: \$601,000

Workyears: 4.9

METRO STATIONS AND CENTERS WHEATON METRO CENTER PLAN

DESCRIPTION/SCOPE:

This project will revise the existing Sector Plan for the Wheaton Central Business District (CBD).

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES:

Part of ongoing process for keeping area Master Plans and Sector Plans current and timely, this effort specifically addresses issues related to development near Metro Stations, including development standards and mix of uses, and quality of development.

PROJECT BENEFITS:

Updating the Sector Plan to reflect current county policy and trends in development patterns near Metro stations will augment and enhance the unique character of the Wheaton CBD. This project will review the status of the Wheaton CBD Overlay Zone, and the CBD Zones as applied in the Wheaton CBD. The Sector Plan will provide for the following:

- Fostering the sensitive redevelopment of the Wheaton CBD
- Providing for addition streets in the Wheaton CBD to improve pedestrian connections to the Metro station
- Improving pedestrian and bicycle access throughout the area
- Addressing the capacity of roads, schools and other public facilities
- Creating public open space
- Increasing green areas
- Expanding the zoning tools to foster appropriate, high quality redevelopment
- Addressing the needs of small business owners

SPECIFIC OBJECTIVES FOR FY 08:

Begin community participation process, and complete the Purpose and Outreach Report for consideration by the Planning Board.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES: Process coordinates with varied M-NCPPC, and Council staff and agencies

Agencies/Div: Primary coordination with Transportation Planning, Environmental Planning, County Council staff DPWT

Work Program Projects: Entire process is within work program for CBP

Interest Groups: Community groups, property owners, developers

FY08 RESOURCE REQUIREMENTS:

Funds: \$307,000

Workyears: 2.5

METRO STATIONS AND CENTERS BI-COUNTY TRANSITWAY

DESCRIPTION/SCOPE:

This project includes: (1) staff technical review of the Bi-County Transitway Alternative Analysis/Draft Environmental Impact Statement (DEIS) to be completed by the MTA in Spring 2007, (2) development of a staff report and Board presentation (estimated Fall 2007) for public hearing in advance of Planning Board input to Council on the selection of a Locally Preferred Alternative, (3) completion of a Purpose and Outreach Report (estimated Winter 2007/2008) as the first part of the development of a Functional Master Plan, and (4) identification of issues and technical approach for consideration by the Master Plan Advisory Group.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES:

Project scope is directly related to the General Plan Amendment of 1993, adopted Master Plans west of the Silver Spring Transit Center and the Planning Board's Transportation Policy Report (January 2002). Certain alternatives under review further Council / Board established policies to enhance down-County east-west travel opportunities, increase transit mode split, promote joint and mixed use development, provide access to jobs, and protect existing and future infrastructure investment.

PROJECT BENEFITS:

In addition to supporting established Council/Board policies as noted above, this project will further the development of a Functional Master Plan to guide implementation of the Bi-County alignment. There is currently no adopted Master Plan alignment for the Bi-County Transitway east of Silver Spring. It will also help establish the basis for future Transit Station Area Sector Plans. The Functional Master Plan study limits will include the entire alignment from Bethesda to the Langley Park / Takoma Crossroads area. The Functional Master Plan and the respective Transit Station Area Sector Plans will: (1) encourage growth in the Urban Ring in implementation of the General Plan Amendment of 1993 and (2) improve the quality of life by encouraging redevelopment and compact mixed uses to create walkable vibrant communities.

SPECIFIC OBJECTIVES FOR FY 08:

Provide technical analysis and recommendations for the Board and Council during alternative analysis and selection of a Locally Preferred Alternative, and begin the development of a functional Master Plan, including the completion of a Purpose and Outreach Report, and the establishment of a Master Plan Advisory Group. The work program element does not include development review of preliminary or site plans along the corridor or staff hours related to the development of Transit Station Area Sector Plans.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES Agencies/Div:

Community-Based Planning Division; Research and Technology Division, Development Review Division, City of Takoma Park, MTA, WMATA, MC DPW&T, PG DPW, MC Dept. of Parks

Work Program Projects:

Interest Groups: Purple Line Coalition; civic associations, chambers of commerce, WABA

Other: Takoma/Langley Crossroads Community Development Corp.

FY08 RESOURCE REQUIREMENTS:

Funds: \$221,000

Workyears: 1.8

METRO STATIONS AND CENTERS TAKOMA LANGLEY METRO CENTER PLAN

DESCRIPTION/SCOPE:

The Takoma Langley Metro Center Plan will be a coordinated effort with the City of Takoma Park and the Prince George's County Planning Department.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES:

This Sector Plan is intended to implement the County's transit, housing and economic development policies. Fostering transit oriented development and improving development quality will be a key initiative during any redevelopment of the existing shopping centers.

PROJECT BENEFITS:

The Plan will identify redevelopment opportunities around the Bi-County Transitway Station, improve vehicular circulation, and protect the surrounding neighborhoods. Recommendations will also be outlined for affordable housing, pedestrian and bicycle improvements, urban design, and zoning while maintaining the unique character of the area.

SPECIFIC OBJECTIVES FOR FY08:

Define the outreach method to be undertaken, coordinate the effort with the Prince George's County Planning Department and the City of Takoma Park, complete the Purpose and Outreach Report, and begin the Staff Draft of the Sector Plan. This project will require extensive coordination of the regulatory and planning tools of all jurisdictions.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

City of Takoma Park, DPWT, DHCA, DED, Silver Spring Regional Services Center, MCPS, MTA, SHA, and DED.

Agencies/Div: M-NCPPC Staff including: Environmental Planning, Transportation Planning, Park Planning and Resource Analysis, Research and Technology Division, Historic Preservation Commission, and the Prince George's County PLANNING DEPARTMENT

Work Program Projects: Takoma/Langley Mandatory Referrals, Special Exceptions, and Site Plans.

Interest Groups:

Other: Takoma Langley Park Crossroads CDC, Casa of Maryland. Impact Silver Spring, owners of shopping centers, other civic groups.

FY08 RESOURCE REQUIREMENTS:

Funds: \$331,000

Workyears: 2.7

NEIGHBORHOODS AND CENTERS KENSINGTON SECTOR PLAN

DESCRIPTION/SCOPE:

This comprehensive amendment to the 1978 Town of Kensington Sector Plan is the county's oldest Master or Sector Plan. The plan will include separate elements for land use, zoning, transportation, environment, community facilities, and urban design. It will focus on the design and function of the town center, and preservation of neighborhood character.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES:

The Sector Plan implements the General Plan, stewardship of which is a key function of the District Council. It also fulfills a responsibility to the Town of Kensington, which relies upon the M-NCPPC to complete the land use planning function.

PROJECT BENEFITS:

This project consists of a long-needed evaluation of land use policies and zoning issues in an area whose current plan is outdated and that has begun to experience pressure for both residential and commercial redevelopment. The project will create a framework for protecting the existing scale, character and community design features of Kensington's commercial district while encouraging both new projects and improvements to existing retail areas, such as the West Howard Antiques District. In residential neighborhoods, the project will look carefully at redevelopment pressures including mansionization, and it will devise regulatory methods for maintaining existing scale and character. The project will establish zoning and design controls for residential and commercial districts.

SPECIFIC OBJECTIVES FOR FY08:

Continue extensive community participation in plan development, using master plan advisory committee meetings, meetings with interested community associations, Town of Kensington worksessions and town meetings, and community forums, complete the Staff Draft Sector Plan, and prepare the Public Hearing Draft Plan.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Div: DPWT, DHCA, OED; Countywide Planning, Research and Technology, Strategic Planning, Development Review

Work Program Projects:

Interest Groups: Local residents, Kensington elected officials, property owners, and small business owners

Other: Small business organizations, and the Historic Preservation Commission

FY08 RESOURCE REQUIREMENTS:

Funds: \$417,000

Workyears: 3.4

NEIGHBORHOODS AND CENTERS WESTBARD SECTOR PLAN

DESCRIPTION/SCOPE:

This project will update the 25 year-old Westbard Sector Plan (1982). This update will address issues including the character of River Road, potential redevelopment of existing shopping centers, housing for a variety of income levels, pedestrian and bicycle connections, and the overall quality of development.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES:

This project will implementation of the County's policies on affordable and workforce housing, address environmental design (LEED) and other green building requirements, and recommend transit and transportation options. Recommendations for the 11.4-acre, Westwood Shopping Center (C-1) will be included.

PROJECT BENEFITS:

The Sector Plan will provide recommendations for transportation capacity, pedestrian and bicycle access, and streets (i.e., reviewing the ROW for River Road). In addition, the Sector Plan will identify redevelopment opportunities, neighborhood protection measures, and appropriate zoning for Westbard's general commercial and light industrial areas. Recommendations will also be outlined for affordable housing, urban design, and zoning. Improving the character of River Road will be a major element of this plan. In addition, providing new and development tools that address design quality will also be a significant feature of this plan.

SPECIFIC OBJECTIVES FOR FY 08:

Complete the Purpose and Outreach Report, catalogue the existing parcels, and begin the preparation of the Staff Draft of the Westbard Sector Plan.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Div: M-NCPPC staff including: Environmental Planning, Transportation Planning, Park Planning and Resource Analysis, Research and Technology Division, and Historic Preservation; Public Schools (MCPS), Fire & Rescue, Public Safety, County Executive (Western Montgomery Services Center), Department of Economic Development (DED), Department of Housing and Community Affairs (DHCA).

Work Program Projects: The Westbard vicinity Mandatory Referrals, Special Exceptions, and Site Plans.

Interest Groups: Kenwood Condominiums, Westwood Towers, Westbard Mews, Kenwood House, Westwood Retirement House, and the Kenwood Place Apartments.

Other: Friendship Heights Coordinating Committee, Town of Somerset, the Westbard Business Community, The Chamber of Commerce, Kenwood subdivision, Springfield neighborhood, Little Falls Library, and Little Flower Church and School.

FY08 RESOURCE REQUIREMENTS:

Funds: \$319,000

Workyears: 2.6

NEIGHBORHOODS AND CENTERS MD 355/I-270 TECHNOLOGY CORRIDOR

DESCRIPTION/SCOPE:

The MD 355/I-270 *TECHNOLOGY* Corridor project will develop recommendations for improving the quality of design and development in employment and residential areas along MD 355. It will identify opportunities for connecting open space, identifying environmental features, enhancing existing neighborhoods, and improving mobility of pedestrians, bicyclists, transit users and motor vehicles. This project will also address the balance of jobs and housing throughout the Corridor. The Cities of Rockville and Gaithersburg are actively participating in this project. This project is also intended to be a prototype for other transportation corridors and to apply the lessons to one or more additional areas in FY 09. This effort will coordinate the plans in the MD 355/ I-270 Corridor including the Twinbrook Sector Plan, the White Flint Sector Plan, the Gaithersburg Vicinity Master Plan, and the Germantown Master Plan. It will also coordinate with the master plans presently underway by the Cities of Gaithersburg and Rockville.

RELATIONSHIP OF PROJECT TO POLICIES OF COUNCIL AND PLANNING BOARD:

The next cycle of master plans and sector plans in the I-270 Corridor (Germantown Master Plan, Gaithersburg Vicinity Master Plan, Twinbrook Sector Plan, and White Flint Sector Plan), provides a unique opportunity to improve the physical environment of the corridor by creating a dynamic system of transit-oriented centers.

PROJECT BENEFITS:

Communicates a corridor-wide perspective at the same time individual master plans are updated:

- Identifies land use patterns
- Locates planned transportation facilities and their sequencing
- Summarizes the status of CIP projects including transit, roads, and schools
- Fosters the coordination of public and private development
- Identifies the development capacity based on the adequacy of public facilities
- Addresses the needs of future employers including biotechnology and advanced technology employers in a competitive market places
- Identifies types of housing
- Summarizes the balance of jobs and housing at the corridor level
- Fosters transit-oriented development
- Addresses community character
- Coordinates environmental themes

This project is intended to focus on the community planning and design features that will continue to allow the I-270/MD 355 technology corridor to remain a community of choice into the 21st century.

SPECIFIC OBJECTIVES FOR FY08

Phase 1: Complete by January 2007 in coordination with the Staff Draft for the Twinbrook Sector Plan.

Phase 2: Complete by summer of 2007 in coordination with the Staff Draft for the White Flint Sector Plan and the Gaithersburg Vicinity Master Plan.

Phase 3: Complete by the end of 2007 in coordination with the Staff Draft for the Germantown Master Plan.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

This project will coordinate with the next cycle of master and sector plans (Germantown, Gaithersburg Vicinity, Twinbrook, and White Flint)

Agencies/Div: Countywide Planning, Research and Technology, Strategic Planning Divisions, DPWT, DHCA, MCPS, Office of Economic Development

Work Program Projects:

Interest Groups: MD 355/I270 Land Owners, Businesses and Residential Communities

Other: High Technology and Advanced Technology Employers, Developers, Special Interest Groups such as environmental groups, the Cities of Rockville and Gaithersburg.

FY08 RESOURCE REQUIREMENTS:

Funds: \$651,000

Workyears: 5.3

OTHER AREA MASTER PLANS AND SPECIAL PROJECTS

PROGRAM ELEMENT: HIGHWAYS PLAN UPDATE AND ICC

DESCRIPTION/SCOPE:

This project has two components: First, a comprehensive update of the Master Plan of Highways would enable the recommendation for each Master Plan-classified road to be easily accessed in one document. The document would consist of a listing of each roadway segment. For an update that would not propose any changes in roadway classification and therefore could have minimal public outreach, staff estimates that it would take 400 man-hours to produce both a book listing the above information and a map showing the roadway classifications. Due to the length of time to get the information prepared, these documents will be produced in FY09.

Second, the ICC Limited Amendment to the Master Plan of Highways and the Countywide Bikeways Functional Master Plan would have two parts: a) changes to the Countywide Functional Bikeways Master Plan to reconcile the varied recommendations of the Planning staff, Planning Board, and County Council on bike path implementation for those portions not being built by the state as part of the current ICC project. B) changes to the Master Plan of Highways to address elements of the ICC Corridor 1 Selected Alternative that are not currently in master plans, notably the Rock Creek Option C and Northwest Branch Option A alignments and the Briggs Chaney Road interchange.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES:

Project is related to Master Plan recommendations for roadways and bikeways. Updated information on the roadway and transitway network is a key input to regulatory issues of many types, as well as capital planning.

PROJECT BENEFITS:

A comprehensive update of the Master Plan of Highways has not been done in many years. The Master Plan of Highways has been amended by each subsequent area Master Plan and Sector Plan update, some functional Master Plans, as well as by Amendments to the Master Plan of Highways, so that it now consists of recommendations found in almost fifty different documents. Because the areas of the Master Plans and Sector Plan sometimes change, it is difficult for citizens, staff and others to keep track of all the adopted aspects of the roadway network. This work will confirm information, identify small changes needed and result in a map and report that will be a valuable reference. Additionally, the ICC Limited Amendment will establish policy-level direction regarding east-west paved-surface bikeway connectivity along the ICC corridor and within the associated stream valley parks.

SPECIFIC OBJECTIVES FOR FY08:

1. Produce an update of the Master Plan of Highways map.
2. Prepare a booklet with key information on each master planned road: with its classification, segment limits, right-of-way width, and the recommended number of lanes.
3. Develop recommended staff draft master plan amendment for the ICC Limited Amendment. Project scope and schedule will be developed during FY 07 so that the Purpose and Outreach Strategy Report can be prepared early in FY 08.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Div: Community-Based Planning Division; Research and Technology Division, Development Review Division, SHA, MC DPW&T, M-NCPPC PG, PG DPW, MC Dept. of Parks

Work Program Projects:

Interest Groups: civic associations, chambers of commerce, WABA

FY08 RESOURCE REQUIREMENTS:

Funds: \$221,000

Workyears: 1.8

OTHER AREA MASTER PLANS AND SPECIAL PROJECTS

GROWTH POLICY

DESCRIPTION/SCOPE:

The project supports the development of policies and regulations related to the County's growth, including staff support and recommendations for Planning Board and County Council decisions on the Growth Policy and related issues, such as infrastructure programming and financing. This project also conducts research to establish a body of knowledge about the amount, type, location and pace of development occurring in Montgomery County, compared with that suggested by the General Plan and more specifically guided by master plans and regulated by the zoning ordinance and adequate public facilities ordinance. This project also supports public understanding of the impacts of growth and growth management in the County.

Relationship Between Program Element and Planning Board Priorities:

The *Growth Policy* implements the County's adequate public facilities ordinance, which stages the development permitted by the General Plan and adopted master plans. The major regulatory tool for implementing land use decisions is the *zoning ordinance*, which requires regular modification to meet changing realities and take advantage of new opportunities. Master plans may contain staging elements, some of which rely heavily on the growth policy to stage development and infrastructure, and others that are less dependent on the growth policy. APFO issues relate closely to the County's impact tax.

PROJECT BENEFITS:

This project conducts research on and makes recommendations for the County's growth policies. This project increases understanding of the impacts of past and future growth and explores regulatory and other tools to, when appropriate, encourage, accommodate, or divert that growth.

SPECIFIC OBJECTIVES FOR FY 08:

This project will a) support the development and revision of guidelines for the administration of the adequate public facilities ordinance and related issues, such as impact taxes, b) support consideration of establishment of a County Growth Policy that goes beyond the limitations of an APFO to be an overall growth plan for the County that can be used to coordinate master plans, long-range infrastructure/public facility planning, and other functional plans. Specific work products include the Planning Board's Final Draft Growth Policy, studies supporting the Planning Board's positions, and studies responding to issues raised by the County Executive, County Council and the public. Adoption of a new growth policy is scheduled for November 2007. Beyond FY08, work program items are expected to include a review of plans, policies, procedures, and regulations to identify those that should be modified to better support the County's growth goals.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Div: Montgomery County Government, especially the Departments of Public Works and Transportation and Housing and Community Affairs.

Work Program Projects: Housing Policy Plan, master plans, zoning-related programs.

Interest Groups: Many community groups are closely following growth-related issues.

FY08 RESOURCE REQUIREMENTS:

Funds: \$724,000

Workyears: 5.9

OTHER AREA MASTER PLANS AND SPECIAL PROJECTS

INVENTORY OF RELIGIOUS INSTITUTIONS

DESCRIPTION/SCOPE:

This project will involve two distinct phases occurring over fiscal years 2008 and 2009. Phase 1 will: update the 1997 Inventory of Religious Institutions; conduct a written survey of religious institutions about land use and related issues; interview religious leaders and other stakeholders to more fully explore how existing land use policies, zoning ordinances and regulations help or hinder growth plans; and research and document land use issues associated with religious institutions. Phase 2 will: analyze local and regional demographics to estimate the demand for services provided by religious institutions; provide an interim policy analysis, including a *policy impact matrix* illustrating how existing land use policies, zoning ordinances and regulations accommodate or hinder expansion plans of religious institutions; examine nationwide best practices for improving outreach to religious communities and accommodating their growth in urbanizing communities; and conclude with a final report and presentation to the County Council to provide policy recommendations.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES:

Religious institutions play a vital role in the daily lives of many County residents. They strengthen the County as places of worship and as community centers, offering a variety of services and meetings spaces to parishioners, neighbors, and community groups. The County's land use planning responsibilities include ensuring that all land uses necessary to maintaining a high quality of life have an opportunity to continue.

