

semi-annual report



innovation



quality



sustainability



connectivity



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letter from the chairman

President Knapp and Members of the Council:

This semi-annual report marks a critical point for parks and planning in Montgomery County. We cite a number of accomplishments that demonstrate how we are responding to Council directives as well as our plans to adapt our work to meet the needs of a growing and changing population.

We've selected a new planning director who is providing strong intellectual and management leadership to an energized staff. We have reformed our development review processes, and we have begun revising the zoning ordinance. Moreover, staff has launched a major initiative to make design excellence a hallmark of development in Montgomery County.

We have proposed a revision of the Forest Conservation Law to make it clearer and to increase conservation, reforestation and maintenance. New enforcement regulations to improve their effectiveness and fairness are in the works. And staff has assisted the Council's Infill Housing Task Force and the Executive's Affordable Housing Task Force.

We have delivered the Twinbrook Sector Plan, and three others — White Flint, West Gaithersburg/Life Sciences Center, and Germantown Employment Corridor — will follow in the coming months. Board recommendations on amendments to the Master Plan for Historic Preservation have been forwarded for final action. We also are hard at work on:

- functional master plans for Green Infrastructure, Water Resources, and a new Housing Element for the General Plan.
- a Policy Framework Plan for Energy and the Environment.
- an amendment to the Master Plan of Transportation to provide a locally preferred alignment for the Purple Line.
- indicators that can be used to measure changes in the Sustainability and Quality of Life of our communities.
- improving the quality, clarity, and timeliness of master plans, in response to the recently completed reassessment of the master planning process.
- engaging underserved communities in planning.

The Department of Parks also has continued to make significant improvements to our award-winning system. As assets and infrastructure in our 400+ parks continue to age, we are focusing on maintaining the high quality of our courts, athletic fields, playgrounds, trails, historic structures, activity centers and other facilities.

Last fall's resident survey showed that people truly value our parks, with 86 percent attesting that they visited a park at least once in the previous 12 months. We are up to the challenge of providing them with a quality experience.



letter from the chairman

With that in mind, we have placed new emphasis on protecting and managing historic and cultural resources, converting them from artifacts to attractions. Special attention is being devoted to identifying and designing urban parks in existing and planned high-density activity centers. Upgrading the park trail system continues, and we are striving to provide a continuous network of paved and natural surface trails serving recreational and commuting users.

The Parks Department has been highly successful using “green” energy throughout the system, converting equipment to use biofuels, acquiring hybrid vehicles as part of the fleet are replaced and systematically using energy efficient measures and equipment in park facilities. Notwithstanding the spike in energy costs, the agency has saved \$900,000 since its energy conservation program was introduced in 2003.

We have instituted a strategic plan to manage ball fields, starting with a pilot program at 16 sites. We are rethinking permitting policies, assignment of park rangers, on-site managers, outreach and education programs for users, and Park Police presence – all to improve field quality and playability and to reduce community concerns.

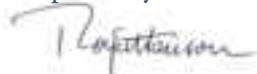
The department is developing better performance indicators and is coordinating its efforts with the CountyStat program. It has increased community outreach efforts, establishing a committee to assess proposed partnership projects in the parks.

While these actions are a good start, a great deal remains to be done. The county’s fiscal situation threatens to undo much of our progress and imperil our ability to serve as effective stewards of the natural and built environment. Immediate attention is needed to provide financing of development review because the recession has decreased fees for the special revenue fund, which supports this core regulatory function of the Commission.

The report is also occasion to pay special tribute to three remarkable people whose devotion to planning and the environment represent the highest standards for public service. Eugene “Gene” Lynch served on our Board from June 2007 until his untimely death earlier this year. Gene brought extraordinary intellect, wisdom, and experience to our deliberations. Likewise, Council Member Marilyn Praisner was a champion of good planning and the environment; her deep knowledge of issues and her commitment to communities will be greatly missed.

This will be the last semi-annual meeting for Commissioner Allison Bryant, who has served with great distinction for more than 10 years. Allison has brought a great measure of common sense and deep insight to the Board’s deliberations, as well as good humor and a high standard of integrity. As chair of the Board of Trustees for the Commission’s retirement fund he has held fund managers accountable for their performance, resulting in a doubling of the fund’s assets. Selecting successors to Commissioners Bryant and Lynch is among the most important decisions the Council will make in the next two months.

Respectfully,



Royce Hanson
Planning Board Chairman

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commissioners office | community outreach & media relations

The Commissioners' Office includes the Planning Board members, the chairman's office staff, the Office of Community Outreach and Media Relations and a team of technical writers who maintain the public record. The community outreach team promotes Planning Board policies, actions and activities with an emphasis on reaching a wide diversity of audiences.

Informing Montgomery County residents about the Planning Board's work remains critical to increasing understanding about how planning contributes to great communities in Montgomery County. As Montgomery County continues to attract an increasingly diverse population, the Office of Community Outreach and Media Relations provides a bridge to multi-cultural residents and helps inform the public about Commission initiatives.

specific tasks | products

Community Outreach for Takoma/Langley Crossroads Sector Plan

In collaboration with planners from both Montgomery and Prince George's counties, outreach staff has worked to develop new and different ways to engage community members. Among the outreach activities: publicizing the sector plan kickoff meeting through a variety of channels – including bilingual brochures, rack cards and posters placed in area buses and local businesses; printing materials in English and Spanish; contributing to a new web page; issuing press releases; meeting with Spanish-language media representatives; partnering with community centers and area organizations to assist in information distribution; and attending community festivals. Partly as a result of those efforts, the sector plan kickoff meeting in January was attended by some 120 residents.

Community Outreach for Germantown Master Plan

Working closely with planners, outreach staff tested new community outreach strategies to involve residents in the Germantown Master Plan update. Efforts included collaborating with ESOL (English as Second Language) instructors to implement a teaching module based on land-use issues, visiting faith-based organizations to encourage them to get involved in community meetings and charrettes and developing image-based posters to gain input from residents whose first language is not English.

Community Outreach for Georgia Corridor Study

Working with planners, outreach staff helped develop a strategy to engage the community along the Georgia Avenue corridor as staff began to research and seek input from residents.

InfoShare Newsletter

Our weekly e-newsletter, highlighting the Planning Board and initiatives and activities from the Department of Parks and Planning Department has proven to be a widely used

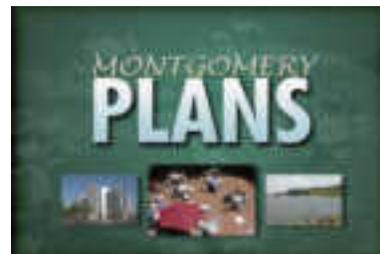


commissioners office | community outreach & media relations

resource. We now have over 1,400 subscribers. We continue to inform the community about the newsletter and encourage additional sign-ups.

Montgomery Plans Cable Show

In conjunction with Montgomery County Cable, we continue to produce Montgomery Plans – a 15-minute monthly cable show designed to explain the planning process. Recent episodes have focused on the development review process and transportation. To see an online version of the show, visit: www.mcparkandplanning.org/board/montgomery_plans.shtm.



Improved and Expanded Community Outreach Toolkit

Staff continued to fine tune this computerized, staff-only resource, which serves as an online information clearinghouse for both planning and parks departments. The toolkit includes such things as contacts lists for constituency groups; alternative ways to facilitate meetings; ideas on how to conduct outreach to underserved communities; ways to record contact with new and emerging community members; and a supply list of materials needed to conduct community outreach (signs, tables, chairs, brochure racks, etc.) Commissioners' Office staff has trained more than 200 parks employees and planners on how to use the toolkit.

New Auditorium Equipment to Increase Public Access

We further renovated our auditorium with wide-screen television monitors, enhanced audio quality and other features that make it easier for the public to see proposed plans under consideration. We have begun providing video webcasts of every public Planning Board session to allow anyone with a computer who is interested in the Planning Board to watch in real time.

Launched Online Signup Process to Testify Before the Board

Interested community groups and residents can now sign up online to testify before the Planning Board. Visit www.daicsearch.org/planning_board/testify.asp.