PROJECT BENEFITS:

The project will yield a solid base of information that decision-makers, including the Planning Board and County Council, can use in preparing master plans, reviewing amendments to the zoning ordinance, and evaluating other land use policies and regulations that affect religious institutions.

SPECIFIC OBJECTIVES FOR FY 08:

a) update of 1997 Inventory of Places of Worship and Religious Institutions; b) design and implement a survey of religious institutions about land use and related issues, particularly expansion; and c) conduct interviews of religious leaders, zoning attorneys, developers and civic representatives to more fully understand challenges to growth posed by existing land use policies, zoning ordinances and regulations.

SPECIFIC OBJECTIVES FOR FY09:

a) analyze regional/local demographics and trends to estimate demand for religious institutions and their services; b) identify and analyze existing land use policies, zoning ordinances and regulations to provide an impact matrix illustrating their affects on the growth and expansion of religious institutions; c) conduct a nationwide review of best practices for interfacing with and responding to growth of religious institutions in urbanized areas; and d) develop recommendations to improve outreach with religious institutions and support their growth based on identified best practices.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Div: MNCPPC: Community-Based Planning, Countywide Planning, Research & Technology Center, Development Review Div.; Montgomery County Government: Department of Housing and Community Affairs, Department of Permitting Services, Department of Environmental Protection

Work Program Projects: Master Plan Program, Agricultural Initiatives.

Interest Groups: Religious leaders, civic groups, developers.

Others: Montgomery County Civic Federation and Community Ministries

FY08 RESOURCE REQUIREMENTS:

Funds: \$258,000

Workyears: 2.1

OTHER AREA MASTER PLANS AND SPECIAL PROJECTS

MASTER PLAN FOR HISTORIC DESIGNATIONS

DESCRIPTION/SCOPE: Research and evaluate properties for designation on the *Master Plan for Historic Preservation*. Focus on evaluating the properties identified on the *Locational Atlas and Index of Historic Sites* that have never been reviewed and on evaluating properties that are nominated for historic designation by citizen groups and individuals. All designations take the form of amendments to the *Master Plan for Historic Preservation*, and include public hearings before the Historic Preservation Commission, the Planning Board, and the County Council.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES: The *Locational Atlas and Index of Historic Sites* was created by MNCPPC in 1976 and the *Master Plan for Historic Preservation* was adopted by the County Council in 1979. The Historic Preservation Ordinance provides nine criteria for historic designation. The *Master Plan* calls for review of all properties that were identified on the *Locational Atlas* and approximately ¾ of the original group of 1000 potential districts and sites have been evaluated. The *Master Plan* and ordinance also allow for additional nominations and additions to the *Locational Atlas*.

PROJECT BENEFITS: Designation of historic districts and sites allows significant portions of the county's heritage to be protected and preserved for future generations. Historic designation on the *Master Plan for Historic Preservation* means that properties are protected by the provisions of Chapter 24A, the Historic Preservation Ordinance. All exterior changes, demolitions and new construction within designated historic districts and related to individually-designated historic sites, must be reviewed and approved by the Historic Preservation Commission through the Historic Area Work Permit process.

SPECIFIC OBJECTIVES FOR FY 08:

Complete amendment for Planning Areas 10 and 14. Initiate amendment for Planning Areas 12 and 16. Assist with research on key projects in Park CIP program, including Uncle Tom's Cabin, Woodlawn Barn, Circle Manor, etc. Continue to undertake a wide variety of education and outreach activities at Oakley Cabin and elsewhere.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Div: Community-based Planning, Development Review, Transportation Planning, Environmental Planning, DPS, DPWT, DHCA, County Attorney's Office

Work Program Projects: Amendments to the *Master Plan for Historic Preservation*

Interest Groups: Montgomery Preservation Inc., Historic Takoma, Kensington Historical Society, City of Takoma Park, Town of Kensington, Chevy Chase Village, Town of Garrett Park, multiple other community groups.

FY08 RESOURCE REQUIREMENTS:

Funds: \$417,000

Workyears: 3.4

OTHER AREA MASTER PLANS AND SPECIAL PROJECTS INFORMATION SERVICES

DESCRIPTION/SCOPE:

The Public Information and Publications Office serves walk-in and telephone customers seeking land use, park, zoning, subdivision, site plan, forest conservation plan, special exception, and master plan information for specific parcels, including all development cases pending final decision by the Planning Board. Staff also inventories and sells relevant land use documents, assigns addresses and street names, and oversees the final stages of plat reproduction and recordation. Service is also provided to persons submitting applications for development review, including checking applications for completeness, the processing of application fees, and entering the pertinent information into the Hansen system. Additional public information staff in County-wide Planning provides information related to transportation issues.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES:

Public Information Services works to disseminate the most up-to-date information regarding the county's and the Planning Board's land use policies, including changes to the zoning code, subdivision regulations, forest conservation laws, and master plans.

PROJECT BENEFITS:

The processing of applications is an important first step for the entire regulatory review process. Providing accurate and timely land use information to the public is essential in a growing and diverse county.

SPECIFIC OBJECTIVES FOR FY 08:

a) Establish a Development Review Service Coordinator position to improve responsiveness to the public, applicants, and others; b) Improve file retrieval system; c) Ensure that personnel are reaching out to the public to explain how information can be retrieved through the Hansen Dynamic Portal; d) Work closely with the new technology team to establish a file protocol, and e) Establish a more secure file management system.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Div: Close coordination with all divisions within MRO to ensure that information being disseminated is accurate and up to date.

Work Program Projects: Continuous Improvement Initiatives

Interest Groups: Responsiveness to inquiries is important to citizens as well as civic and homeowner associations, and those with an interest in a specific area such as the environment or historic preservation.

FY08 RESOURCE REQUIREMENTS:

Funds: \$945,000
Workyears: 7.7

OTHER AREA MASTER PLANS AND SPECIAL PROJECTS

SPECIAL PROJECTS

DESCRIPTION/SCOPE: This initiative provides analytic support throughout the Department to expeditiously respond to emerging issues having countywide significance to the Planning Board and/or the County Council.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES: In 1998, the Planning Board recognized the importance of creating resource capacity within the department to deliver priority projects in an integrated and expedited fashion. The capacity to prepare special studies or assessments, not envisioned or anticipated in the annual budget, was and is recognized as a Planning Board priority.

PROJECT BENEFITS: This initiative provides centralized, broad strategic assessment of general policy and planning issues that benefit the County, its people, and its future. Special Projects in the past have included: 1) The Countywide Ballfield Policy Plan; 2) I-95 Corridor Strategic Assessment of Interjurisdictional Issues; 3) Legacy Open Space Plan; 4) Transportation Policy Report Community Outreach; 5) Housing Montgomery, 6) Employer Assisted Housing Program for the Parks Department and Countywide Employer Model; 7) Park and Planning Headquarter Consolidation Need Assessment, 8) Looking Ahead, Park in the Future Report; 9) A Framework for Planning in the Future: Revitalizing Centers, Reshaping Boulevards, and Creating Great Public Spaces.

SPECIFIC OBJECTIVES FOR FY 08:

Update of Recreation Guidelines for Facilities/Amenities/Open Spaces in Residential Developments: This project will update the 1992 *Guidelines for Recreation Amenities in Residential Developments* which provides developers with requirements for recreational amenities, facilities, and related site design guidelines-- such as, parks, playgrounds, and streetscaping. Updated guidelines will better align the needs of the changing demographics with the amenities provided by developers. The updated guidelines will reflect new demographic data reflecting the County's increasingly diverse and aging population and the growing numbers of non-traditional families. This project will provide the opportunity to tap community design and recreation planning expertise from local and nationally recognized specialists. Specific objectives for FY08 include: a) identify park and recreation needs for the three emerging demographics--aging, immigrant, and non-traditional households in more intensively developed living environments; and b) analyze existing guidelines and requirements targets areas requiring change. Conduct a "best practices" assessment of similar jurisdictions to identify successful approaches that might be applicable.

Census Update Survey 2008: FY08 is a scheduled year for administering the 2008 Census Update Survey, which collects vital demographic and economic information about County residents for use in planning, budgeting, and resource allocation. The budget request includes changes to the survey methodology needed to maintain historical levels of accuracy. In recent years, surveys have become more challenging to administer as certain populations are harder to reach, or less likely to respond. Staff is also requesting one temporary work year to support the survey, which will help complete the additional analytical work needed to address these issues and to allow the results to be available more quickly.

Quality of Life Indicators/Performance Measures: The Planning Board has articulated a need to measure our progress in meeting the needs of and expectations of County residents and their representatives, especially measures of progress on desired outcomes, rather than outputs. These measures would supplement or supplant growth-dependent measures of economic health, for example, with indicators focused on quality of life. Particular attention would be paid to measures that can help the Planning Board assess its progress in meeting its mission. It will also identify aspects of the Planning Department's work program that require qualitative analysis, and will propose approaches for conducting that analysis.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Div: Montgomery County Government, especially for the Quality of Life Indicators project.

FY08 RESOURCE REQUIREMENTS:

Funds:	\$663,000
Workyears:	5.4

PLAN IMPLEMENTATION

The Plan Implementation Program promotes Smart Growth practices and assures compliance with applicable regulatory requirements, adopted plans, and Planning Board and County Council actions. Major objectives include transparent processes and procedures to support seamless reviews and greater public awareness.

LAND USE REGULATION SPECIAL EXCEPTIONS

DESCRIPTION/SCOPE: This on-going work provides for staff review and a Planning Board recommendation for certain requested uses of property that are not permitted by right but may be allowed in a given zone. Such review must show that the proposed use will not have any inherent or non-inherent adverse effects with respect to issues such as traffic, noise or odors, will not be detrimental to the use, value and enjoyment of other properties, and will not adversely affect the health, safety or welfare of residents, workers or visitors.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES:

Special Exceptions are examined by staff for conformity with public policy as set forth in the applicable Master Plans, the General Plan, the Zoning Ordinance, the Forest Conservation Law, and other Planning Board policies.

PROJECT BENEFITS: Allowing certain uses (doctors and dentists, veterinarians, telecommunication towers) in zones where they are not allowed by code assists in making such vital services more convenient to those who need them. This is beneficial providing it can be shown that these uses meet certain prescribed standards that insure compatibility.

SPECIFIC OBJECTIVES FOR FY08:

- a) Require traffic studies, if needed, to be submitted at time of application submittal.
- b) Establish greater clarity regarding quality of documentation that must be provided to meet submittal requirements.
- c) Insure that staff reports address all findings required by code.
- d) ensure the timely review of cases so as to reduce the number of postponements.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Div: Numerous State and County government agencies (SHA, DPWT, DPS, DEP, DHCA, HOC) are involved of the review of special exceptions. In addition, staff reviews involve significant consultation with other divisions in the Planning Department.

Work Program Projects: Continuous Improvement Initiatives

Interest Groups: Adjoining property owners and relevant citizens and homeowner associations are kept apprised of Special Exception reviews and are invited to participate in staff reviews and Board decisions.

FY08 RESOURCE REQUIREMENTS:

Funds:	\$945,000
Workyears:	7.7

LAND USE REGULATION REZONING, LOCAL MAP AMENDMENTS

DESCRIPTION/SCOPE:

This ongoing work involves staff review and a Planning Board recommendation to the Hearing Examiner and the County Council. A local map amendment covers a single tract, all portions of which are proposed for classification in the same zone. Factors to be considered include the land use recommended for the tract in an adopted master plan or sector plan; the character of the neighborhood; traffic to be generated by the proposed rezoning, and the impact on adjacent properties, the surrounding neighborhood and public facilities. A change in the character of the neighborhood since the last comprehensive zoning must be found for a change to be recommended for approval in a Euclidean zone. To recommend approval of a floating zone application, compatibility must be found with existing and proposed development, and it must be determined that the proposed zoning meets the standards and purposes of the zone as set forth in the zoning ordinance.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES:

Each application is judged for conformance with the General Plan, area master plans and other planning policies, as well as its compliance with the applicable zoning criteria.

PROJECT BENEFITS:

Given the time that may lapse between master plan rewrites, rezoning can allow developers to respond more creatively to market conditions and can be used to specifically address the need for additional housing.

SPECIFIC OBJECTIVES FOR FY08:

- a) Ensure that significant issues and concerns are dealt with early in the approval process through working with applicants and the public.
- b) Specifically identify items that will be required at the time of rezoning, even if these items are not required by the code.
- c) Better define "binding elements."

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Div: Input from numerous county and state agencies is required to assess the desirability of local map amendments. In addition, review by other divisions within Park and Planning is also required.

Work Program Projects: Enhance coordination with DPS to ensure consistent interpretation of the zoning ordinance.

Interest Groups: Adjoining property, civic and homeowner associations are encouraged to provide input with respect to the impact a proposed local map amendment may have on the character of their neighborhood.

FY08 RESOURCE REQUIREMENTS:

Funds: \$503,000

Workyears: 4.1

LAND USE REGULATION

PRELIMINARY PLANS/SUBDIVISION PLANS

DESCRIPTION/SCOPE:

This on-going work involves staff review and a decision by the Board regarding a general scheme for a proposed development, including the location of the property and access to it; existing topography, utilities and rights-of-way, proposed layout of roads and streets, location of utilities, schools, parks and open spaces, and provisions for stormwater management. Plans are processed through the inter-agency Development Review Committee (DRC), and staff recommendations are submitted to the Board for consideration. Staff also reviews and the Board approves record plats, which show all boundaries, street lines and lot lines, exact width and location of all streets, alleys, and crosswalks, easements or right-of-way for public services or utilities; and outlines of areas to be reserved for common use.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES:

Pre-preliminary and preliminary plans are examined for conformity with the recommendations of area Master Plans, requirements of the Zoning Ordinance, Subdivision Regulations, Growth Policy, the Adequate Public Facilities Ordinance, Forest Conservation Law, and other Planning Department guidelines.

PROJECT BENEFITS:

Review of proposed subdivisions by the Division, coordinated with other agencies through the Development Review Committee, ensures that development of the county proceeds in an orderly fashion that reflects the overall General and Master Plan vision for the county, and is supported by all necessary infrastructure and amenities.

SPECIFIC OBJECTIVES FOR FY08:

- a) Require certified property survey as part of all preliminary plan submissions.
- b) Revamp the DRC process to give reviewers more time to analyze plans and identify issues so that conflicts can be resolved earlier in the process and plans can be approved in a more timely manner.
- c) Establish a period after which plans will expire if an applicant is not responding to requests to provide additional information or revised drawings
- d) Initiate, in coordination with Zoning Code reform, a rewrite of the Subdivision regulations.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Div: Membership on the DRC includes numerous State and County government agencies (SHA, DPWT, DPS, DEP, DHCA, HOC) plus public utilities (Pepco, WSSC, Washington Gas). In addition, staff reviews involve significant consultation with other divisions in the Planning Department.

Work Program Projects: Continuous Improvement Initiatives, Revision of the Subdivision Regulations

Interest Groups: Adjoining property owners and relevant citizens and homeowner associations, as well as special interest groups interested in issues such as historic preservation, the environment, and affordable housing are kept apprised of Site Plan reviews and are invited to participate in staff reviews and Board decisions.

FY08 RESOURCE REQUIREMENTS:

Funds: \$2,246,000
Workyears: 18.3

LAND USE REGULATION PROJECT AND SITE PLANS

DESCRIPTION/SCOPE:

This on-going work provides for staff review and Planning Board decisions of land use plans showing all elements of certain proposed developments. Project plans are normally required in zones or situations where more flexible development standards are available and are designed to be more conceptual in nature since they will be followed by site plan review. Site Plans are required in all floating zones, in Euclidian zones developed under the cluster, Moderate Priced Dwelling Unit or Transfer Development Right options, and in the Central Business District, RMX, and other specified zones when the Optional Method of Development is used. A site plan indicates natural features, such as topography, vegetation, flood plains, wetlands and waterways. Development details such as buildings, public spaces, vehicular circulation, parking areas, pathways, recreation/open space, landscaping and lighting are also shown. A development program identifies the phases of construction. Plans are processed through the inter-agency Development Review Committee (DRC), and staff recommendations are submitted to the Board for consideration. Significant time is also spent on the post-approval process, including the preparation of certified site plans and confirmation that approval conditions are being met before MNCPPC recommends to DPS that building permit(s) be released.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES:

Site plans are examined by staff for conformity with public policy as set forth in Master Plans, the Zoning Ordinance, the Forest Conservation Law, Planning Board conditions established through Project and Preliminary Plan approvals, and other Planning Board policies.

PROJECT BENEFITS:

Site plan review assures that a development meets the stated purposes and standards of a zone, provides for safe, adequate, and efficient vehicular and pedestrian circulation, and protects and preserves natural features, trees and adjacent properties through appropriate siting of structures, open space and landscaping.

SPECIFIC OBJECTIVES FOR FY08:

- a) Establish timelines for the completion of post approval documents, including deadlines that applicants must meet.
- b) Establish work program for tech team in order to improve efficiency and effectiveness of site plan review.
- c) Complete landscape and lighting guidelines.
- d) Establish more flexibility in site plan conditions to reduce the number of amendments.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Div: Membership on the DRC includes numerous State and County government agencies (SHA, DPWT, DPS, DEP, DHCA, HOC) plus public utilities (Pepco, WSSC, Washington Gas). In addition, staff reviews involve significant consultation with other divisions in the Planning Department.

Work Program Projects: Continuous Improvement Initiatives, Landscaping and Lighting Manual

Interest Groups: Adjoining property owners and relevant citizens and homeowner associations, as well as special interest groups interested in issues such as historic preservation, the environment, and affordable housing are kept apprised of Site Plan reviews and are invited to participate in staff reviews and Board decisions.

FY08 RESOURCE REQUIREMENTS:

Funds: \$1,804,000
Workyears: 14.7

LAND USE REGULATION ENFORCEMENT

DESCRIPTION/SCOPE: Site inspections and enforcement of Planning Board conditions of approval are critical components of the post-approval process. Enforcement staff monitors and assure compliance of all aspects of approved preliminary plans, project plans, site plans, and forest conservation plans, excluding public roads and storm water management. The recently executed MOU transfers site plan inspections to DPS. As a result, the role of the Planning Department inspectors will be reduced, but our inspectors will still be responsible for all aspects of enforcement with respect to forest conservation, including attending on-site pre-construction meetings to insure that Limits of Disturbance are clearly marked and that proper tree protection measures are taken. Enforcement staff will also play an important role in documenting violation cases that will be presented to the Board.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES: Conformity with public policy is expressed in conditions required by the Planning Board. Inspection and enforcement activity aims to assure compliance with these conditions.

PROJECT BENEFITS: The enforcement function serves as a deterrent to those who might violate either the forest conservation law or any required conditions of approved project, preliminary or site plans.

SPECIFIC OBJECTIVES FOR FY08:

- a) Work to ensure a smooth transition of site plan inspections to DPS, as required by the Memorandum of Understanding.
- b) Create a more timely process for the issuance of civil administrative penalties for forest conservation violations.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Div: Coordinate inspection activities with DPS under the new MOU. Coordinate with DPWT, DEP, and SHA. Requires significant consultation with Environmental Planning and Park Planning staff.