New Tips on How to Speak Before the Planning Board

To help residents who wish to testify before the board, we developed a list of tips – from how to sign up to being mindful of time limits – and posted it on our community outreach web page. Visit www.mcparkandplanning.org/board/outreach_center/outreach_center.shtm to learn more.

Twinbrook Master Plan

To support efforts to publicize the Planning Board's draft of the Twinbrook Master Plan, outreach staff helped develop and support a dynamic web page and printed a summary version of the plan in an attractive format and language accessible to the general public.

New Planning Department, Development Review Brochures

To better inform the community and potential job recruits about our planning processes, we have produced an eight-page brochure describing our work. Commissioners' office staff also contributed to the production of a brochure that instructs on effective participation in the development review process.

montgomery county planning department
stewards of the natural and built environment



semi-annual report



innovation



quality



sustainability

connectivity

the planning department

overview

The Planning Department continues to work toward improving innovation, quality, and connectivity. We are striving to achieve a “quality of place” in Montgomery County.

To achieve quality of place, we are emphasizing:

- Connectivity – linkages in both our physical connections and in the use of technology to link people and ideas
- Reinventing our existing centers – especially ones that are served by transit – so that they truly bring people together to live and work in dynamic new ways
- Protection and enhancement of our stable residential neighborhoods and our open spaces
- Continued protection of the Agricultural Reserve, a national model of how to retain working farmland so close to a metropolitan area
- Sustainability – creating a policy framework that can inform and guide the myriad projects underway to address environmental issues
- Design – ensuring that every project, from retrofits and infill to completely new neighborhoods, is at the forefront in quality and aesthetic excellence
- Efficiency – Making the best use of our staffing resources and consultant dollars

The major projects that the Council has assigned to the Planning Department all contribute to achieving quality of place in Montgomery County.

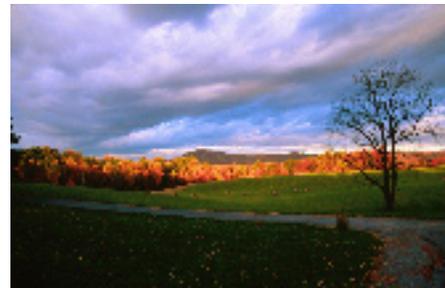
We continue to work to successfully complete:

- Zoning Ordinance Revision
- Master Plan Work Program
- Environmental Initiatives
- Regulatory Improvements
- Technological Advances

the past six months

The Planning Department is continuing to place a high priority on delivering high-quality planning products in a timely and effective way. While the FY08 work program is very ambitious, we have been successful in keeping projects on track. Consider the following goals we have achieved:

- Support to Council during the successful enactment of a new Growth Policy in November
- Comprehensive revisions to the Forest Conservation Law (ongoing)
- Completion of the I-270/MD-355 Corridor Concept Study
- Completion of the Twinbrook Sector Plan and associated draft zoning text amendments
- Support of the Infill Housing Study and



submission of a report on the Infill Housing Task Force

- Master Plan Reassessment Report
- TDR Tracking Report
- An updated Housing Inventory, with an emphasis on identifying existing affordable housing
- Education and outreach on Form-Based Zoning and Zoning Ordinance Revision

the next six months and beyond

In the next six months, the Department will support the Council in its review of the Twinbrook Master Plan. In addition, the Planning Board (Final) Draft of the Germantown Employment Corridor plan will be completed and sent to the Council, as will the Georgia Avenue Corridor Concept Study. Finally, we will undertake intensive work on the White Flint and Gaithersburg West plans so we can deliver them in the fall.

The Department has accelerated efforts to undertake Limited Master Plan Amendments – a work program item that had been anticipated to begin in FY09. The first of these Limited Master Plan Amendments is adjacent to the Wheaton CBD Sector Plan area and will be delivered to the Council by June.

Recommendations of the Master Plan Reassessment report will be implemented and this will, in all likelihood, require some reorganization of staffing resources within the Department.

The Zoning Ordinance Revision project will enter into an intensive phase of diagnosing the problems and issues for improvement in the existing code. The Department also will work

with the Council on changes to the Transit Station zones that have been proposed in the context of the Twinbrook Plan.