Work Program Projects: Closely monitor effective implementation of new MOU.

Interest Groups: Adjoining property owners and relevant citizens and homeowner associations, as well as special interest groups interested in issues such as environmental protection.

FY08 RESOURCE REQUIREMENTS:

Funds: \$687,000
Workyears: 5.6

LAND USE REGULATION HISTORIC AREA PERMITS

DESCRIPTION/SCOPE:

Provide staff support to the Montgomery County Historic Preservation Commission (HPC) by reviewing and processing Historic Area Work Permit (HAWP) applications. HAWPs are required for any exterior alteration, demolition, or new construction within a designated historic district or involving an individually designated historic site. Historic Preservation Section staff pick up completed HAWP applications at DPS, carefully review the applications using Historic Preservation Ordinance criteria and district-specific guidelines, provide a written staff recommendation on each case to the HPC, present the cases at the HPC public meetings, process the applications after they have been acted on by the HPC, and assist in enforcement of the approved HAWPs as needed.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES:

HAWPs are the key way in which the designated historic sites and districts in Montgomery County, which have been placed on the Master Plan for Historic Preservation by the County Council, are preserved and protected. This regulatory function is integral to the Historic Preservation Ordinance and is a major part of the Historic Preservation Commission's work.

PROJECT BENEFITS:

HAWPs provide for the preservation and protection of significant historic districts and sites in Montgomery County, while still allowing for compatible new changes that make these resources usable and viable.

SPECIFIC OBJECTIVES FOR FY 08:

Review and process all HAWP applications in a timely and efficient way, meeting the 45 day time limit for review of each application as called for in the Historic Preservation Ordinance. There are typically 200 HAWP applications per year.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Div: Community-based Planning, Development Review, Transportation Planning, Environmental Planning, DPS, DPWT, DHCA, County Attorney's Office

Work Program Projects: Historic Area Work Permits

Interest Groups: Montgomery Preservation Inc., Historic Takoma, Kensington Historical Society, City of Takoma Park, Town of Kensington, Chevy Chase Village, Town of Garrett Park, multiple other community groups.

FY08 RESOURCE REQUIREMENTS:

Funds: \$442,000

Workyears: 3.6

LAND USE REGULATION FOREST CONSERVATION

DESCRIPTION/SCOPE:

Manage and administer the County's Forest Conservation Law and Regulations. Implement forest related enforcement; detail violations; establish a county bank; prepare biennial reports for the state; review waiver and exemption requests; records management; liaison with state Department of Natural Resources forest program; manage forest conservation fund; establish and document fines and penalties; determine fee-in-lieu criteria; and related functions. Two new plan reviewers are requested for FY 2008.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES:

Implement and enforce county law and regulation.

PROJECT BENEFITS:

Promote stewardship of county forest resources.
Reduce loss of existing, high quality forest stock.
Provide forest mitigation and compensation for development activities.
Administer a process for violations.
Establish and administer a system of conservation easements.

SPECIFIC OBJECTIVES FOR FY08:

Improve records management. Maintain and improve forest management program. Reduce review times. Improve customer service. Increase field visited exemption requests.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Div: Development Review, Legal, Community-Based Planning, Research and Technology Center, State Department of Natural Resources; Montgomery County DEP; Montgomery County DPS.

Work Program Projects: Preliminary Plans; Site Plans; Project Plans; Mandatory Referrals; Zoning and Special Exception Cases.

Interest Groups: Natural Resource Groups; Citizen Activists; Environmental Groups

FY08 RESOURCE REQUIREMENTS:

Funds: \$896,000
Workyears: 7.3

LAND USE REGULATION

BIKEWAYS

DESCRIPTION/SCOPE:

Advocate, review, recommend and support implementation of master planned bikeways and trails, and related amenities like bike racks and lockers, as part of both: 1) review of private development proposals; and 2) review of state and local public transportation projects. Provide expertise and guidance on bicycle and trail facility planning efforts, including support to Community-Based Planning during Master and Sector Plan updates. Provide expertise and guidance for bicycle aspects of major multi-modal transportation projects such as the Intercounty Connector (ICC), BiCounty Transitway (BCT), Silver Spring Transit Center (SSTC) and Corridor Cities Transitway (CCT). Support the Department of Parks with bicycle planning and facility design expertise as needed in their park planning and design efforts as well as parkway safety initiatives. Participate in regional bicycle and pedestrian safety initiatives supported by MWCOCG. Coordinate with WMATA to improve bicycle and pedestrian access to transit stations.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES:

In 2005, the County Council adopted the Countywide Bikeways Functional Master Plan, which recommended more than 200 bikeways of countywide significance totaling over 500 miles. Both the Council and Board consider the implementation of this plan a high priority as a means to improve bicycle safety in the County as well as encourage bicycle use as a non-auto travel option for both work and leisure trips. Bicycle and walking facilities are also a priority of Federal and State facility planning, design and funding.

PROJECT BENEFITS:

1) Implement the 2005 Countywide Bikeways Functional Master Plan, bicycle elements of Master and Sector Plans, and the 1998 Countywide Park Trails Plan; 2) Complement and enhance County's transportation demand management activities; 3) Improve bicycle access and mobility to countywide and community destinations; 4) Improve bicycle safety along County roadways and trails.

SPECIFIC OBJECTIVES FOR FY 08:

Continue bikeway and trail implementation coordination with study review teams for state and local transportation projects including the ICC, BCT, CCT and SSTC; participate in detailed review and analysis of major development projects; support master planning efforts; participate in major park trail corridor studies and master planning efforts; support user counts for major county park trails; create Beach Drive and Sligo Creek Parkway Bike Safety Campaign; identify needed bikeway connections to park trails network; advocate for improved signage and work with other agencies on implementation; coordinate with the County to develop and update bicycle transportation maps, brochures and guides.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Div: Community-Based Planning Division; Research and Technology Division, Development Review Division, State Highway Administration, MC DPW&T, M-NCPPC PG, PG DPW, MC Dept. of Parks

Interest Groups: civic associations, chambers of commerce, WABA

FY08 RESOURCE REQUIREMENTS:

Funds: \$110,000

Workyears: 0.9

LAND USE REGULATION ZONING ORDINANCE REFORM

DESCRIPTION/SCOPE: Reformation of the Zoning Ordinance and Subdivision Regulations is a multi-year project driven by the objectives of the General Plan and other County policies. The work includes technical review of the structure and organization of the ordinance, zoning districts and standards, applicability, definitions, purposes, findings, correspondence between desired development and existing standards, user-friendliness, streamlined review processes, and internal consistency. The process will include a major citizen participation and task force component, administrative research and studies, public review of recommendations, and public hearings on draft legislation. The code will be broken down into several modules and the process will be repeated for each module.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES:

Ordinance reform provides a tool for implementing the General Plan, master plans and functional master plans.

PROJECT BENEFITS:

To make the zoning ordinance and subdivision regulations an effective tool for implementing county policies for smart growth, mixed use, affordable housing, environmental preservation, open space, good design, connectivity, and adequate, concurrent public facilities. To make the rules clear to all stakeholders, thus inviting more active participation and better development; and to make sure we get the kind of development we want – existing neighborhoods are protected, urban standards and high quality amenities are provided for areas where growth is desired; rural and agricultural areas are preserved.

SPECIFIC OBJECTIVES FOR FY08:

- 1) Initiate project and establish goals – collect information and input from community about the current ordinance through hearings, focus groups or surveys – what's working, what's not. Review previous studies. Develop a scope of work.
- 2) Hire consultant.
- 3) Begin critical review and analysis, research previous studies, statutes from other states, model legislation and working papers by experts, interviews with stakeholder groups and issue series of reports.
- 4) Form Task Force.
- 5) Determine modules and sequence.
- 6) Bring first module with recommendations and draft legislation to Planning Board and Council for review.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES:

Agencies/Div: DPS, DPWT, DEP, Fire and Rescue

Work Program Projects: Growth Policy, Housing Policy, Agricultural Initiatives, ongoing master plans for metro stations and corridors.

Interest Groups: Others: individuals, civic groups, environmentalist, developers and builders, engineers, attorneys and other consultants, business people, elected and appointed officials, other government agencies.

FY08 RESOURCE REQUIREMENTS:

Funds: \$295,000
Workyears: 2.4

NEW POLICY DEVELOPMENT AND PROJECT COORDINATION ZONING TEXT AMENDMENTS (ZTAs)

DESCRIPTION/SCOPE: This on-going work involves the research, analysis, and preparation of both particular and comprehensive text amendments required by the County Council or Planning Board, or amendments identified by governmental agencies or Planning Department staff to address individual zoning or subdivision issues. Staff reviews each proposed amendment to determine its need and anticipated effect, and makes a recommendation to the Planning Board. The Planning Board, in turn, submits its recommendation to the County Council.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES: ZTAs are a necessary tool for the implementation of new master and sector plans, and can facilitate development in areas where the Master Plans may be older and less relevant to current conditions. The Board & Council are aware, however, that ZTA's should be introduced judiciously to maintain the integrity of the Zoning Code and Master Plan Process.

PROJECT BENEFITS: Zoning Text Amendments are often written to implement the policies set forth in a new or revised master or sector plan. In addition, ZTAs may allow developers to better respond to market conditions. ZTAs may also be implemented to restrict land use practices that are deemed undesirable or to achieve certain goals considered to be in the public interest.

SPECIFIC OBJECTIVES FOR FY 08: a) Work to ensure that all proposed ZTA's are considered by the screening committee before introduction and b) Minimize number of ZTA's by allowing them to be introduced only at certain times, such as once per quarter.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES

Agencies/Div: Community-Based Planning is actively involved in the writing and review of text amendments that come about as a result of revisions to master plans. Input from legal helps to ensure the new language is clear and easy to interpret.

Work Program Projects:

Interest Groups: Citizens, civic associations and homeowner associations are often concerned with the impact of zoning text amendments and are encouraged to provide comments.

FY08 RESOURCE REQUIREMENTS:

Funds: \$331,000
Workyears: 2.7

NEW POLICY DEVELOPMENT AND PROJECT COORDINATION

PRIVATE AND PUBLIC PROJECT COORDINATION

DESCRIPTION/SCOPE: This project is intended to address the coordination issues necessary to implement master plans prior to approval of regulatory cases.

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES: This project implements the specific policies of the County Council as expressed in master plans, the CIP program, and other policies.

PROJECT BENEFITS:

This project is intended to assist in the coordination of construction of public facilities with private development. This project is also intended to implement the recommendations in master plans. Coordination often substantially reduces the cost and time to Montgomery County of providing for construction of roads, and dedication of sites for public facilities such as schools, recreation facilities and parks through the regulatory process. This coordination is also intended to assist in developing Zoning Text Amendments necessary to implement master plans. This project will examine the potential for a broad range of approaches to building community facilities in Montgomery County.

SPECIFIC OBJECTIVES FOR FY08: The following projects represent the major projects included in the coordination efforts:

- Input into regulatory cases to ensure the proper timing of public facilities and private development
- Participation in the Task Force for Shady Grove, Damascus, Friendship Heights, and Woodmont Triangle areas
- Continue the Implementation efforts described in the Shady Grove Implementation Plan
- Olney Town Center implementation project
- Silver Spring development coordination
- North Bethesda TAP
- Ongoing efforts to implement streetscape plans
- Identify the potential for a broad range of approaches to constructing public facilities appropriate to the future needs of Montgomery County

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES

Agencies/Div: Countywide Planning, Research and Technology Center, DPWT, Recreation Department, DSPS

Work Program Projects:

Interest Groups: Residents, property owners, and business groups

Other: Federal and state governments

FY08 RESOURCE REQUIREMENTS:

Funds: \$663,000

Workyears: 5.4

INTER-GOVERNMENTAL REVIEWS

CIP REVIEW

DESCRIPTION/SCOPE:

Participate in planning for provision of needed Montgomery County and Maryland capital projects

RELATIONSHIP BETWEEN PROGRAM ELEMENT AND PLANNING BOARD PRIORITIES:

Implement the policies of the County Council expressed in master plans and other documents. Participate with the DPWT and the State in the preparation of priority transportation projects.

PROJECT BENEFITS:

- Implement master plan recommendations concerning facilities in timely manner
- Assist in the selection of projects to be included in the CIP
- Improve the coordination of public and private projects
- Coordinate with the regulatory planning process including review of Preliminary Plans

SPECIFIC OBJECTIVES FOR FY08:

This project is intended to improve coordination between public and private development and to accomplish the following:

- Foster the implementation of master plans in a timely manner
- Prepare and advocate for a list of priority projects including roads to be included in the next CIP and CTP
- Provide comments on the projects already included in the recommended CIP
- Provide comments to the state concerning priority funding of transportation projects
- Review the status of recommendations for CIP projects in master plans
- Participate with Advisory Boards in the preparation of recommendations to the County Executive and County Council
- Reduce the costs of providing public infrastructure by improving the coordination of public and private development
- Provide input to the Research and Technology Division in monitoring development

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES

Agencies/Div: Countywide, Development Review, Research and Technology Divisions, DPWT, Recreation Department, DPS, State of Maryland

Work Program Projects: Staff reports and presentations to the Planning Board

Interest Groups: Residents, businesses and property owners

FY08 RESOURCE REQUIREMENTS:

Funds: \$430,000

Workyears: 3.5

INTER-GOVERNMENTAL REVIEWS MANDATORY REFERRALS AND ANNEXATIONS

DESCRIPTION/SCOPE:

This project is part of the regulatory planning efforts assigned to the Community-Based and Countywide Planning Divisions. Mandatory Referrals and abandonments provide the opportunity for the Planning Board and others to comment on federal, state and local projects. The review of annexations by the municipalities in Montgomery County also provides the opportunity for the Planning Board and others to provide guidance.

RELATIONSHIP OF PROJECT TO POLICIES OF COUNCIL AND PLANNING BOARD: Mandatory Referrals, abandonments and annexations provide the opportunity to coordinate the recommendations in master plans and other public policies with public development.

PROJECT BENEFITS:

Provides a countywide perspective for the following:

- Supports the implementation of master plans.
- Provides an opportunity for the community to comment on public facilities and abandonment requests.
- Provides an opportunity for the adjacent property owners to comment on compatibility features and the need for public facilities.
- Offers the potential to coordinate between federal, state and local projects.
- Assists in coordinating public and private development.
- Assists in the implementation of County Council priorities.
- Provides input into the Preliminary Plan process including reservation of land for future development by the public sector.
- Provides the opportunity for the Planning Board to comment on annexations concerning master plan conformance.

SPECIFIC OBJECTIVES FOR FY08: Staff reports and Planning Board comment to all funding agencies.

COORDINATION WITH OTHER COMMISSION OPERATIONS AND OUTSIDE ENTITIES

Development Review, Research and Technology and Countywide Planning Divisions, DPWT, DHCA, MCPS, other cities in Montgomery County including the City of Rockville and the City of Gaithersburg, state and federal governments

Work Program Projects:

Interest Groups: Adjacent property owners

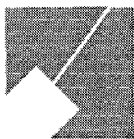
Other: Land Owners, Businesses and Residential Communities

FY08 RESOURCE REQUIREMENTS:

Funds: \$638,000

Workyears: 5.2

FINAL REPORT
THE M-NCPPC FOREST CONSERVATION TASK FORCE



MONTGOMERY COUNTY PLANNING DEPARTMENT
THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

To: Faroll Hamer, Acting Director

From: Mark Pfefferle, Planner Coordinator
Environmental Planning Division, County-wide Planning

Date: January 31, 2007

Re: Final Report
M-NCPPC Forest Conservation Task Force

Along with members of the M-NCPPC Forest Conservation Task Force, I am please to submit this final report outlining our recommendations on ways to improve the implementation and administration of the Forest Conservation Law. This is a collaborative effort of all 9 members of the Task Force you appointed in January 2006. Representatives of environmental and civic groups, the development community, and M-NCPPC staff have met over the past eight months to discuss the implementation and administration of the Forest Conservation Law. The Task Force is composed of 4 representatives of environmental and civic groups, 4 members of the development community, 1 representative from M-NCPPC Environmental Planning. Many other staff members participated at every meeting.

The task force received briefings on the Forest Conservation Law and Regulation, natural resource inventories and forest stand delineations, forest conservation plan review and implementation, and violations. The task force received presentations on the real and perceived shortcomings of the Department's implementation of the law from Environmental Planning staff, a forest conservation qualified professional, and a private citizen.

Comments and suggestions for improvement were solicited from all task force members after the presentations were made. Non task force participants, who had attended and observed the task force meetings, also provided suggestions. It was particularly beneficial and enlightening to have a representative of the Maryland Department of Natural Resources in attendance at all meetings, for this person provided insight and explanation on problems and solutions from other local governments.

As previously stated, the purpose of the task force was to assess Environmental Planning's implementation of the Forest Conservation Law and Regulations and to suggest ways to improve performance and responsiveness. Even though beyond the explicit scope of the Task Force some members voiced support for changes to the existing Forest Conservation Law and also for the creation of a separate tree preservation law. Since these two areas were beyond the purview of the Task Force, this report does not take a position or make recommendations on these topics. However, these issues need to be discussed at greater length in other forums.

At our final meeting on January 10th, several task force members noted that throughout this process, members of the group most often agreed and succeeded in finding common ground to use

as a basis for many of our recommendations. The end goal was the same for all members: improvements in the operational aspects of the existing Forest Conservation Law that would make the law more readily understood by stakeholders and less complicated to implement or enforce. Members concluded their work agreeing that the tone of our meetings was always collegial and professional, even when there were points on which various members disagreed. This was a rare and interesting opportunity for members of the business, environmental and civic community to work together toward a common goal.

M-NCPPC Forest Conservation Task Force
June 2006 – January 2007

Members

Anne Ambler
Chair of the Montgomery County
Group of the Sierra Club
Silver Spring, MD

Ginny Barnes
Environmental Chair
West Montgomery Civic Association
Potomac, MD

John Clarke
Elm Street Development
McLean, VA

Claire Iseli
Legislative Senior Aide to
Councilmember Marilyn Praisner
Rockville, MD

Steve Kaufman
Linowes and Blocher, LLC
Bethesda, MD

Caren Madsen
Friends of Sligo Creek
Silver Spring, MD

Mark Pfefferle *
Environmental Planning
M-NCPPC
Silver Spring, MD

Dusty Rood
Rodgers Consulting
Germantown, MD

Rick Sullivan
Alliance Homes
Bethesda, MD

* Chair, M-NCPPC Forest Conservation
Task Force

Executive Summary

This report summarizes the recommendations of the Forest Conservation Task Force to improve the efficiency and administration of the forest conservation program. The Task Force's primary function was to serve in an advisory position to Acting Planning Director Faroll Hamer in improving the forest conservation program. Throughout the meetings the members worked cooperatively and reached consensus on the recommendations and the themes discussed in the final report. Highlights of the Task Force's recommendations are presented below:

- Develop more detailed checklists for NRI/FSD submissions and make those checklists widely available. Also create an instruction sheet for submitting NRI/FSDs that clearly explains what is expected in a complete application.
- Continue the current method of NRI/FSD plans submissions but when an application is incomplete it will be rejected and returned to the applicant. Applicants, with rejected submissions, will then be required to make an appointment to submit their applications.
- Conduct site visits for all NRI/FSDs and requests for forest conservation plan exemptions.
- Environmental Planning will conduct a weekly triage of new submissions to determine the order of review.
- Planning Director will officially designate to the Forest Conservation Inspectors the authority to issue stop work orders.
- Develop an effective education campaign to educate the public on forest conservation and forest conservation easements.
- Create an electronic tracking system for all violations that clearly indicates the type of violation and notifies the inspectors on milestones particular to that violation.
- Develop standard notes, details, and information to be incorporated onto all forest conservation plans and upload the information on the M-NCPPC homepage, or on a new website dedicated to forest conservation issues in Montgomery County.
- Authorize additional people the ability to sign final forest conservation plans.
- Increase staffing for the program by strongly supporting the 2 additional plan reviewers and 2 additional forest conservation inspectors that are currently recommended in the FY08 Departmental budget.
- Update the Trees Technical Manual.
- Prepare procedural manuals documenting how staff should review and approve NRI/FSDs, Tree Save Plans, and Forest Conservation Plans.