Other projects of note:

- By mid-summer, the Council will receive a proposed Housing Policy Amendment to the General Plan (as required under HB 1160).
- Regulations for Enforcement Rules are being analyzed and series of proposed changes will be forwarded to the Council.
- The Department will continue to support the Council in its review of revisions to the Forest Conservation Law.
- Staff will continue to produce Growth Policy follow-up studies, assuming sufficient funding. We plan to complete Growth Policy work program items for August 2008 delivery.
- The Sustainability Indicators project will be well underway and fully integrated with the larger Environmental Initiative to identify a policy framework for all environmental projects and studies.

Updates on every project are included in the program elements section, which have been updated since the October 2007 Semi-Annual Report.

Find updates on every project in the program elements section.

zoning ordinance revision

zoning ordinance revision

The complexity and obsolescence of the zoning ordinance continues to create complex issues for planning and project review. Staff has started to undertake a comprehensive revision of the zoning ordinance.

Last fall, staff sponsored both internal educational sessions and a public forum on form-based zoning to learn more about its applicability to our zoning ordinance revisions. While some “form-giving” provisions would be appropriate in certain specific zones, the wholesale use of form-based zoning as a major theme may not be appropriate.

We are working to integrate the best elements of form-based zoning into current master plan efforts that will be tailored to county needs.

The phased work program for the revision effort is as follows:

Phase 1 | summer 2008

- Transit station zones
- Use of TDR in non-residential zones

Phase 2 | spring/summer/winter 2008

- General code diagnosis
- Review of all use districts
- Review of development standards
- Format plan
- Develop new mapping strategy
- Outreach to stakeholders

Phase 3 | winter 08/spring 09

- Detailed use and development standards
- Review of subdivision standards
- Sample applications for recommendations
- Rationalizing footnotes, special use section

Phase 4 | summer 09/spring 2010

- Drafting
- Mapping
- Outreach

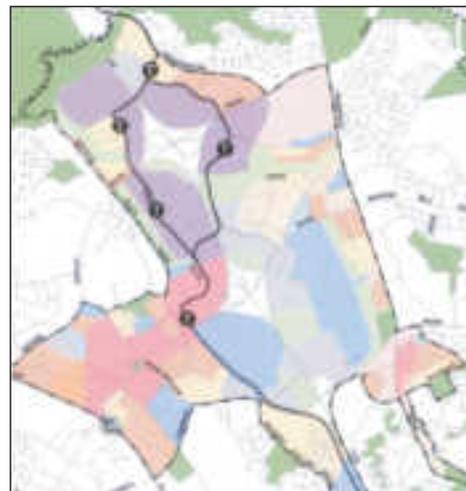
Phase 5 | summer/winter 2010

- Completion
- Implementation

For Phase 1, staff are addressing issues related to Transit Station Zones – particularly how TDRs can be used in these mixed use zones – as part of the zoning text amendments sent forward with the Twinbrook Plan.

However, this is a complex issue. We expect to perform additional work and analysis on these zones and on transferring development rights as we work on Germantown, White Flint, and Gaithersburg West.

For Phase 2, the Department will conduct the general code diagnosis using existing staff, supplemented by consultants. Staff from several divisions will participate in the project. This work has just begun and is moving ahead at a rapid pace.



master plan program

The master plan program approved by the County Council provides a unique opportunity to achieve the goal of “quality of place” through innovative planning, exploration of different types of land use tools, and emphasis on design excellence.

The Planning Department has organized the delivery of the master plans and projects in the following sequence. Transmittal dates refer to approved Planning Board draft. Minor adjustments to timelines may occur.

Corridor Planning MD355/I-270 projects

| study | transmittal | orig goal |
|-------------------------------|-------------|-----------|
| MD355-I270 Corridor Study | Jan. 08 | Oct. 07 |
| Twinbrook Sector Plan | Jan. 08 | Jan. 08 |
| Germantown Master Plan | July 08 | spring 08 |
| White Flint Sector Plan I* | Nov. 08 | spring 08 |
| Gaithersburg West Master Plan | Dec. 08 | spring 08 |
| White Flint Sector Plan II | April 09 | |

* We have delayed delivery of White Flint to provide more time for analysis and infrastructure financing while continue to work with affected property owners

Georgia Avenue projects

| study | transmittal | orig goal |
|---|-------------|-----------|
| Georgia Avenue Concept Study | July 08 | June 08 |
| Wheaton CBD Limited Master Plan amendment | June 08 | |
| Wheaton CBD/ Metro Center | May 09 | May 09 |

Neighborhood Projects

| study | transmittal | orig goal |
|---|-------------|-----------|
| Battery Lane | Nov. 08 | Nov. 08 |
| Takoma/Langley Sector Plan (jointly with Prince George's) | July 09 | July 09 |
| Kensington Sector Plan | July 09 | |

publications

We completed the final publication of the Potomac Master Plan and will complete finish the Shady Grove Sector Plan, including the master plan document (paper copy), a CD, and web site, in April.



master plan reassessment

To achieve the ambitious goals laid out in the Master Plan Work Program, the Planning Department completed a detailed study of the master plan process. Specifically, the study calls for improving content, enhancing understanding and conceptual clarity, and strengthening implementation.

Our new master plan tools will be quicker, more nimble, and more responsive to rapidly emerging planning issues and economic trends. While we will continue producing large area plans, functional plans, and concept studies, our reassessment has prompted us to add two new types of planning tools will help streamline the process.

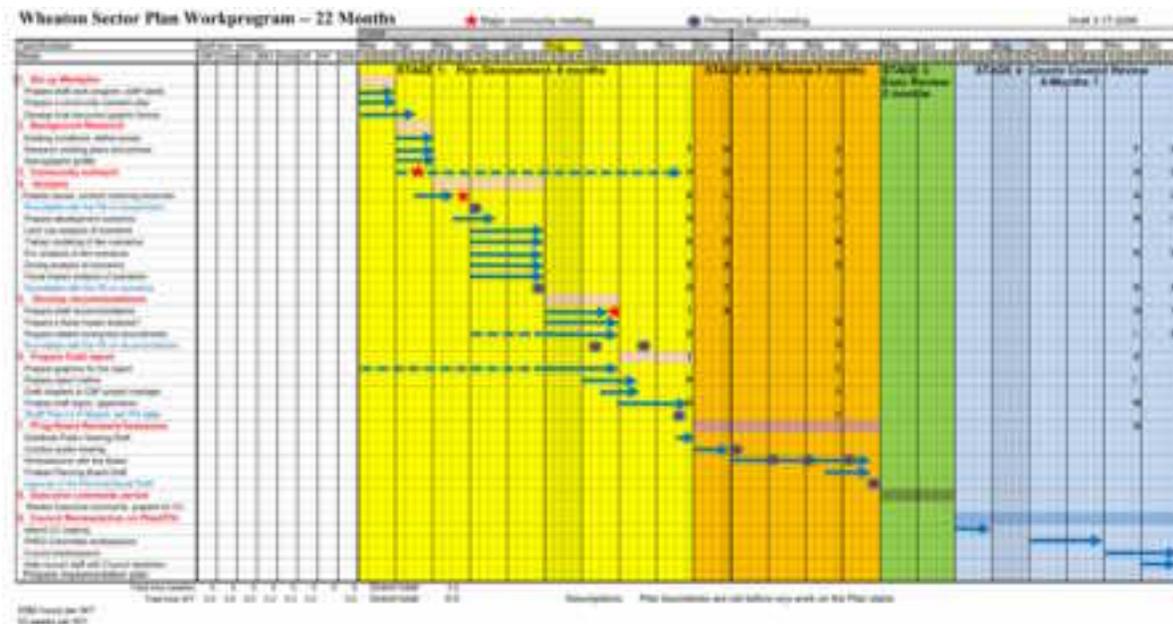
small area/neighborhood master plans

Small area master/sector plans offer an opportunity for more detailed analysis and focus on a limited geography, such as a specialized activity center, redevelopment area or a neighborhood that is part of one of the county's planning areas.