- Prepare procedural manuals for determining and documenting if forest conservation violation occurred, and for assessing penalties for these violations, including establishing guidelines for corrective actions.
- Identify public and private lands for reforestation.
- Digitize all forest conservation plans and make them available online.
- Educate project managers in County agencies on plan submission requirements.

FINAL REPORT

Report of the M-NCPPC Forest Conservation Task Force

This report summarizes the recommendations of the Forest Conservation Task Force to improve the efficiency and administration of the Forest Conservation program. The Task Force met from late June 2006 to January 2007. The task force consisted of 9 members, four from the development community, four representing the interests of environmental and civic groups, and one person from M-NCPPC Environmental Planning (EP). Other M-NCPPC staff members were in attendance and contributed to the discussions. Task force members were briefed with presentations on the law and regulations, natural resource inventories and forest stand delineations, forest conservation exemptions and tree save plans, procedures preparing and reviewing forest conservation plans, implementation of the forest conservation plans, and violations. There were also presentations on the shortcomings to implementing the law and regulations by Environmental Planning staff, a forest conservation plan preparer, and a private citizen. All the presentations and briefings were used to further the task force's understanding of staff interpretation and implementation of the law and to identify shortcomings to foster discussion and suggestions for improvement.

Throughout the process the task force worked cordially and achieved consensus on all recommendations that follow. Agendas and briefings materials were prepared for each meeting. Task force members received the briefing materials prior to the next meeting. Meeting summaries were prepared and sent to each task force member for review and discussion.

The pages that follow are arranged into sections beginning with "current practice", followed by "problem", and "proposed solution".

The purpose of the Task Force was to examine how M-NCPPC implements the forest conservation program and to make recommendations to improve the program. The intent of the Task Force was not to suggest changes to the law or regulation, unless it was to clarify the law.

1. Environmental Planning Will Develop Clearer Checklists To Be Used By Plan Reviewers And These Checklists Can Be Included With The Submissions

Current Practice. Section 106 of the Forest Conservation Regulation identifies what information must be included on a NRI/FSD for it to be considered complete. However, the checklist contained on the NRI/FSD application is not consistent with the regulation. In addition, applicants rarely complete the checklist on the application and staff does not review this portion of the application as part of the completeness check.

Problem. Applications are sometimes submitted with missing, incomplete, or erroneous information. All of which lead to delays reviewing and approving NRI/FSDs. In addition, the submission requirements are unclear for forest conservation exemptions. There is no guidance in the Forest Conservation Regulation whether a NRI/FSD, a simplified NRI, or an existing conditions plan should be submitted to support an exemption.

Proposed Solution. Environmental Planning will develop more detailed checklists for NRI/FSD submissions and make those checklists widely available. Environmental Planning will also create an instruction sheet for submitting NRI/FSDs and forest conservation exemptions that clearly explains what is expected for an application to be complete.

2. Submissions of NRI/FSDs

Current Practice. Natural Resource Inventories/Forest Stand Delineations (NRI/FSDs) and exemptions from submitting forest conservation plans are currently submitted directly to Environmental Planning by placing the documents into an inbox. The documents are date stamped received and then forwarded to an Environmental Planning Technician for an initial completeness review. This includes reviewing the application to determine that it is properly signed and filled out, determine if the appropriate fee is included with the application, and processing the application fee. No technical reviews are conducted at this time. Once the application is complete, the Environmental Planning Technician creates a HANSEN entry for each submission, assigns an NRI/FSD number to the plan, outlines the property areas covered by the application in GIS, and then forwards NRI/FSDs to Ms. Bunnag and exemptions from forest conservation plans submissions to Mr. Penn for review. Ms. Bunnag assigns the NRI/FSDs to the appropriate technical reviewer. The forest conservation law requires Environmental Planning to provide comments or review NRI/FSDs and forest conservation exemption requests within 30 days of the date of receipt.

There is an existing policy between Environmental Planning and the County Department of Public Works and Transportation (DPWT) requiring DPWT to submit all applications on an appointment only basis. DPWT must contact Environmental Planning to arrange a meeting before an NRI/FSD or exemption request can be submitted.

Problem. NRI/FSD and forest conservation exemption requests are sometimes submitted without the proper fee; applications are incomplete or not signed; no signatures on the plans; or the application and drawings are submitted missing information. When information is missing, or the

application is incomplete, the Environmental Planning Technician contacts the applicant to get the appropriate information before entering the information into HANSEN, assigning plan numbers, and forwarding the plan for technical review. Sometimes, weeks or months pass before the applicant provides the appropriate information, yet the applicant believes the 30-day review period begins on the date the plan was submitted to Environmental Planning, even though the application is incomplete.

Proposed Solution. By consensus, the task force agreed to continue the current method of plan submissions. The task force also agreed, by consensus, that incomplete applications would be immediately rejected and returned to the applicant. Applicants, with rejected submissions, will then be required to make an appointment to submit their applications. Once an application is received, the Technician will do a completeness check to determine if the application continues through the review process or is returned to the applicant. Environmental Planning will make efforts to meet with rejected applicants within 10 business days from the date the applicant requests the meeting. The Technician will notify all applicants, via email, when their application is complete and the beginning of the 30-day review period. This policy will be effective for all applicants not including the Department of Public Works and Transportation. DPWT will continue submitting applications in the method previously agreed to by DPWT and Environmental Planning.

Environmental Planning also will modify the application so that it will include entry for “Date Received”, “Date Rejected”, “Date Resubmitted”, and “Date Approved”.

3. Staff Will Conduct Site Visits All Forest Conservation Exemptions

Current Practice. Current staffing levels and the number of exemption requests makes it impossible for Environmental Planning staff to conduct field visits for all forest conservation exemption requests within the 30-day regulatory deadline. As a result, staff reviews exemptions with electronic data sources such as aerial photographs and GIS databases. This method does not allow the existing features including the diameter, health, or tree species to be verified.

Problem. Applicants have submitted exemptions with incorrect information and statements related to the absence or presence of forest and/or specimen trees and the location of specimen trees on or near the site. It is only during the on site pre-construction meeting the Forest Conservation Inspectors determines misidentified or incorrectly located trees. This makes it difficult for the Forest Conservation Inspectors to adequately protect those trees, especially after the Department of Permitting Services has issued erosion and sediment control and building permits.

Proposed Solution. The task force agrees that all NRI/FSDs and requests for an exemption from submitting forest conservation plan be field verified by staff.

4. Implement a “Triage” Practice for Applications Received Versus Review Based On Date Received

Current Practice. It is Environmental Planning’s policy to review NRI/FSDs and requests for exemptions in the order they are received, regardless of the complexity of the plans. This policy was implemented to create fairness and equality to all applicants and to avoid all perceptions of favoritism. All NRI/FSDs reviews are field verified.

Problem. There is a perception that these reviews are taking too long for the initial review, or subsequent reviews of plans. However, exemption requests that are perceived as simple and straightforward by applicants sometimes lack the necessary information to support the exemption request, and/or the applicant applies for an exemption that is not appropriate to their property. Many exemptions require tree save plans, which are not typically submitted with an exemption request. This leads to approval delays particularly for plans only associated with sediment control plans.

Proposed Solution. Environmental Planning to conduct weekly triages of initial submissions to determine the order of review. Staff guidelines will be developed to identify which types of submissions are simple and straightforward enough to go through an expedited review and which will require more detailed analysis. Any plans that require additional information will be flagged immediately after the weekly triage and the applicants will be contacted to provide the information. This recommendation should be reviewed after six months. If this process creates too many problems, such as the plan not showing specimen trees or environmental buffers, staff will return to the old policy where the plans are reviewed in the order received.

5. Delegate Authority to Issue Stop Work Orders

Current Practice. Currently the Forest Conservation Inspectors are unable to issue stop work orders when they have determined a potential violation to the forest conservation law has occurred. Stop work orders are signed by the Director of the Planning Department. A Senior Manager and Chief must justify the stop work order to the Director prior to the issuance of the order. If the Director agrees a stop work order is necessary, one is prepared and the Forest Conservation Inspector delivers the stop work order.

Problem. When the Forest Conservation Inspectors respond to a complaint and it is determined that a potential violation has occurred, the Forest Conservation Inspectors are unable to instantly stop the violator from continuing the activity. They can issue a citation but the violator can continue with the activities until the stop work order is issued. Days may pass before a stop work order is issued.

Proposed Solution. Section 22A-17 of the Montgomery County codes states that the Planning Director may issue a corrective action as a part of a violation to the forest conservation law. Under Section 22A-3 of the Montgomery County code, the “Planning Director means the director of the Montgomery County Park and Planning Department, or the Director’s designee”. The Planning Director should officially designate authority to the Forest Conservation Inspectors to

issue stop work orders and to lift these orders after the violations have been corrected. This will allow the inspectors to immediately require the cessation of activities that violate the forest conservation law. This system is currently in place for inspections at the County of Department of Permitting Services (DPS) and was previously used by M-NCPPC.

6. Create A Central Hotline Phone Number And Email Address To Report Violations

Current Practice. Individuals that identify forest conservation violations either contact Environmental Planning or Development Review to report possible violations to the forest conservation law and conservation easements. The M-NCPPC homepage has a “concerns or complaints” section to report violations and identifies both a phone number and email address for complaints. Few forest conservation complaints are received by this method. If Environmental Planning receives a complaint it is immediately forwarded to the appropriate Forest Conservation Inspector for investigation and action. If a complaint is received by the hotline telephone number or via email, Development Review staff will log it into a complaint database and assign it to the appropriate inspector for investigation and action.

Problem. Individuals are unsure whom to contact when they perceive a violation to the forest conservation law or easement has occurred. If a person does not have access to the Internet they would not know the number to contact for violations, or may not even know that M-NCPPC is the appropriate lead agency to contact for violations to the forest conservation law. Very few forest conservation complaints are received via the hotline number or email address.

Proposed Solution. M-NCPPC should better educate and communicate to the public whom to contact when a potential violation has occurred to the forest conservation law or a forest conservation easement. This should involve the M-NCPPC Community Outreach Division and will involve creating a more informative page on the website about the Forest Conservation Law. Additionally, there should be advertisements in the local newspapers educating the public on conservation easements, better directives on the County and M-NCPPC websites, mailings and tax bill inserts, information on who to contact with a complaint, as well as presentations at major civic groups. Staff will continue discussions with the Department of Parks to determine if M-NCPPC Police Officers could be used to inform people of potential violations to conservation easements during evenings and weekends.

7. Develop A Violation Tracking System

Current Practice. There currently is no system to track forest conservation violations that is easily accessible to all M-NCPPC staff and to the public. There is a system to track complaints, corrective action implementation, and timely payment of financial penalties, but not violations.

Problem. The lack of a tracking system prevents the Forest Conservation Inspectors from knowing if the violators have completed required actions within the timeline established by the citation or by the civil administrative order. There are also lengthy time delays within the M-NCPPC legal department to review civil administrative orders for legal sufficiency prior to the issuance of that order. The delay in issuing the civil administrative order also creates a perception that M-NCPPC is not taking appropriate actions to resolve the problem.

Proposed Solution. M-NCPPC Forest Conservation Inspectors will work with the M-NCPPC Research and Technology Division to create an electronic tracking system for all violations. The system would clearly indicate the type of violation and send messages to the M-NCPPC Forest Conservation Inspector, when the accused must undertake specific actions to avoid additional financial penalties and when they perform other activities to comply with the civil administrative order.

8. Upload Forest Conservation Standards, Notes, And Details Online

Current Situation. Staff provides updates to standard notes and details to forest conservation plan preparers as they are developed. The 1994 Trees Technical Manual includes tree protection details but not standard notes. The purpose for the revision of the Manual was, among other things, to update the tree protection details and provide standard notes.

Problem. The result is plan submissions with disparate notes and specifications that require plan revisions. This leads to additional reviews and time by both the plan preparer and Environmental Planning in approving final forest conservation plans. Environmental Planning staff was updating the Trees Technical Manual, but because of staffing shortages and workload increases completion of the Trees Technical Manual was delayed.

Proposed Solution. Staff will develop standard notes, details, and information to be incorporated onto all forest conservation plans and upload the information on the M-NCPPC homepage, or on a new website dedicated to forest conservation issues in Montgomery County. Since the details and standard notes are an appendix to the Trees Technical Manual the completion of this task can occur and be used prior to the completion and Planning Board approval of the revised Trees Technical Manual.

9. Modify/Expedite Process To Sign Approved Plans

Current Situation. Only a senior manager, or supervisor, can approve the technical review aspects of a final forest conservation plan. The Planning Board approves a preliminary forest conservation plan that establishes the amount of forest to be cleared, saved, and the location of conservation easements, but staff approves a final forest conservation plan that includes the planting specifications, tree species, tree protection measures, etc. Applicants cannot begin clearing prior to the approval of the final forest conservation plan.

Applicants submit a final forest conservation plan directly to Environmental Planning reviewers. When the reviewer determines the plan is ready for approval, the reviewer prepares an approval letter for the supervisor's signature. The supervisor signs the approval letter and the letter is sent to the plan preparer. The plan preparer puts a copy of the letter on the final forest conservation plan and resubmits it to Environmental Planning for the Supervisors signature. Once the supervisor signs the plan, original hardcopy files are kept and the mylar returned to the plan preparer.

Problem. The current process results in delays by generating an approval letter and requiring the approval letter to be included on the final forest conservation plan. With only 2 supervisors in Environmental Planning, if a supervisor is not available for signing the plan, there is an additional delay in getting the approved plan to the applicant.

Proposed Solution. Some members of the task force see the merits of having the approval letter on the final forest conservation plan. Others see the merits of having standard conditions put on the plan by the plan preparer. There are merits to both approaches. Standard approval conditions, such as “no clearing or grading prior to submission and approval of financial security, etc.”, could be added to the standard notes section and included on the forest conservation plan by the plan preparer. Whenever there is a non standard condition, i.e., one that is not on the standard list of conditions, the approval letter must be attached to all reproduced copies of the final forest conservation plan. Regardless, staff will still need to prepare a letter approving the final forest conservation plan. Additional people need signature authority to approve final forest conservation plans to reduce the signature delays. When the forest conservation master planner is hired, that person should also have the ability to sign approved plans. In the absence of the new Master Planner, the Planner Coordinators with forest conservation experience should also have the ability to approve final forest conservation plans for plans where they are not the technical reviewer.

10. Increase Staff With Contractual Employees (Short Term) And Permanent Employees (Long Term)

Current Situation. There are four technical reviewers, one intake technician, and one supervisor reviewing NRI/FSDs, exemptions from submitting a forest conservation plan, preliminary and final forest conservation plans, tree save plans, and amendments to approved forest conservation plans associated with preliminary plans of subdivision, site plans, and sediment control plans. There are two technical reviewers and one supervisor reviewing preliminary and final forest conservation plans associated with special exceptions, mandatory referrals, and rezoning cases. There are three forest conservation inspectors, each of which is responsible for the implementation of forest conservation plans, enforcement of the forest conservation law, and enforcement of preliminary plans of subdivisions and site plans.

In fiscal year 2006, Environmental Planning received 404 NRI/FSDs and requests for an exemption from forest conservation. Of this total 163 (approximately 40%) were NRI/FSDs that required site visits and have or will eventually result in forest conservation plans. The remaining 241 submissions (approximately 60%) were for exemption requests with approximately 2/3 of the exempted plans requiring tree save plan submissions and approvals.

There are approximately 1500 forest conservation easements in the County. As the number of approved plans and permanent protections such as conservation easements increase over time, so do the number of complaints and requests to encroach into the easement areas.

Problem. All NRI/FSD, exemption requests, and forest conservation plans have regulatory timelines in which the plans must be reviewed. If the applicant does not receive comments within that timeframe, the plan is *de facto* approved. Environmental Planning is responding to submissions within 1 or 2 days of the regulatory deadlines on numerous plans. Some plans have

been de facto approved because staff was unable to respond within the regulatory timeframe. Because of the staff shortages and workload demands, Environmental Planning does not conduct site visits for applicants requesting an exemption from submitting a forest conservation plan. Since there is insufficient staff to backfill for reviewers out with sickness or vacations, plan reviews fall behind and regulatory deadlines are exceeded.

The forest conservation inspectors do not have the manpower to proactively enforce conservation easements, follow-up on civil administrative orders, attend pre-construction meetings jointly with the DPS sediment control inspector, and conduct post-construction meetings. Assessing compliance and enforcement of conservation easements has occurred on a complaint basis.

Proposed Solution. Hiring contractual employees to review NRI/FSDs and to assess compliance with conservation easements can alleviate some of the staffing problems. However, contractual employees cannot provide the long-term commitment to follow a forest conservation plan from the beginning to end, which includes the preliminary FCP, final FCP, plats, bonding, and bond release. Contractual forest conservation inspectors can alleviate some of the proactive work needed by the inspectors to ensure compliance with the terms of the easement, but the number of perpetual easements and acreage covered by easements grows each year. The Task Force supports the hiring of 2 permanent employees for plan reviews and 2 additional forest conservation inspectors to proactively enforce the conservation easements and perform pre-construction meetings, planting meetings and final inspections in a timely fashion.

11. Complete Revisions To The Trees Technical Manual

Current Situation. The current Trees Technical Manual used by M-NCPPC was completed in 1994. The manual was never updated as a result of major revisions to the forest conservation law in 2001 nor amended to reflect ever-advancing state-of-the-art practices for forest/tree protection and planting. Environmental Planning staff has on numerous occasions attempted to update the manual, but increases in regulatory workloads, inter-departmental transfers, and retirements, have prevented an update to the manual for public distribution and comments. There are still major sections of the Manual to be written and updates to appendices needed to reflect current practices. With current workloads and staffing shortages it is unknown when the draft will be available to public comment and Planning Board discussion.

Problem. The current Trees Technical Manual is out of date, does not include advances in tree protection, forest planting specifications, does not address non-native invasive management control and deer browse, and excludes any changes reflective of the 2001 amendments. Environmental Planning is unable to provide staff to complete the manual and also maintain the same regulatory workload without exceeding the regulatory deadlines. In addition, there are discussions on revising the Forest Conservation law and implementing a tree ordinance. Implementation of a new tree ordinance, in itself, is not sufficient reason to delay completion of the trees technical manual. However, legal changes, such as those proposed by the C&O Task Force, could create substantive revisions to a new Trees Technical Manual.