Small area master plans comprehensively examine the issues addressed by larger master plans but differ in their focus on a limited geography with high potential for changes in economic activity (and therefore changes in land use); and rapid change that requires a similarly rapid planning process. We expect to complete small area master plans in 18 to 24 months (excluding adoption of a Sectional Map Amendment). Upcoming potential examples include Westbard and Battery Lane.

limited master plan amendments

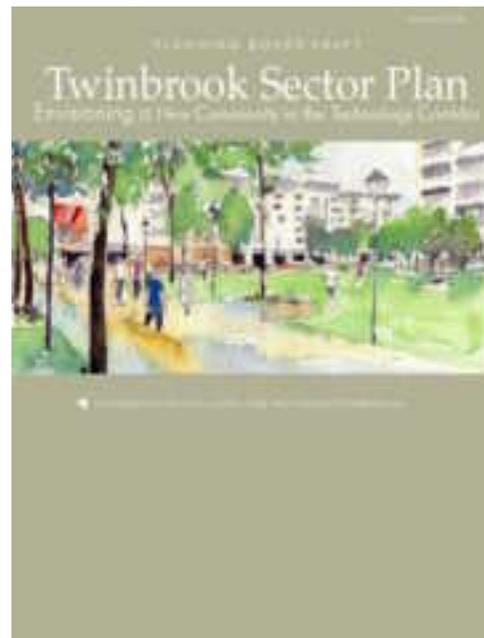
Sometimes, critical, time-sensitive planning issues arise that justify undertaking Limited Master Plan Amendments, which can be produced in a short time frame (e.g. 90 days) because they address discrete land use issues and small geographic areas with minimal impact on the existing master plan. The Limited Master Plan Amendment to extend the Wheaton CBD zone is our first opportunity to produce such an amendment.



master plan reassessment

recommendations

- For many planning efforts, plan area boundaries should be narrowed to focus on clearly-defined, smaller geographic areas where significant land use changes are anticipated or desired – i.e., small area or neighborhood plans.
- All master plans should follow a standardized process and produce consistently formatted content.
- To shorten the timeframe for master plan development, staff recommendations will be consolidated into a summary document featuring background and major subjects that leads to a collaborative Planning Board draft, eliminating the staff draft
- The 60-day Executive review period could be shortened by cooperating with the Executive Branch on a fiscal analysis that is contained in a plan appendix, allowing the council to set a hearing within 45 days of the Planning Board draft transmittal.
- Create planning teams that focus on larger geographic areas. Teams will be guided by a lead planner with access to sufficient resources to ensure plan delivery, staff assigned from other divisions, outreach support, graphics, administrative support, and legal advice.
- Establish templates for work programs/ content/format to ensure predictability and timeliness in the process
- Enhance staff skills, including greater training in project management for senior staff and technical training for junior and mid-level staff.
- Improve plan implementation through expanded regulatory tools, improved coordination with Executive agencies, enhancement of planning staff skills to support implementation, and annual monitoring of plan results.



environmental framework

During the current fiscal year, the Council approved a work program item to develop the scope of work on an Environment and Energy Plan. Our initial analysis has revealed an urgent need to move quickly to establish an overall policy framework of goals and actions to promote sustainability and respond to the implications of global warming and declining availability of fossil fuels.

Several environmental projects have been initiated by different county agencies;



however, we lack an overall policy framework to inform and guide these disparate efforts.

We recommend revising the scope of an Environment and Energy Plan to produce a general policy

framework as an amendment to the General Plan. This need not be a lengthy planning process. We will bring all stakeholders together to formulate countywide goals and recommendations related to environmental policy and energy issues through a sustainability workshop co-sponsored with the Department of Environmental Protection. We also will integrate the project with our development of Sustainable Quality of Life Indicators, using the allocated consultant funds to organize and facilitate the workshop.

A sustainability workshop could accomplish several goals:

- Develop a set of policy goals and action items to promote sustainability, completing the concept of an Environment and Energy Plan ahead of time.
- Quickly frame an amendment to the General Plan to incorporate those goals.
- Involve meaningful participation of stakeholders in a limited period of time.
- Solidify the Planning Department's partnership with the County Executive and the Departments.
- Share potential Sustainability Indicators with stakeholder and the public and refine them to measure achievement of the goals.
- Promote the connectivity of plans, public and private expenditures, and actions toward achieving the Design and Sustainability directives of the Growth Policy and Council direction on climate change.
- Provide the overarching connections between the Green Infrastructure, Water Resources and Climate Protection Plans.