Proposed Solution. Environmental Planning currently has an opening for a Forest Conservation Master Planner. One of the responsibilities of this person should be to restart the update of the

tree technical manual particularly as it relates to standard details and notes, and leave the applicability sections until it is determined whether or not the County Council will proceed with changes to the Forest Conservation law in the next year.

12. Preparation Of Staff Procedural Manuals For The Review And Approval Of NRI/FSDs, Tree Save Plans, And Forest Conservation Plans

Current Situation. There are no procedural manuals for staff use in reviewing and approving NRI/FSDs, tree save plans, or forest conservation plans. The information is passed from one employee to another through the review of plans and peer reviews. Environmental Planning staff has started compiling “Staff Practices” but these practices are neither finalized nor publicized.

Problem. New staff slowly learns how to review and approve NRI/FSDs, tree save plans, and forest conservation plans, prepare comment sheets for applicants, process bonds and maintenance and management agreements.

Proposed Solution. Concurrently with the update of the Trees Technical Manual, Environmental Planning Staff shall prepare procedural manuals documenting how staff should review and approve NRI/FSDs, Tree Save Plans, and Forest Conservation Plans. Depending upon the schedule for any revisions to the Forest Conservation Law, staff may be able to prepare a procedural manual for the review and approval of NRI/FSDs prior to approval of the Trees Technical Manual.

13. Preparation Of Procedural Manuals For Determining Violations, Documenting Violations, Assessing Penalties And Corrective Actions

Current Situation. There is no procedural manual for Forest Conservation Inspectors to determine and document if a forest conservation violation occurred, or in assessing penalties and establishing corrective actions. Most of these determinations are made in the field (such as the financial penalty associated with a civil citation). Corrective actions are often determined when the inspector consults with the appropriate environmental planning reviewer.

Problem. There is a perception that inspectors are inconsistent when assessing penalties including civil administrative actions and financial amounts associated with citations, and that they may be operating solely and without guidance, or without integral legal support.

Proposed Solution. Forest Conservation Inspectors, in concurrence with legal staff, prepare a procedural manual for determining and documenting if forest conservation violation occurred, in assessing penalties, and establishing guidelines for corrective actions. This activity can only occur with additional Forest Conservation Inspectors to reduce the existing workload and with an Attorney assigned to forest conservation issues.

14. Develop A Program To Use Fee-In-Lieu Funds

Current Situation. There is no program in place to use fee-in-lieu funds collected from forest conservation plan applicants.

Problem. M-NCPPC has been collecting in-lieu-fees since 2003. No money has been allocated or spent to meet the obligations passed onto M-NCPPC from the developers. The longer the money sits the more expensive it becomes to plant forests to meet the acreage obligations. With a shortage in forest conservation banks, the number of applicants requesting use of the fee-in-lieu option is increasing, but there is no program in place to use the funds collected.

Proposed Solution. Staff needs to identify sites for reforestation. Some properties acquired with Legacy Open Space funds are identified for reforestation and should be planted with the concurrence of the Director of Parks. However, the amount of potential land available for planting on Legacy Open Space properties does not meet the current obligations passed onto M-NCPPC. In order to use the funds, M-NCPPC needs to develop a Request for Proposals (RFP) and receive bids by interested parties in conducting the planting work. Only after a contract is issued can money be allocated for planting by non M-NCPPC employees. Once the Forest Conservation Master Planner is hired, that person should identify planting areas both on private and public lands, develop and issue a RFP for plantings, and function as the contract project manager. The Master Planner will also need to approach the Department of Parks on using in-lieu fees to plant parkland identified for reforestation.

15. Develop And Implement An Education And Outreach Program to Identify the Reasons why Trees and Forest Should be Protected and what Activities May Occur in Conservation Easements.

Current Situation. M-NCPPC has neither developed nor implemented an aggressive outreach program for the public on informing what can and cannot occur in conservation easements, or on the private and societal benefits of trees and forests. M-NCPPC has prepared fact sheets and they are currently available on the website and in Environmental Planning on what activities are permissible in conservation easements. Education for developers and plan preparers is primarily through the Trees Technical Manual. However, as previously discussed the Trees Technical Manual needs to be updated.

Problem. Few people are aware that conservation easements exist on their property and they are unsure what can occur in the easement. There is also confusion even when a homeowner is aware that conservation easements exist, and who to contact if they have an easement. It is also unclear to individuals what activities require (i.e., make applicable) compliance with the forest conservation law, and how to achieve compliance.

Proposed Solution. Environmental Planning and the M-NCPPC Community Outreach Division to develop an effective and continuous strategy to educate the public on the activities that can occur in conservation easements, the benefits of forests and trees and how to plant new trees. The education can include new brochures and publications, inserts into tax bills and real estate contracts, clearer information on a website dedicated for forest conservation, and continuous education for plan preparers and other Montgomery County agencies. The M-NCPPC homepage to provide links to websites, such as the Montgomery County Department of Environmental

Protection for information on the value of trees. The educational materials should also explain the range for penalties for violations.

16. Digitize And Make Publicly Accessible Online Approved Plans And Easements

Current Situation. Currently, interested parties must come to Environmental Planning to review or purchase a copy of an approved NRI/FSD or forest conservation plan. Conservation easements are available online at the state's plat website. M-NCPPC is in process of digitizing all approved final forest conservation plans, NRI/FSDs, and conservation easements. The conservation easements will be uploaded onto the M-NCPPC GIS layers and available through the M-NCPPC website.

Problem. Information is not readily available for the public for all approved forest conservation plans. The public is not aware that conservation easements can be viewed on the state's plat website (www.plats.net).

Proposed Solution. Continue the current efforts to digitize all plans and inform the public of the State's plat website so that plats can be reviewed online.

17. Allow Forest Mitigation Planting on Public Lands

Current Situation. Currently there is a shortage of readily available planting sites and approved forest conservation banks in Montgomery County. There is primarily one banker in the County who operates one bank at a time.

Problem. Readily available options to meet offsite-planting requirements are insufficient to meet demands. When there are delays in approving banks, or the owner withdraws their banking proposal, developers are left without banking options. Expanded mitigation opportunities, on public and private lands, must be developed to meet the continuing need.

Proposed Solution. The Task Force suggested that forest conservation mitigation sites be identified and created on the public lands for use by private developers. The Department of Parks has a long-standing policy that does not support private developers using parkland to meet their forest planting requirements. Environmental Planning staff will convene a meeting with appropriate Department of Parks staff to determine if and under what circumstances they may allow developer contributions to be used on parkland. Foremost among the consideration would be consistency with Park use and stewardship objectives in the public interest.

Environmental Planning staff has contacted numerous property owners and have a few proposed banks in the review process. However, broader outreach to targeted landowners and Homeowner Associations should be conducted, but requires a dedicated effort to do so.

18. Greater Inter-Governmental Cooperation

Current Situation. Environmental Planning frequently receives incomplete NRI/FSDs and forest conservation plans for development by government agencies. Environmental Planning treats all

public and private applicants equally in terms of details and in plan reviews. Environmental Planning has in the past provided special considerations for schools for public safety issues (i.e., allowing limited clearing understory clearing) and not requiring conservation easements on protected and planted forests. Recently, Environmental Planning started requiring the schools to record conservation easements on protected and planted areas and DPWT to make submissions on an appointment only basis.

Problem. The incomplete and inaccurate submissions by government agencies create unnecessary delays and additional reviews.

Proposed Solution. Environmental Planning had previously proposed meeting with governmental agencies to educate the project managers on what must be shown on a NRI/FSD, when a tree save plan is required, and when a forest conservation plan must be submitted. Environmental Planning will schedule meetings with the appropriate government agency project managers to educate them on the submission requirements and how to fulfill the obligations for the forest conservation plans in the most effective and efficient manner.

Other Participants/Attendees/Observers

Candy Bunnag
M-NCPPC Environmental Planning

Steve Federline
M-NCPPC Environmental Planning

Amy Lindsey
M-NCPPC Environmental Planning

Mike Bingley
Elm Street Development

Marian Honeczy
MD Forest Service

Jorge A. Valladares, P.E.
M-NCPPC Environmental Planning

Gwen Wright
M-NCPPC County-wide Planning

Doug Johnson
M-NCPPC Development Review

Marco Fuster
M-NCPPC Development Review

David Wigglesworth
M-NCPPC Development Review

Josh Penn
M-NCPPC Environmental Planning

*Marshall Lammers
M-NCPPC Office of the General Counsel

Debra Daniel
M-NCPPC Office of General Counsel

Vince Berg
Forest Conservation, Inc.

Wayne Goldstein
Montgomery County Civic Federation

John Parrish
Maryland Native Plant Society

Laura Miller
Montgomery County Department of
Environmental Protection

Katherine Nelson
M-NCPPC Environmental Planning

Dale Tibbitts
Legislative Aide to Councilmember Elrich

Adrienne Lewis
Legislative Aide to Councilmember Elrich

Colton Burkes
Loiderman Soltesz Associates

Steve Kanstoroom

Norma Kawecki
M-NCPPC Department of Parks

Brian Murphy
M-NCPPC Department of Parks

*No longer with M-NCPPC.

THE DEPARTMENT OF PARKS OVERVIEW OF ISSUES

The Department of Parks is pleased to submit an update on progress toward achieving our mission of providing high-quality parks to the people of Montgomery County. We presented a full briefing in our October 2006 Report to County Council. Although this Semi Annual Report is focused primarily on the Planning Department, we are including some condensed factual material from that earlier document as well as a summary of our program budget progress.

In the past year, we have been given new responsibilities in existing parks (increased demand for facilities explosion of invasive plants, rapidly deteriorating infrastructure) as well as new parks and sites to manage and protect (Uncle Tom's Cabin, Ovid Hazen Wells, and many more).

This past six months also has seen increased pressure on us to better protect our waterways, do more to ensure safety of our dams and structures, and increase safety patrols and public contacts. We continue to make good progress in gaining more maintenance efficiencies and energy savings, and there is much more we hope to do in the coming year to build on that.

We continue to be amazed and delighted that every dollar we put into hiring staff to market our programs, collect rents and debts, and create and support volunteers is repaid many-fold into increased revenues.

This Semi Annual Report contains, in part, material provided to the County Council in the October Report as well: we have updated those sections and provided them for the benefit of the new Councilmembers.

Program Budget Analysis

The Montgomery County Department of Parks presented a new work program document to the Planning Board/Parks Commission and the County Council in October 2006. It included a program matrix with a program-oriented overview of the Department of Parks activities. We have attached it to this report as well.

We believe this is a useful way to display the desired outcomes in future budget processes and highlight our progress over the past year.

Our purpose in displaying our work program in this way is to:

- ✓ Begin the development of planning and resource allocation tools that will sharpen the focus on service delivery to the community rather than on internal, divisional efforts;
- ✓ Assist the Planning Board/Parks Commission and the Council in their deliberations on the mission, program mix and priorities of the Department of Parks; and
- ✓ Lay the foundation for a fiscal year 2008 budget proposal that encourages the allocation of resources according to output-oriented program categories rather than internal organizational units alone.

The addition of many new parks and mandated responsibilities in the past year has created difficult choices for us as we move forward. We anticipate our program budget analysis will permit the County Council to make informed choices on what to keep and what to emphasize.

Relationship to the budget

From a technical perspective, this matrix has helped Department managers shape the framework of programs in relation to the divisional organization of the Department. This will in turn inform the structure of the Department's expenditures and funding sources.

In October 2006 we displayed our estimate of how the department's authorized work years are allocated among different program elements. This work year allocation matrix and the program budget will complement and shape the traditional budget. It is important to note that the availability of most information currently in the traditional budget will not be adversely affected: all financial reporting and accountability features of the current budget format will continue to be accommodated, including appropriation by division.

What We've Learned from Program Analysis

We are using a different approach, beginning with this document: *what are the programs and services we provide? How much are we allocating to them, and in what proportion? What does this exercise tell us about what we are doing and where we are going?*

Here is what we found out so far, with the very preliminary workforce numbers contained in this report:

- We can separate our core functions into **stewardship** of the land and resources and the **services** we provide on those resources.
- We devote a great many more of our work years to the services side of the organization as a **percentage of our effort**, and have big needs on the stewardship side.
- We are much more heavily in the **recreation** business than even we knew.
- Acquiring, developing, and renovating parks and facilities, a big program, is not necessarily matched by sufficient workforce numbers for long-term **operation and maintenance**.
- We have **very little overhead** – so low, in fact, that we are not able to provide as much monitoring, auditing, support, training, and continuous improvement as one would expect in a fully functioning and healthy department.
- All elements of the organization have a role in each of our program areas, and are **interdependent** to a greater degree than previously understood.

There are many ways to array our programs and demonstrate where the personnel allocations are being spent right now. We show some examples in our attached matrices. One could easily sort these numbers by program element or geography or by CIP project, etc. As we refine this and move toward program budgeting, eventually we anticipate attaching actual budget numbers to the matrices, rather than simply work years.

Finally, we have concluded from the work done so far that *we should no longer build a budget based upon level of effort in previous years* -- such an approach continues neglect in those areas with insufficient resources in the past.

We will return to you in upcoming budget cycles with requests based upon real core needs, supporting what our community expects – the very finest county park system, protecting a beautiful, historic environment while providing for enjoyment and use by all.

Looking Ahead

The establishment of a separate Department of Parks has sparked a fresh sense of purpose and had already begun to energize staff throughout the department. However, numerous organizational and functional decisions must be made in the coming months and years.

The Department of Parks is currently exploring changes or enhancements in the following areas:

Establish Clear Accountability and Measurement Standards for Managers

Several performance measures that complement the on-going efforts to migrate to a program budget format are being discussed along with the need for new and/or modified data collection methods. In response to the County Council request for more meaningful performance measures as part of the budget process, we have chosen one program item and expanded the measures to provide a tangible example.

An enhanced performance measurement system could: report on the performance of publicly-funded activities; encourage continuous improvement; increase accountability; identify areas of weakness that require corrective action; strengthen oversight and improve decision-making; and provide a context for budget discussion.

Empower Park Managers and Increase Their Training

In an effort to increase the effectiveness of management of the parks, senior management is looking to increase the authority of the park managers and their involvement in the decision-making process. Currently, those who are dealing with the department often have to call around to several offices before finding the one handling a specific park issue. This new system would make it easier, with a geographical basis and person to contact on individual park-related matters, and a manager who knows all the elements and of his/her park.

Many park managers were promoted from within, most often from Maintenance positions, but many others have widespread training in park matters that could be utilized more fully. A standardized training program, mentoring, and increased support and guidance from senior leadership will help develop the park manager into a more active, innovative and dynamic position.

Focus on the Park Customer

The transition to an output-oriented reporting model requires the department to consider all aspects of its work from a programmatic perspective. This will serve as a catalyst to increase customer service initiatives and enhance our outreach and information efforts.

Though 80 percent of the population surveyed in our Fall 2005 Customer Awareness Survey had heard of the name “M-NCPPC,” only 52 percent were aware of what facilities, programs or services we provide to the public. In order to be more responsive and accessible to the community we serve, we must ramp up efforts to effectively communicate the services we provide and solicit feedback as to what services are most needed or desired by county residents and visitors.

Current efforts to improve our outreach include: the hiring of a multicultural outreach manager to increase our ability to reach marginalized and non-English speaking populations; expanded partnerships with select public and private organizations to reach broader audiences; improved use of technology to make access to information easier; and participation in community events.

Improve Technology Systems

The Research and Technology Center (RTC) serves both the Department of Parks and the Planning Department. The center received funds in the fiscal year 2007 budget to make significant investments in several key technology areas that will benefit the Department of Parks. The budget includes funds to modernize the seven largest phone systems in the Department of Parks, including those that serve the Parkside Headquarters and Brookside Gardens.

RTC staff is currently evaluating options, including options that use Voice Over Internet Protocol (VOIP) technology. Other investments include replacement of much of both departments’ network infrastructure, including routers and switches; improving security from repeated intrusion attempts and other vulnerabilities; migration to the 2003 version of Microsoft Office; and information systems backup, redundancy and recovery to safeguard our most important information assets and assure business continuity for important systems like ParkPass and SmartParks.

The departments also received funds for a document imaging project that is being matched by a similar contribution from the Prince George’s side of the Commission; staff from both the Department of Parks and the Planning Department are now engaged with the other Commission departments in a review of options for selecting and implementing a document imaging system. We are also exploring improvements in our tracking and record-keeping systems as well.

Key Policy Issues/Questions for the Future

In the process of preparing the program element description forms, the management team of the Department of Parks has identified several key policy issues that will warrant further discussion in the coming months as the fiscal year 2008 budget is prepared and a six year public services document is developed.

Several questions evolve from the program matrix itself. Over the next six years, there will need to be discussion as to:

- What should be the key priorities of the Department of Parks?
- What will the balance be between Stewardship of Natural Resources and Park Services?
- Should there be a focus on expansion of park visitors and users in total or a more focused effort directed at specific populations such as youth, ethnic groups, seniors, and others?
- What is the ultimate goal for the size of the park system? Is there an upper limit on acquisition when the acreage of parks is in balance with the long term needs of the community and the economic base of the County?
- In addition to the acquisition of land, what are the long-term needs of the system with regard to facilities as Montgomery County reaches build out?
- What are we prepared to sacrifice if budgets grow tighter, if anything?
- What could be done to acknowledge, improve or address the intertwined relationship between the Department of Parks and the Department of Recreation?

Other questions related to key priorities. Most work years allocated to the park system support programs that serve the core mission of the department. However, supporting other public policy goals can pull focus from this core mission from time to time. It is important for the County Council, Planning Board and Department of Parks leaders to examine these broader public policy goals and decide where and how the Department of Parks ought to participate.

Some public policy issues that warrant further discussion include:

- Environmental protection, air quality, litter, Chesapeake Bay protection;
- Forest conservation;
- Social policy: ethnic group inclusion; youth issues including gangs, at risk youth and obesity; seniors;
- Urbanism and redevelopment;
- Land use – open space and buffering;
- Economic development;
- Historic preservation;
- Housing policies;

- Public health;
- Community educational goals; and
- Agricultural preservation.

Another major policy issue that we have identified is that of revenues and *who pays*:

- Is the current balance of tax funding and user fees still appropriate and does it meet the challenges of some of the issues posed above? Inherent in fee policies is the underlying issue of balancing demand for revenues with user ability to pay and the goal of expanding participation.
- What should be the policy regarding Enterprise facilities and the capital investment needed to build and maintain them? Capital costs significantly impact the fees charged for participation and can have a negative impact on levels of participation. If park recreation opportunities are seen as a way to attract youth and offer a viable competition to hanging out at the mall, for example, low fees must be a consideration.

We welcome the support of the County Council. We look forward to the coming discussions and continued collaboration as the Montgomery County Department of Parks evolves.

The Past Six Months

Organizational Changes

Since our October 2006 Semi Annual Report, the separation of the Department of Park and Planning into the Department of Parks and the Planning Department has been nearly complete. It is a substantive organizational change for the Department of Parks that will continue to be refined.

We are pursuing additional functional changes to strengthen the Department of Parks' ability to effectively fulfill its mission of delivering first-rate parks to the community. These include stronger customer service efforts; defining park manager responsibilities; improving the park information, interpretation, and marketing function; internal communications and systems improvements; and continued organizational change and growth to meet rapidly increasing responsibilities.

Revenue growth

We partially attribute the increased popularity of our parks to new marketing initiatives, especially the combined *Montgomery County Recreation and Parks Programs Guide* and the expansion of ParkPASS, our online registration system for classes, camps and programs.

From September to December 2006, there was a 66% increase in course registrations from the same period in 2005 and registration via Internet increased 12% from 39% to 51%. During the same period, there was a revenue increase of \$145,534. Also, the number of courses taken by patrons increased from 1028 to 1184 during the period.

Revenues and expenditures are projected to be lower in FY07 by \$500,000 due to a change in the way private lesson instructors are paid. This year instructors now collect their own fees for private

lessons, whereas, previously the rinks collected the fees and paid the instructors. However, revenues are projected to be only \$300,000 less than last year indicating a \$200,000 actual increase in revenues.

The ice rinks at Wheaton and Cabin John alone reported an impressive combined revenue increase of \$471,000 for fiscal year 2006 compared to fiscal year 2005. Nature facility program revenues have continued to increase, up 17 percent from fiscal year 2005. The expansion of summer camp offerings and the increased marketing effort resulted in a record 77 percent capacity enrollment.

In its first summer, the new Week in the Park summer camp at Wheaton Regional Park garnered significant media attention, served more than 300 children over the age of 5 years, and generated close to \$70,000 in revenue.

Expenditure Reductions in the Enterprise Fund

To address the losses in the Enterprise Fund and establish one operator for the public golf system in Montgomery County, on April 15 the Commission officially transferred our golf course operations to the Montgomery County Revenue Authority (RA) because of the RA's reported superior track record of earnings. Parks placed 32 staff into new work assignments at other locations within Montgomery and Prince George's Counties. The Parks Department continues to retain ownership of the land and is committed under the operating lease to complete certain facility repairs..

New Parks and Renovation

The revised Program Open Space allocations for fiscal year 2007 will enable us to accelerate certain CIP projects, among other possibilities. The funding is split equally between the Commission's acquisition and development programs in the Parks CIP, with a small percentage dedicated to the County's incorporated municipalities. The new Hoyles Mill Village Local Park on Schaeffer Road is under construction and scheduled to open in 2007. Concord Local Park was re-opened to the public at the end of June. The design-build of Wheaton Tennis Facility renovation went out the second half of June. The Park Pedestrian Bridge replacement design program began in June, and will take place in eight parks with the highest priority at Meadowside Nature Center, Sligo Creek Stream Valley Unit #3, Wheaton Regional Park, and Sangamore Local Park.

Park Capital Projects

The Park Development Division has reached the following milestones on major park capital projects - began design of the park system's first synthetic turf fields at Montgomery Blair High School and Fairland Recreational Park; received bids for remedial measures at the Lake Needwood Dam; began construction of the long-awaited Mathew Henson Trail; completed construction of the Olney Manor Skate Park; completed an additional phase of development at Ovid Hazen Wells Recreational Park including 2 additional ballfields; initiated Phase 2 development of the South Germantown SoccerPlex in cooperation with the Maryland Soccer Foundation including 3 synthetic turf fields; substantially completed Hoyle's Mill Village Local Park in Germantown; received bids on the repair and upgrade of the Wheaton Tennis Bubble; and initiated design of several large park development projects authorized by the record of decision for the Inter County Connector including the restoration of the Woodlawn Barn into a visitor's center.

construction of a new recreational park at Llewellyn Fields, and relocation of the National Capital Trolley Museum.

SilverPlace

In addition, significant advances were made in the SilverPlace project. Competitively solicited proposals were received last Fall, and the Planning Board approved the selection of the top ranked development entity, SilverPlace, LLC, in January 2007. Since then, a negotiating team has been firming up the terms of the initial agreement to form the public /private partnership between Park & Planning and SilverPlace, LLC; the County Council and County Executive have been briefed on the proposal; and community outreach is continuing. A supplemental appropriation to fund the design phase of the project will be requested of the Council in April.

Stewardship

Despite the additional work caused by the unusual storms of the past year, regular work schedules continued. This includes growing plants and trees to keep our park system green.

In 2006, staff grew 1,950 plants in the field, 1,200 plants for reforestation, 20,000 summer annuals, 700 shrubs, and over 1,200 trees and relocated 105 large trees from Pope Farm to Manor Oak, Nike Missile and Flower Hill Local Parks.

The fiscal year 2006 budget identified non-native invasive plants as a major threat to park resources and provided new funding for their control. The department met its goal of treating 275 acres of heavily infested lands. This work is continuing. The annual "Deer Management Report and Recommendations for FY07" was published and forwarded to appropriate county agencies.

Annual stream surveys were completed to monitor the quality and biological integrity of these important resources. Volunteers and staff planted over hundreds of containerized trees in reforestation efforts to protect streams and provide wildlife habitat this past year. Hundreds of other planted trees were "rescued" after being flattened by the June storm floods. A natural resources and historic sites inventory of Little Bennett Regional Park was completed as part of developing the Park Master Plan.

Efforts continue to review agricultural leases on parkland to ensure the protection of sensitive areas and significant habitats. These lease agreements with farmers not only protect sensitive resources, they keep the buildable land clear of trees to facilitate future development and give farmers an opportunity to cultivate crops or mow hay.

Increased Outreach

A new "Montgomery County Parks and Heritage Sites Map & Guide" was produced in partnership with the Heritage Tourism Alliance of Montgomery County to provide residents and visitors with accurate information about the wide variety of programs, services and facilities provided by both agencies. It is being distributed through parks and historic facilities, LL Bean, Hudson Trail Outfitters, REI, and all Maryland State Welcome Centers. The Parks Show on County Cable continues to educate residents about different aspects of our work and let them know about upcoming events and happenings.

The Nature Facilities' Outreach Naturalist brought nature to those who may not have access or time to come to the nature facilities through an innovative "nature tour" program in various Silver Spring area parks. Brookside Nature Center re-established Sunday hours this spring after a number of requests from residents. Four school curriculum nature programs have been developed and will be presented to Montgomery County public schools. MCPS has expressed interest in greater use of our parks and for its horticulture program and "green schools" initiative.

Surveys and community meetings continue throughout the year, assessing the interests and needs of the residents of the County. Park managers have stepped up their public involvement with communities, such as Blair field users and others. The entire organization continues to support many special events such as holiday activities, walks and marches, and a wide variety of sponsored programs utilizing park facilities, roadways, and open space.

The new seasonal park ranger program was a success and will continue this year. The rangers are assigned to patrol and monitor local ballfields throughout the County and will focus on how our residents use ballfields in the evenings and on weekends. They provide a park presence at busy times and in "trouble spots" in our heavily used local parks during periods of overwhelming use.

A "park manager on duty" program was initiated this year to ensure adequate supervision throughout all our parks during regular intense weekend use and we are continuing it this year.

In fiscal year 2006 volunteers contributed over 53,000 hours of service throughout the parks system and the hours are way up in 2007 as well. We continue to offer Student Service Learning (SSL) opportunities to County high school youth for their community service credits.

Public Private Partnerships

The Department of Parks is continuing to engage in new and exciting cooperative agreements with various non-profit groups and or individuals in the form of public/private partnerships creating new and expanded recreational facilities within the parks system. In an effort to stream-line the Public Private Partnership process the Commission has created a Public Private Partnership Committee (PPPC) consisting of the Executive Director, Secretary-Treasurer, the General Counsel Office, the Director of Parks, the Executive Director of the Montgomery Parks Foundation and several key planning and development divisions in order to create a small, one stop administrative review group for all proposals. The PPP Committee meets monthly in order to quickly review and evaluate partnership proposals within 30-60 days.

Examples of some of these partnerships include: new recreational uses such as a new personal watercraft (jet ski) concession at Seneca Landing Park and permitted a new theatrical theatre company to conduct performances of Shakespeare Plays in the park in the existing amphitheatre in Cabin John Regional Park in Bethesda and is currently considering new and exciting proposals with potential partners to donate approximately \$500,000 toward the installation of an artificial turf field.

Affordable Housing, Park Houses

The Property Management Section provides stewardship of Commission parkland and buildings used traditionally for non-park uses on an interim or even long-term basis, pending development of the properties for more traditional park uses. These properties are acquired based on the long

term plan for the parks to prevent in-holdings when the park is ready for development. This program also provides a single clearinghouse in the Department for leasing and licensing matters for park properties and structures, in support of the mission of the Department.

Key aspects of this program include: the management and administration of park residential housing, which provides affordable housing for Commission and County employees, and other income qualified persons; maintenance and administrative support of numerous historic properties and commercial buildings; and administration of non-typical parkland uses or public private partnerships.

The Commission offers affordable housing to its employees, Montgomery County employees, and the general public. The Commission leases 77 residential park properties within its park house inventory: 58 park houses to employees and non-employees, 6 to Montgomery County for its group homes, 6 residential Public Private Partnerships, 6 life estates and 1 carry-over tenant.

Of the 58 park houses, 31 are leased to Commission employees, with the balance leased to Montgomery County employees and the general public. Park house tenants include Park Police, Park Maintenance Personnel, Montgomery County Police, Montgomery County Teachers, Montgomery County Firefighters and others from the private sector.

The houses are purchased in 'as is' condition and are maintained to a habitable level in accordance with all applicable housing codes and regulations. Houses are assessed for the interim potential use as a park facility and/or for rent. Newly acquired park houses that have no potential use as a park facility or require substantial expense to make them habitable may be razed. When a house is recommended for interim park rental housing, the house is offered for rent at the fair market rental value.

The average rent for a park house (excluding group homes and Public Private Partnerships) is \$980 per month, plus utilities. Property Management staff are proud to announce 100% occupancy with the park house inventory.

The approximate annual cost to maintain the current inventory of 58 park houses is \$736,000, which is comprised of \$360,000 for management and maintenance staff services as well as \$376,000 for major and minor repairs. The management and maintenance services are provided under a separate competitive contract, which also includes 24-hour and emergency response to maintenance concerns. Repairs are made to the heating, water, septic, plumbing electrical, appliance and structural systems. These major systems are in many cases, over 30 years.

The park houses provide affordable housing on an interim basis until the cost of maintaining the houses exceeds our funding allocations. Older systems such as the septic systems are an example of a substantial expense since when they fail, the environmental impact and costs to replace can be extensive.

The assessment process is an annual part of the Property Management Office work program. The 58 park rental houses are inspected annually and maintenance is planned for the coming year. Maintenance services are performed on a turnover basis (when tenant vacates), or as repairs are needed. Because many of the 58 park rental houses have declining well and septic systems, have

foundation defects or involve other extensive repairs; the decision to make specific major repairs is determined on a case-by-case basis in keeping with the Commission Practice 6-50, Use of Commission Owned Park Houses.

Advanced Land Acquisition Fund (ALARF)

There has been a recent infusion of funds into M-NCPPC's ALARF program due to State Highway Administration repayment for land acquired over the last 30 years or so for the InterCounty Connector (ICC) project. There is approximately \$30 million dollars in ALARF funds available - \$26 million from ICC repayments and \$4 million that had been a fund balance. Because of this large fund balance, there is particular interest in setting appropriate priorities for expenditure of these funds.

- The Planning Board is proposing that the following broad criteria be used for setting priorities for ALARF expenditure:
- Consistency with growth policies goals – particularly in terms of projects that support transit and focus acquisition for public facilities in the parts of the county most likely to experience major growth.
- Maintaining awareness of near-term and long-term projects. Some important acquisitions for long-range projects will take a long time to negotiate – the county should not expend all the current funds immediately, leaving nothing available for some long-term acquisitions.
- Retaining at least some portion of the fund as a revolving fund – that is, having some anticipation of the fund being reimbursed in the future for expenditures.

There are a wide variety of projects that could be appropriate for ALARF acquisition, including:

1. Transportation (Corridor Cities Transitway, Bi-County Transitway, properties currently in reservation, other smaller candidate properties)
2. Parkland (SilverPlace, Large Legacy Open Space Properties, Vacant Parcels near the ICC)
3. Other Public Facilities
4. Housing
5. Central Business District Amenities

Based on the ideas generated for potential ALARF projects and the criteria suggested, the Board feels that the following projects have the highest level of priority (they are not ranked in order of priority):

- SilverPlace
- CCT Acquisitions
- All other Transportation Acquisitions (including BCT eventually)
- Takoma Academy
- Central Business District Amenities

Some of these are near-term acquisitions and some may take years. The Board has discussed some of these priorities with the Council, with the emphasis on looking at the ALARF program over the long term.

The following pages represent select new initiatives requested by the Department of Parks for our fiscal year 2008 budget request.

NEW INITIATIVE PROGRAM ELEMENT: SILVERPLACE IMPLEMENTATION

New Initiative Summary:

Skills and Space: To support an excellent park service, we need strong professionals and a modern work environment. We will expand our staff education; increase our internships; and manage the creation of a new "Silver Place" headquarters that promotes collaboration, efficiency and the highest standards of green building design and operation.

Division Associated With and Contributing To Success of Specific New Initiative:

Park Development

Selected Program Elements Which Will Be Impacted by This Specific New Initiative (per earlier communication from Division)—and Nature of Results To Be Achieved:

Planning for Stewardship (.2 WYs, \$21,500)	Results That This New Initiative Will Have on This PE: This new initiative will add one full-time, contract employee to Park Development Division to serve as the Project Manager for Silver Place. The impact on the operating budget is minimal: only .2 wys. CIP chargebacks will fund .8 wys. Silver Place will consolidate staff from both MRO and Parkside Headquarters into one building. Green building design techniques will be used throughout the facility. Combining the staff into one facility will provide the public with greater access to services while providing the employees with a more energy efficient, highly technological, and much needed efficient work environment.
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**NEW INITIATIVE PROGRAM ELEMENT:
LAND ACQUISITION PROGRAM STAFF SUPPORT [SHARED WITH CIP]**

Division Associated With and Contributing To Success of Specific New Initiative:

Park Development

Selected Program Elements Which Will Be Impacted by This Specific New Initiative (per earlier communication from Division)—and Nature of Results To Be Achieved:

Planning for Stewardship (.4 WYs, \$38,900)	<p>Results That This New Initiative Will Have on This PE: This new initiative will add one new full-time career position to our Land Acquisition unit, to cover the increasing acquisition program. There is a net impact of .4 wys on the operating budget and .6wys on our CIP chargebacks. Our FY07-12 CIP for land acquisition increased 23% over our FY05-10 budget. This new position will allow us to keep pace with the increased workload of the land acquisition program due to the availability of Advance Land Acquisition funds and increase in Program Open Space funding. Exemplary stewardship of environmental and cultural resource is achieved through land acquisition programs that are essential for the preservation of properties for leisure activities, natural and historical enjoyment, essential public projects, and the protection of the environment. Continuing to acquire lands that will enhance the quality of life in Montgomery County by providing various types of conservation, recreational, and/or historical opportunities benefit everyone. Land is also needed to provide recreational and passive opportunities, through the development of parks, for the citizens of Montgomery County.</p>
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SPECIFIC NEW INITIATIVE ARCHAEOLOGICAL AND HISTORICAL SITE MANAGEMENT

New Initiative Summary:

Montgomery County's Human Heritage – We have been entrusted with the identification, protection and interpretation of historic and archaeological treasures on park property, and with the responsibility to bring that heritage to our current and future residents and visitors. We will significantly expand our programs for protecting over 150 structures and sites of historic value as well as our programs for interpreting and opening up many of these buildings for public access and enjoyment.

Division Associated With and Contributing To Success of Specific New Initiative:

Park Planning

Archaeological and
Historical Site
Management (1.2 WYs,
\$340,000)

Results That This New Initiative Will Have on This PE:

Inventory, document, and prioritize 157 known historic resources in parks based on events, personage, architecture, or archaeological significance followed by a secondary evaluation based on status in Planning Board approved plans, physical condition assessments, and future threats.

This initiative would complete a Feasibility Study/Historic Structures Report for the Brainard Warner Property (Circle Manor) in Kensington and a Feasibility Study/Cultural Landscape Report for Blockhouse Point Conservation Park. Both documents are needed to define the future program for each park.

The initiative would also define and help to implement the following projects through the Central Maintenance Division's Major Maintenance Program: initial stabilization of the H. Dunbar Darby House and Store in Beallsville; design and construct a woodshed and outhouse/privy at the Agricultural History Farm Park; and paint the exterior of the Seneca Store and Upton Darby House at Seneca Landing Special Park.

In addition, we would be able to organize, computerize, manage, and maintain existing data for approximately 700 archaeological sites in parks. Data include maps, GPS coordinates, photographs, supporting text, reference citations, and collections data. Approximately 30 new archaeological sites (and related data) are added to park's inventory each year. The current situation precludes effective utilization of the full-range of archaeological information when preparing field reports, planning parks, or managing sites.

**NEW INITIATIVE PROGRAM ELEMENT:
BROOKSIDE AND BLACK HILL NATURE PROGRAMS: OUTREACH NATURALIST,
SENIOR COMMUNITY OUTREACH NATURALIST, SPECIALIZED INTERPRETIVE
TRAINING, OTHER**

New Initiative Summary:

Creating Lifetime Park Users: We will infuse all of our programs and initiatives with a fresh emphasis on inviting children to our parks to make them eager to play in Montgomery County's backyard. We want No Child Left Inside. We will find and welcome groups that have not traditionally seen parks as meeting their needs.

Division Associated With and Contributing To Success of Specific New Initiative:

Northern Region

Selected Program Elements Which Will Be Impacted by This Specific New Initiative (per earlier communication from Division)—and Nature of Results To Be Achieved:

Nature Centers (1.3 WYs, \$127,000)	<p>The addition of one park naturalist position to serve as an Outreach Naturalist with the Black Hill Nature Programs is needed to address the new Major Park Initiatives of "No Child Left Inside" and "Outreach to Underserved Populations". The outreach naturalist would plan, coordinate and conduct nature programs with public and private schools, community recreation centers, senior centers, nursing homes, and community groups, as well as at fairs and festivals. This would greatly increase the opportunities for the public to learn about nature, our other program offerings, and generate additional revenue.</p> <p>The proposed increase of a ¼ park naturalist work year to supplement an existing ½ time park naturalist position would allow the Black Hill Nature Program to offer specialized interpretive training to volunteer naturalists so that these volunteers would be able to conduct nature programs with the public. This would increase our opportunities for public participation and for increasing revenue.</p>
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NEW INITIATIVE PROGRAM ELEMENT: MEADOWSIDE NATURE CENTER AND AG HISTORY FARM PARK PROGRAMMING

New Initiative Summary:

Creating Lifetime Park Users: We will infuse all of our programs and initiatives with a fresh emphasis on inviting children to our parks to make them eager to play in Montgomery County's backyard. We want No Child Left Inside. We will find and welcome groups that have not traditionally seen parks as meeting their needs.

Division Associated With and Contributing To Success of Specific New Initiative:

Northern Region

Selected Program Elements Which Will Be Impacted by This Specific New Initiative (per earlier communication from Division)—and Nature of Results To Be Achieved:

<p>Nature Centers (1 WY, \$64,200)</p>	<p>Results That This New Initiative Will Have on This PE: An additional Park Naturalist position is needed to increase opportunities for the schools, groups, and the public to attend programs and visit Meadowside Nature Center and Agricultural History Farm Park.</p> <ul style="list-style-type: none"> • Increase approximately 75 additional interpretive programs at the Ag History Farm Park • Increase approximately 75 additional interpretive programs at Meadowside Nature Center • Result in approximately 3,200 + program participants (not including spectators) and potentially over \$18,600 in revenue. • Assist with animals care and trail maintenance. • Make the Ag Farm more available to the public by developing self-guide opportunities, conducting school/group/public programs, assisting with the coordination of volunteer docent-led Farm House tours on Saturdays, coordinating programming efforts of numerous partnering groups such as the Friends of the Ag History Farm Park and the Back-in-Time 4H club, and assisting with the coordination of numerous special events.
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NEW INITIATIVE PROGRAM ELEMENT: MEADOWSIDE NATURE CENTER-SEASONAL MAINTENANCE

New Initiative Summary:

Facilities are our Service Delivery Platform – Safe, clean and well-maintained facilities are critical to our users' satisfaction and to long-term cost-containment for our facilities use over time. We intend to expand significantly the resources we apply to facility protection, maintenance and upgrading. This is the best way to extend useful life and reduce potential risk factors.

Division Associated With and Contributing To Success of Specific New Initiative:

Northern Region

Selected Program Elements Which Will Be Impacted by This Specific New Initiative (per earlier communication from Division)—and Nature of Results To Be Achieved:

<p>Nature Centers (.6 WY, \$14,700)</p>	<p>Results That This New Initiative Will Have on This PE: A dedicated Maintenance staff person would help to ensure that Meadowside Nature Center is well maintained and safe for the public. Results of this initiative:</p> <ul style="list-style-type: none"> • Biweekly inspections and maintenance of trail system. • Cleaning and general maintenance of Meadowside Nature Center buildings and grounds three days a week. • Maintenance assistance of 6 specialty gardens.
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SPECIFIC NEW INITIATIVE SEASONAL NATURALIST--LOCUST GROVE NATURE CENTER

New Initiative Summary:

Creating Lifetime Park Users: We will infuse all of our programs and initiatives with a fresh emphasis on inviting children to our parks to make them eager to play in Montgomery County's backyard. We want No Child Left Inside. We will find and welcome groups that have not traditionally seen parks as meeting their needs.

Division Associated With and Contributing To Success of Specific New Initiative:

Southern Region

Selected Program Elements Which Will Be Impacted by This Specific New Initiative (per earlier communication from Division)—and Nature of Results To Be Achieved:

Nature Centers (.5 WY, \$10,200)	<p>Results That This New Initiative Will Have on This PE: This initiative would increase the evening and weekend hours that a naturalist would be available, enabling more children and their families to interact with a naturalist and to participate in naturalist-led programs. We anticipate that this position would generate an additional \$5,000/year in revenue. Specific program proposals include having open Sunday hours, increasing the number of evening campfire programs offered, increasing the number of Saturday programs offered, and increasing the number of hours in face-to-face contact with visitors to the Cabin John Regional Park playground and picnic area.</p>
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**SPECIFIC NEW INITIATIVE: BROOKSIDE NATURE CENTER: OUTREACH
NATURALIST, SENIOR COMMUNITY OUTREACH NATURALIST, SPECIALIZED
INTERPRETIVE TRAINING, OTHER**

New Initiative Summary:

Creating Lifetime Park Users: We will infuse all of our programs and initiatives with a fresh emphasis on inviting children to our parks to make them eager to play in Montgomery County's backyard. We want No Child Left Inside. We will find and welcome groups that have not traditionally seen parks as meeting their needs.

Division Associated With and Contributing To Success of Specific New Initiative:

Southern Region

Selected Program Elements Which Will Be Impacted by This Specific New Initiative (per earlier communication from Division)—and Nature of Results To Be Achieved:

Nature Centers (1 WY, \$86,500)	The addition of one full-time career Park Naturalist I position to serve as an Outreach Naturalist, funded through Brookside Nature Center, would address the new major Park initiative " <i>Outreach to Underserved Populations</i> ." The outreach naturalist would go to groups and individuals in the southern region of Montgomery County, especially in underserved areas such as Silver Spring, Wheaton, and Takoma Park. This person would conduct both impromptu and scheduled interpretive events at local parks, working in conjunction with the park manager to determine the appropriate sites. Programs would also be held at the regional parks, train stations and carousel, and local malls. This person will conduct programs at the libraries and at schools that are unable to visit Brookside Nature Center, and would conduct interpretive-related birthday parties.
	The Outreach Naturalist would contribute to these initiatives by conducting in a calendar year nature programming for more than 2,000 Montgomery County school children (including 500 teachers and parents) at public/private schools, summer camps libraries, and community centers. This person would work directly with the proposed Seasonal Naturalist for the Meadowbrook area.
	The Outreach Naturalist will invite residents to enjoy Montgomery Parks by actively promoting the Parks at fairs, festivals, scout

	<p>jamborees, Montgomery County Parks and Montgomery County Recreation events. The Outreach Naturalist will further promote park use through the M-NCPPC Speaker's Bureau (educational talks at senior centers, nursing homes, religious institutions, and community centers). These promotional activities will reach 1,500 – 2,000 Montgomery County residents in a year.</p> <p>In addition, the naturalist would coordinate cooperative outreach activities, as well as promote the parks, by participating in community groups such as Friends of Sligo Creek, Neighbors of Northwest Branch, Maryland Native Plant Society, Audubon Naturalist Society, and Montgomery County Beekeepers Association.</p>
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NEW INITIATIVE PROGRAM ELEMENT: CHILDREN'S PROGRAMS HORTICULTURALIST

New Initiative Summary:

Creating Lifetime Park Users: We will infuse all of our programs and initiatives with a fresh emphasis on inviting children to our parks to make them eager to play in Montgomery County's backyard. We want No Child Left Inside. We will find and welcome groups that have not traditionally seen parks as meeting their needs.

Division Associated With and Contributing To Success of Specific New Initiative:

Horticultural Services

Selected Program Elements Which Will Be Impacted by This Specific New Initiative (per earlier communication from Division)—and Nature of Results To Be Achieved:

Public Gardens (1 WY, \$78,000)	<p>Results That This New Initiative Will Have on This PE:</p> <ul style="list-style-type: none"> • 170 additional educational programs will be offered at Brookside Gardens. • An additional major family event will be added to Brookside's annual schedule. • Attendance for childrens and family programming will increase by 5,000 people. • Increase time spent by families in Parks. • Provide family programming on weekends and during the summer. • Will expand family programming up-County to Ovid Hazen Wells and further partnership with Red Wiggler. • Will increase citizens' awareness of natural resources stewardship and personal health.
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NEW INITIATIVE PROGRAM ELEMENT: SEASONAL NATURALIST--MEADOWBROOK

New Initiative Summary:

Creating Lifetime Park Users: We will infuse all of our programs and initiatives with a fresh emphasis on inviting children to our parks to make them eager to play in Montgomery County's backyard. We want No Child Left Inside. We will find and welcome groups that have not traditionally seen parks as meeting their needs.

Division Associated With and Contributing To Success of Specific New Initiative:

Southern Region

Selected Program Elements Which Will Be Impacted by This Specific New Initiative (per earlier communication from Division)—and Nature of Results To Be Achieved:

Nature Centers (1 WY, \$21,400)	A seasonal naturalist will provide more than 1,000 children at summer camps with educational outdoor activities in the County parks. This will serve as a segue for getting them into our nature centers and parks. The naturalist will visit 8 or more County Recreation and/or Parks camps each week, conducting 10-15 nature programs weekly. The seasonal naturalist programs will reach areas and populations with limited access to nature interpretation (nature centers or naturalists) and increase children's (and parent's) appreciation and use of local parks. We will be seeking a bilingual person to fulfill this position. We will be building on last year's successes as this person encountered approximately 1,500 children in adults during the summer season in the down County area. As the program gains popularity, we will be anticipating more seasonal staff, in order to provide a better staff-to-participant ratio.
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NEW INITIATIVE PROGRAM ELEMENT: EXPAND/MODIFY PARK RANGER PROGRAM IN SOUTHERN REGION

New Initiative Summary:

Safety and Service – Everyone using our parks should feel safe and should receive outstanding service. To these ends, we will expand our Park Police presence and our new Ranger program.

Division Associated With and Contributing To Success of Specific New Initiative:

Southern Region

Selected Program Elements Which Will Be Impacted by This Specific New Initiative (per earlier communication from Division)—and Nature of Results To Be Achieved:

Baseball, Softball (1 WY, \$86,000)	<p>Results That This New Initiative Will Have on This PE: The expanded/modified Park Ranger Program request would result in one field personnel position for each of our four maintenance yards. These staff members will patrol our fields to ensure proper usage, report and handle maintenance issues, close fields as necessary whether due to adverse weather conditions or other unforeseen emergencies. This staff will respond to public complaints, inquiries and suggestions by providing general information and assistance on facilities, features, and regulations and will enforce and administer general rules and regulations. We expect this staff to check special use permits and required licenses for activities within parks. The Park Rangers are needed to cooperate with, and assist Park Police and other law enforcement agencies and units of local, and state government in crime prevention, search and rescue, natural resources law enforcement, accident investigation, and public safety. They answer questions concerning permit issues (field and buildings) nature conservation issues, wildlife, park regulations, etc., refer complaints and complicated issues to the proper personnel (e.g., Senior Park Managers or Park Police, etc.), conduct tours of parks and natural areas, participate in providing security for special park and recreation events, and other programs. Park Rangers assist the Park Police by monitoring motor vehicle traffic and parking; directing traffic and helping to monitor park usage. Distributing brochures and flyers for publicity purposes can also be done by the Park Rangers. In general, the Park Rangers serve as the link between the user and the Park Police.</p>
Field Sports (1 WY, \$86,000)	<p>Results That This New Initiative Will Have on This PE: All of the above plus - These staff persons should patrol our fields to ensure proper usage, report and handle maintenance issues, close fields as</p>

	necessary due to adverse weather conditions and unforeseen emergencies to serve as a link between the park user and Park Police.
Rec Centers (1 WY, \$86,000)	Results That This New Initiative Will Have on This PE: All of the above plus - These staff persons are expected to patrol our recreation buildings to ensure proper permit usage, report and handle maintenance issues, close sites as necessary due to adverse weather conditions and unforeseen emergencies. Part of their duties include: monitoring and evaluating the week-end custodial cleaning contract.
Large Picnic Areas (1 WY, \$86,000)	Results That This New Initiative Will Have on This PE: All of the above plus - These staff persons need to patrol our picnic areas and shelters to ensure proper usage, and report and handle maintenance issues. They will have the ability to contact staff to address permit and maintenance issues.

**SPECIFIC NEW INITIATIVE:
PLAYGROUND INSPECTIONS AND MAINTENANCE: CLOSING THE GAP**

New Initiative Summary:

Building on Our Successes: Our fields and our trails are enormously popular. They represent opportunities to meet the leisure interests of many individuals and groups. We will expand the maintenance and upgrading of our trail system, ball fields, and playgrounds.

Division Associated With and Contributing To Success of Specific New Initiative:

Southern Region

Selected Program Elements Which Will Be Impacted by This Specific New Initiative (per earlier communication from Division)—and Nature of Results To Be Achieved:

Playgrounds (1 WY, \$76,100)	<p>Results That This New Initiative Will Have on This PE: The new initiative for Playground Inspector would increase the Southern Region's ability to achieve the program standards of playground inspections. The current standard for playground inspection is once every 30 days. Parks current rate of inspection is about 3.4 months for a cycle to be completed. The region has currently only one inspector for over 200 playgrounds. We are projecting to bring the inspection rate down to approximately once every 1.5 months with the new playground inspector. This position will provide more frequent inspections, reduce the "down time" of damaged equipment, and provide a safer and more aesthetically pleasing park. The new inspector would also decrease our liability by performing more frequent inspections. We anticipate that the new inspector would generate more work orders, thereby increasing the workload of the current crew. We would continue to monitor the workload gather information to use in future budget cycles if additional playground crew staff is needed. This position helps to ensure a safer environment for the public.</p>
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**NEW INITIATIVE PROGRAM ELEMENT:
ENHANCED MANAGEMENT OF PLAYGROUND AND INFRASTRUCTURE RENOVATION
PROJECTS [SHARED WITH CIP]**

New Initiative Summary:

Building on Our Successes: Our park amenities are enormously popular. They represent opportunities to meet the leisure interests of many individuals and groups. Our goal is to maintain our facility groups at a high level of maintenance.

Division Associated With and Contributing To Success of Specific New Initiative:

Park Development

Selected Program Elements Which Will Be Impacted by This Specific New Initiative (per earlier communication from Division)—and Nature of Results To Be Achieved:

<p>Trails and Playgrounds (.4 WY, \$42,500)</p>	<p>Results That This New Initiative Will Have on This PE: (fill in; box will expand) Having two new full-time positions devoted to maintaining and improving our park amenities and infrastructure will greatly improve the quality of our parks. The two positions would be charged to the operating budget: .4 wys as well as to the CIP: .6 wys. The Development portion of the CIP for FY07-12 increased by 32% over the FY05-10 CIP. Additional staff would allow us to build on the information from the infrastructure inventory and condition assessment study. We would be able to identify the many aging park amenities that have outlived their life cycle and replace them. The safety of our infrastructure would increase. Presently, we have 289 playgrounds or play areas, many of which are more than 20 years old. Although we have been able to reduce the backlog of playground renovations, many will reach the end of their replacement cycle at the same time. The additional staff would allow us to maintain our level of renovations in the upcoming years. The public would benefit from having updated playgrounds, both in terms of safety and enjoyment.</p>
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NEW INITIATIVE PROGRAM ELEMENT

ATHLETIC FIELDS CARE: PRE-SEASON AND POST-SEASON

New Initiative Summary:

Building on Our Successes: Our fields and our trails are enormously popular. They represent opportunities to meet the leisure interests of many individuals and groups. We will expand the maintenance and upgrading of our trail system, ball fields, and playgrounds.

Division Associated With and Contributing To Success of Specific New Initiative:

Southern Region

Selected Program Elements Which Will Be Impacted by This Specific New Initiative (per earlier communication from Division)—and Nature of Results To Be Achieved:

Open Space (Unprogrammed) (2 WYs, \$40,800)	Results That This New Initiative Will Have on This PE: As we continue to strive for better fields for public use, it has become necessary to extend our use of seasonal staff, before the season through March and at the end of the season through November. The time frame suggested allows for the pre season and post season for field maintenance. This will include aerating, thatching, overseeding, dragging, lining, repairing playing surfaces and fertilizing. The beginning and end of the season are critical growth times for the turf to become established. In order to establish a strong base, extra time needs to be spent on the front and back ends of the season. Trained seasonal staff can assist with this task. We need to distribute the funds across the region. This initiative allows us to have safer fields throughout the playing season.
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NEW INITIATIVE PROGRAM ELEMENT: MAINTENANCE OF HARD-SURFACE TRAILS

New Initiative Summary:

Building on Our Successes: Our fields and our trails are enormously popular. They represent opportunities to meet the leisure interests of many individuals and groups. We will expand the maintenance and upgrading of our trail system, ball fields, and playgrounds.

Division Associated With and Contributing To Success of Specific New Initiative:

Southern Region

Selected Program Elements Which Will Be Impacted by This Specific New Initiative (per earlier communication from Division)—and Nature of Results To Be Achieved:

<p>Trails (2 WYs, \$136,500)</p>	<p>Results That This New Initiative Will Have on This PE: This new initiative will allow the Region to meet the Maintenance Standard on inspection of the hard surface trails. The targeted time frame will be increased to weekly inspections from the current monthly rate or longer. The two (2) person crew is intended to be a specialized crew focusing on trails throughout the entire Southern area. This crew will monitor and maintain trails daily and cover weekends. The crew will provide a face in the parks and can provide professional support to volunteers working on trail projects. It will be able to provide a clean, and safe environment for all trail users. Staff will be able to address maintenance deficiencies and develop a daily work program and address maintenance projects. This crew will be able to address storm emergencies in a timely manner in the lower Silver Spring area covering Sligo and Beach Drive, which are both prone to flooding. The crew would give the department the ability to respond to emergencies without sacrificing other maintenance. A trails crew gives us the ability to adequately staff one of our most highly used resources, trails. This staffing would give our department comparable resources that other surrounding jurisdictions devote towards trails. A well-trained trails crew will allow the region to use more volunteers. A dedicated staff will support and coordinate better maintenance program for the trails.</p>
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SPECIFIC NEW INITIATIVE: MEADOWSIDE NATURE CENTER-SEASONAL MAINTENANCE

New Initiative Summary:

Facilities are our Service Delivery Platform – Safe, clean and well-maintained facilities are critical to our users' satisfaction and to long-term cost-containment for our facilities use over time. We intend to expand significantly the resources we apply to facility protection, maintenance and upgrading. This is the best way to extend useful life and reduce potential risk factors.

Division Associated With and Contributing To Success of Specific New Initiative:

Northern Region

Selected Program Elements Which Will Be Impacted by This Specific New Initiative (per earlier communication from Division)—and Nature of Results To Be Achieved:

Nature Centers (.6 WY, \$14,700)	<p>Results That This New Initiative Will Have on This PE: A dedicated Maintenance staff person would help to ensure that Meadowside Nature Center is well maintained and safe for the public. Results of this initiative:</p> <ul style="list-style-type: none"> • Biweekly inspections and maintenance of trail system. • Cleaning and general maintenance of Meadowside Nature Center buildings and grounds three days a week. • Maintenance assistance of 6 specialty gardens.
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SPECIFIC NEW INITIATIVE: TREES: PRIORITY ONE

New Initiative Summary:

Montgomery County's Natural Heritage – Our natural environment has many exciting and important features; however, our trees and forests are central to our stewardship success. We will concentrate on expanding our tree maintenance and removal programs. This type of preventive tree maintenance not only improves the structure and function of the treed areas, but also reduces a source of risk and liability. Particularly along trails and edge of forest areas, where tree health is often susceptible to injury, preventive maintenance will improve the general health and beauty of the parks ecosystem. This work goes hand in hand with the care for Champion and Historic Trees in County parks. The efforts to manage and eradicate non-native invasive plants also work to improve habitat quality and the viability of native species of both plants and animals.

Division Associated With and Contributing To Success of Specific New Initiative:

Horticultural Services, Southern Region, Northern Region

Selected Program Elements Which Will Be Impacted by This Specific New Initiative (per earlier communication from Division)—and Nature of Results To Be Achieved:

Arboriculture (2 WYs; \$235,000)	Results That This New Initiative Will Have on This PE: Identify, maintain and document a comprehensive inventory of Historic, Significant, and Champion Trees in our parks; develop maintenance and tree protection plans and implement them with contractors and park staff to maximize the healthy longevity of each of these icons; reduce the danger to park users from falling branches and limbs. This preventive maintenance program would also reduce the Department's exposure to liability through negligence.
Horticulture (0 WYs; \$65,000)	Results That This New Initiative Will Have on This PE: Increase the number of new trees planted each year to close the gap on deforestation; increase viability and strength of the two thousand trees we expect to plant each year through appropriate aftercare and maintenance.

SPECIFIC NEW INITIATIVE: TREES: PRIORITY TWO

New Initiative Summary:

Montgomery County's Natural Heritage – Our natural environment has many exciting and important features; however, our trees and forests are central to our stewardship success. We will concentrate on expanding our tree maintenance and removal programs. This type of preventative tree maintenance not only improves the structure and function of the treed areas, but also reduces a source of risk and liability. Particularly along trails and edge of forest areas, where tree health is often susceptible to injury, preventive maintenance will improve the overall health and beauty of the parks ecosystem. This effort goes hand in hand with the care for Champion and Historic Trees in County parks. Managing and eradicating non-native invasive plants will also help to improve habitat quality and the viability of native species of both plants and animals.

Division Associated With and Contributing To Success of Specific New Initiative:

Horticultural Services

Selected Program Elements Which Will Be Impacted by This Specific New Initiative (per earlier communication from Division)—and Nature of Results To Be Achieved:

Arboriculture (2 WYs; \$169,000)	Results That This New Initiative Will Have on This PE: The addition (restoration) of this skilled tree crew will result in a 50% reduction in the arboriculture backlog, which is currently nearly 500 work orders. Faster response times and safer park properties would enable us to reduce damage from downed trees and limbs, and reduce the property damaged from storm events. In addition, the Commission's exposure to risk would be significantly reduced.
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SPECIFIC NEW INITIATIVE: WILDLIFE ECOLOGY AND BASELINE STUDIES

New Initiative Summary:

Montgomery County's Natural Heritage – Our natural environment has many exciting and important features; however, our trees and forests are central to our stewardship success. We will concentrate on expanding our tree maintenance and removal programs. This type of preventive tree maintenance not only improves the structure and function of the treed areas, but also reduces a source of risk and liability. Particularly along trails and edge of forest areas, where tree health is often susceptible to injury, preventive maintenance will improve the overall health and beauty of the parks ecosystem. This work goes hand in hand with the care for Champion and Historic Trees in County parks. Managing and eradicating non-native invasive plants will also help to improve habitat quality and the viability of native species of both plants and animals.

Division Associated With and Contributing To Success of Specific New Initiative:

Natural Resources

Selected Program Elements Which Will Be Impacted by This Specific New Initiative (per earlier communication from Division)—and Nature of Results To Be Achieved:

<p>Natural Resources Mgmt (1 WY, \$78,000)</p>	<p>Results That This New Initiative Will Have on This PE: Develop and implement a comprehensive program to inventory and manage select species of terrestrial invertebrates (e.g., butterflies), amphibians, reptiles, birds, and mammals; complete wildlife inventories on approximately 2,500 acres of parkland annually; recruit and train volunteers to assist with inventory effort; use inventory data when planning parks, preparing park operation and use plans; and conducting park maintenance activities. This new initiative would also improve response time to nuisance wildlife complaints in parks. Our current response time is approximately 60 days during autumn and winter due to higher priority deer management activities, and 14 days during spring and summer.</p>
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**SPECIFIC NEW INITIATIVE:
GREEN MANAGEMENT INITIATIVE PLANNING AND IMPLEMENTATION**

New Initiative Summary:

Facilities are our Service Delivery Platform – Safe, clean and well-maintained facilities are critical to our users' satisfaction and to long-term cost-containment for their use over time. We intend to expand significantly the resources we apply to facility protection, maintenance and upgrading. This is the best way to extend useful life and reduce potential risk factors.

Division Associated With and Contributing To Success of Specific New Initiative:

Horticultural Services, PDD, Regions

Selected Program Elements Which Will Be Impacted by This Specific New Initiative (per earlier communication from Division)—and Nature of Results To Be Achieved:

Arboriculture (1 WY, \$111,000)	Results That This New Initiative Will Have on This PE: Recycling and composting all bio-degradable materials generated in our parks will reduce hauling and dumping costs, reduce purchases of top soil and mulch, and increase our attaining our recycling goal. This process can also be a great educational tool for teaching environmental stewardship and sustainability.
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**SPECIFIC NEW INITIATIVE:
RESTORE INTEGRATED PEST MANAGEMENT**

New Initiative Summary:

Facilities are our Service Delivery Platform – Safe, clean and well-maintained facilities are critical to our users' satisfaction and to long-term cost-containment for their use over time. We intend to expand significantly the resources we apply to facility protection, maintenance and upgrading. This is the best way to extend useful life and reduce potential risk factors.

Division Associated With and Contributing To Success of Specific New Initiative:

Horticultural Services, Southern Region, Northern Region

Selected Program Elements Which Will Be Impacted by This Specific New Initiative (per earlier communication from Division)—and Nature of Results To Be Achieved:

Horticulture (1 WY, \$111,000)	Results That This New Initiative Will Have on This PE: Reduce in the use of pesticides and herbicides, result in increased safety for employees and users, enhance better environmental quality, reduce costs for maintenance, and increase compliance to Federal, State and County environmental laws, and decrease risk of poisoning and injury to employees and citizens.
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FY08 PARKS WORK PROGRAM: PROPOSED WORK YEARS																																																		
Version			2.91		Latest Edits:								9/7/06		Latest Printing:					(see footer)																														
A			B1	B2	B3	B4	B4A	C1	C2	C3	C4	D1	D2	D3	D4	D5	D6	D7	D8	D9	D10	D11	E1	E2	E3	E4	E5	E6	E7	E8	E9	E10	E11	E12	E13	E14	E15	E16	E17	E18	E19	E20	E21	E22						
1	Program		BUDGETED WORK YEARS	CAP. INVEST. (See sep matrix)	CONT. IMPROVEMENT	SERVICE DELIVERY	Temporary: Other/TBD	Mgmt/Admin	Partnerships	Property Mgmt	3rd-Party Sup (incl pools)	STEWARDSHIP OF NATURAL AND CULTURAL PARK RESOURCES											PARK SERVICES																											
	Sub Program											Land & Resource Management											Education & Interpretation				Recreational Opportunities														Meeting Places									
4	Program Element											Planning for Stewardship	Arboriculture	Horticulture	Nat Res Mgmt	Archaeological, Hist Site Mgmt	Open Space	Trails (Natural Surfaces)	Ag Hist Farm Pl	Nature Centers	Public Gardens	Arch. & Historic Site Interp	Total	Planning for Services	Baseball & Softball	Boating	Camping	Dog Exer Areas	Equestrian Ctrs	Field Sports	Golf (incl So Germ Range)	Ice Skating	Min. Golf, Splash Playgrd	Multi-Use Courts	Open Space (unprog activ.)	Picnic Shelters	Playgrounds	Scenic Parkway Experiences	Tennis	Trails-Hiker Biker (Paved Surfaces)	Trains, Carousels	Rec Centers	Event Centers	Lg Picnic Areas	Total					
5	Commissioners' Office		2.0	0.0	0.0	2.0	0.0	0.0	0.0	0.0	0.5	0.1	0.2	0.1	0.0	0.0	0.1	0.0	0.0	1.0	0.5	0.2	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.1	0.0	1.0									
6	Parks Comm.		2.0	0.0	0.0	2.0	0.0	0.0	0.0	0.0	0.5	0.1	0.2	0.1	0.0	0.0	0.0	0.1	0.0	0.0	1.0	0.5	0.2	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.1	0.0	1.0								
7	Comm Outreach, Media Rel		2.0	0.0	0.0	2.0	0.0	0.0	0.0	0.0	0.5	0.1	0.2	0.1	0.0	0.0	0.0	0.1	0.0	0.0	1.0	0.5	0.2	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.1	0.0	1.0								
8	Tot. Comm's Off		4.0	0.0	0.0	4.0	0.0	0.0	0.0	0.0	1.0	0.2	0.4	0.2	0.0	0.0	0.0	0.2	0.0	0.0	2.0	1.0	0.4	0.0	0.0	0.0	0.0	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.2	0.2	0.0	2.000									
9	Parks Dept																																																	
11	Director's Office		48.3	0.0	0.0	48.3	4.0	17.6	1.6	2.0	0.5	1.0	0.0	0.2	2.1	0.0	0.0	1.8	0.3	0.7	0.4	0.3	6.8	1.2	2.2	0.1	0.2	0.0	1.0	2.4	0.0	0.7	0.0	0.0	0.5	1.1	0.6	0.0	1.5	0.7	0.5	1.8	0.7	0.6	15.800					
12	Park Planning		24.1	0.0	0.0	24.1	0.0	2.6	0.3	0.2	0.0	4.7	0.0	0.0	0.1	2.8	0.0	3.7	0.0	0.0	0.0	1.3	12.6	6.3	0.0	0.0	0.0	0.1	0.0	0.3	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.2	0.0	1.4	0.0	0.0	8.350					
13	Park Development		48.8	28.8	0.0	20.0	0.0	3.0	2.7	0.0	0.0	2.0	0.0	0.0	1.2	0.0	0.0	0.9	0.0	0.0	0.0	4.1	4.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.1	0.0	0.0	2.3	0.0	1.1	1.4	0.0	0.0	0.0	10.200							
14	Nat. Resources		83.8	0.0	0.0	83.8	0.0	4.0	0.0	0.0	0.0	3.4	21.6	31.6	6.4	0.0	0.0	0.2	0.0	0.0	9.9	0.0	73.1	0.1	0.0	0.0	0.0	0.0	0.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.0	0.0	4.5	0.0	6.700							
15	Park Police		122.5	0.0	0.0	122.5	0.0	5.4	0.0	0.0	7.9	0.1	0.2	0.2	7.4	0.3	0.0	0.3	2.3	1.3	4.3	1.4	17.8	2.0	5.3	1.1	1.1	0.8	2.3	8.2	4.5	3.0	0.0	0.0	5.8	4.5	4.3	10.8	1.0	12.7	0.9	10.9	6.0	6.2	91.400					
16	Central Maint.		120.5	6.2	0.0	114.3	0.0	2.1	1.5	1.3	0.0	1.2	3.9	7.8	8.6	0.1	0.0	1.2	0.4	3.6	7.5	3.3	37.7	10.0	5.7	1.3	1.3	1.6	0.4	4.7	0.4	5.8	1.6	0.8	12.0	3.3	3.0	2.8	3.1	3.1	1.2	5.2	3.4	0.9	71.720					
17	Northern Region		129.5	0.0	0.0	129.5	0.0	4.0	0.0	0.1	2.0	0.0	6.9	6.8	6.9	0.3	0.0	5.2	2.1	12.8	0.0	0.3	41.3	0.0	11.6	1.3	1.7	0.4	0.3	8.4	0.0	0.0	0.6	0.7	44.7	2.4	4.6	0.0	1.1	1.8	0.0	2.2	0.2	0.1	82.110					
18	Southern Region		204.7	0.0	0.0	204.7	4.0	5.0	0.0	0.0	0.0	0.0	5.4	7.8	4.0	2.0	3.3	1.5	0.0	18.8	0.0	0.2	43.0	10.0	20.0	0.0	0.4	2.0	1.4	13.9	0.0	0.1	0.0	3.8	36.7	3.4	13.0	15.5	4.5	10.3	2.5	14.7	0.5	0.0	152.690					
19	Enterprise Div		108.9	0.0	0.0	108.9	0.0	3.0	0.9	1.9	0.0	0.0	0.0	6.5	0.1	0.0	0.0	0.0	0.1	0.9	4.6	0.0	12.2	0.0	0.0	4.1	4.9	0.0	0.0	0.1	0.1	40.9	3.9	0.1	0.0	0.0	0.0	0.0	13.9	0.0	5.1	0.1	17.7	0.0	90.900					
20	Total Parks Dept.		891.1	35.0	0.0	856.1	8.0	46.7	7.0	5.5	10.4	12.4	38.0	60.9	36.8	5.5	3.3	14.8	5.2	38.1	26.7	6.8	248.6	34.7	44.8	7.9	9.6	4.9	5.4	40.0	5.1	50.5	6.1	6.5	99.8	14.7	27.8	29.1	26.2	30.3	10.2	36.3	33.0	7.8	530.7					
21																																																		
22																																																		
23	Planning Dept																																																	
24	Res & Tech		13.0	0.0	0.0	13.0	0.0	0.9	0.1	0.9	0.0	0.4	0.4	0.4	0.9	0.1	0.0	0.0	0.2	0.4	0.4	0.2	3.4	0.4	0.4	0.0	0.4	0.0	0.0	0.4	0.0	0.9	0.5	0.4	0.9	0.1	0.0	0.0	0.8	0.0	0.5	0.9	0.8	0.4	7.7					
25																																																		
26	CAS (tbd)		5.0	0.0	0.0	5.0	0.0	0.0	1.0	0.5	0.0	0.0	0.5	0.5	0.5	0.0	0.0	0.0	0.0	0.0	0.0	1.5	0.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.5	0.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.5	0.0	0.0	0.0	2.0						
27																																																		
28	(Across All Divisions)																																																	
29	TOTAL		913.1	35.0	0.0	878.1	8.0	47.6	8.1	6.9	10.4	13.8	39.1	62.2	38.4	5.6	3.3	14.8	5.4	38.7	27.1	7.0	255.5	36.1	46.1	7.9	10.0	4.9	5.4	40.6	5.1	51.9	6.6	7.4	100.7	14.8	27.8	29.1	27.0	30.3	10.7	37.8	34.0	8.2	542.4					
	Salary Lapse @4.5%		41.1	1.6	0.0	39.5	0.4	2.1	0.4	0.3	0.5	0.6	1.8	2.8	1.7	0.3	0.1	0.7	0.2	1.7	1.2	0.3	11.5	1.6	2.1	0.4	0.5	0.2	0.2	1.8	0.2	2.3	0.3	0.3	4.5	0.7	1.3	1.3	1.2	1.4	0.5	1.7	1.5	0.4	24.4					
	TOTAL (Net of Lapse)		872.0	33.4	0.0	838.6	7.6	45.5	7.7	6.6	9.9	13.2	37.3	59.4	36.7	5.4	3.2	14.1	5.2	37.0	25.9	6.7	244.0	34.5	44.1	7.5	9.6	4.7	5.2	38.8	4.9	49.6	6.3	7.1	96.1	14.1	26.5	27.8	25.8	28.9	10.2	36.1	32.4	7.8	518.0					
30	Prog Elem as % of TOTAL		100%	4%	0%	96%	1%	5%	1%	1%	1%	2%	4%	7%	4%	1%	0%	2%	1%	4%	3%	1%	28%	4%	5%	1%	1%	1%	1%	4%	1%	6%	1%	1%	11%	2%	3%	3%	3%	3%	1%	4%	1%	59%						
* Volunteer work years will be allocated by new Program Element future iterations.																																																		
FY08 PARKS WORK PROGRAM: ESTIMATED AMOUNT (In Thousands) \$\$\$																																																		
Personnel Services			64,332	2,564	0	61,769	586	3,415	521	433	700	939	2,795	4,487	2,741	340	170	1,012	298	2,766	1,919	444	17,911	2,503	3,320	507	660	299	324	2,902	302	3,730	411	477	7,307	1,014	1,967	2,060	1,909	2,150	715	2,700	2,415	532	38,203					
Supplies and Materials			7,325	281	0	7,044	64	382	65	55	83	111	314	499	308	45	26	119	44	310	218	56	2,050	290	370	63	80	39	43	326	41	416	53	59	807	119	223	233	217	243	86	303	272	66	4,351					
Other Services & Charges			16,132	618	0	15,513	141	841	143	122	184	244	691	1,099	678	99	58	261	96	684	479	124	4,514	639	815	140	177	87	95	717	90	917	117	131	1,778	261	491	514	477	535	189	668	600	145	9,582					
Capital Outlay			349	13	0	335	3	18	3	3	4	5	15	24	15	2	1	6	2	15	10	3	98	14	18	3	4	2	2	16	2	20	3	3	38	6	11	11	10	12	4	14	13	3	207					
SubTotal Operating			\$88,138	\$3,476	\$0	\$84,662	\$795	\$4,656	\$732	\$613	\$971	\$1,299	\$3,814	\$6,109	\$3,742	\$487	\$256	\$1,398	\$440	\$3,775	\$2,627	\$626	\$24,572	\$3,445	\$4,523	\$713	\$921	\$427	\$464	\$3,960	\$435	\$5,083	\$584	\$670	\$9,932	\$1,400	\$2,692	\$2,818	\$2,613	\$2,940	\$994	\$3,685	\$3,300	\$745	\$52,343					
25% Lapse on NI Wys			588	-	-	588	152	113	19			(5)	86	53	16	6	19	25	(6)	71	4		268	(21)	1					5	16			23		5		(3)	22	(10)	4	(7)		36						
Total Operating			\$87,550	\$3,476	\$0	\$84,074	\$642	\$4,543	\$732	\$594	\$971	\$1,304	\$3,729	\$6,056	\$3,726	\$481	\$236	\$1,373	\$446	\$3,704	\$2,623	\$626	\$24,304	\$3,466	\$4,521	\$713	\$921	\$427	\$464	\$3,955	\$435	\$5,066	\$584	\$670	\$9,908	\$1,400	\$2,687	\$2,818	\$2,615	\$2,918	\$1,004	\$3,681	\$3,307	\$745	\$52,308					
Debt Service			\$3,960																																															
GASB45			\$858																																															
Reserve			\$3,049																																															
Total Cost			\$95,417																																															
Less CAS Chargeback			\$520																																															
Less Commissioners' Office			\$416																																															
Cross tie to Crosswalk sheet			\$94,481																																															
* Average Cost per work year is used to allocate the expenditure in different Categories.																																																		

Forever Green

MONTGOMERY COUNTY PARKS - 2007 FACTS

The Maryland-National Capital Park and Planning Commission
Park Information Office – 301-495-2595, Park Permits – 301-495-2525
www.MontgomeryParks.org

Park System Highlights

More than 14 million visitors each year
Total acres of parkland: 33,121
Total developed acreage: 8,886
Acreage set aside for environmental preservation: 24,121

Number of Parks: 401

Stream valley: 35	Urban: 25
Regional: 5	Neighborhood: 93
Recreational: 11	Local: 145
Conservation: 16	Special: 22
Neighborhood Conservation Areas: 41	Misc. recreation/non-recreation facilities: 6
Historical/Cultural: 2	

Park facilities

Conference centers: 3	Golf courses: 4
Lakes: 3	Ice rinks: 3
Boating facilities: 2	Gymnasiums: 1
Paved trails: 73.5 miles	Exercise courses: 13
Natural surface trails: 115.6 miles	Tennis centers: 2 (indoor)
Campgrounds: 3	Tennis courts: 305
Formal gardens: 2	Athletic fields: 294
Nature centers: 4	Overlay football/soccer: 63
Recreation buildings: 31	Basketball courts: 208
Equestrian centers: 5	Permitted picnic shelters: 77
Historic structures: 105	Open picnic areas: 114
Historic sites: 44	Miniature trains: 2
Playgrounds: 288	Carousel: 1

Parks Budget

Park Fund, Adopted Operating Budget FY2007	\$ 69.26 million
Capital Improvements Program FY 2007-2012	\$ 82.5 million for acquisition
Capital Improvements Program FY 2007-2012	\$ 102.0 million for development