This is a new and practical direction for this project. It emphasizes quickly and efficiently bringing all the interested parties together to achieve consensus on broad policy goals. Then, these goals can be memorialized in the General Plan, so that they can inform and guide future projects.



environmental framework

green infrastructure plan

We have completed updating the natural resources base information needed to prepare the alternative mapping scenarios and have prepared maps showing the extent of the green infrastructure given various corridor widths and gap distances. One issue that this exercise brought forward was the need to reduce the minimum requirements in urban areas in order to identify important urban green infrastructure. While the plan will set priorities for protecting key areas and linkages that protect biodiversity and interior forest, a framework for protecting urban green spaces must be included.



water resources plan

We are meeting with our partners in the appropriate county departments and WSSC and are continuing to collect the existing adopted plans and programs that help to fulfill the requirements of the state law. A draft outline for the report has been prepared and appropriate agencies are drafting text that summarizes existing information about the county's ability to serve planned growth with drinking water, wastewater treatment and stormwater management. A draft analytical methodology has been prepared determining nutrient loads that are being delivered to local streams and the Chesapeake Bay.



regulatory program

Our new Development Review Manual establishes a number of new procedures, including a system to track and manage development applications. A backlog chart summarizes the time that has elapsed since an application was received. We then identify whether the delay has been caused by the applicant or by policy issue conflicts, either with other agencies or internally. If a case is more than a year old due to applicant delays, we now send letters saying the case will be closed unless they submit a reason for the delay and set forth a timeline to enable the case to go to a Board hearing.

We also hope to better understand the type of policy conflicts that consistently slow down a plan so we can establish priorities to which all can agree. Finally, we will start tracking the performance of staff so it is apparent who provides information on a timely basis. The results will affect each staff member's performance review.

The following chart shows the number of applications received in the last six months (through March 31), and the cases taken to the Board. As the number of applications has gone down, staff has been able to significantly address the backlog.

| Plan type | Received | Brought to PB | Pending future board agenda |
|---------------------|------------|---------------|-----------------------------|
| Preliminary | 22 | 52 | 116 |
| Project | 1 | 5 | 8 |
| Site | 39 | 40 | 46 |
| Forest conservation | 56 | 52 | 58 |
| Mandatory referrals | 19 | 2 | 17 |
| TOTAL | 137 | 151 | 245 |

written resolutions

The Legal Department has made significant headway in processing final resolutions on Planning Board decisions and actions. The numbers below represent the total number of resolutions that have been drafted by the Legal Department from October 1 through March 31.

| Approved by PB | Outstanding resolutions |
|----------------|-------------------------|
| 92 | 23 |

lawsuits

The Planning Board makes numerous controversial decisions virtually every week. The number of lawsuits filed against the Planning Board continues to rise and take up the vast majority of staff time in the Legal Department, leaving less time for work on regulatory cases.

| Case type** | Planning | Parks |
|--|----------|-------|
| Cases filed with MNCPPC named as a party | 6 | 2 |
| Administrative appeals: 5 | Other: 3 | |
| Other active cases | 8 | 5 |
| Administrative appeals: 5 | Other: 8 | |
| Other active cases resolved | 3 | 5 |
| Administrative appeals: 3 | Other: 5 | |

* Does not include work on subpoenas for cases not mentioned above

+ Based on information as of March 26

regulatory program

enforcement regulations

Work on this project has slowed due to the large number of regulatory cases and lawsuits. During the next six months, we anticipate preparing a revised draft that will be presented for public hearing. Planning Board worksessions will follow, and a final set of regulations will be forwarded to the Council.

With the adoption of a new set of enforcement rules, we are seeking changes in state and county law that will help to make the enforcement process simpler and more effective. We are seeking to amend the Regional District Act to provide the Planning Board with subpoena authority for use in enforcement proceedings, which is key to the hearing examiner process envisioned in the enforcement rules. We also will seek to amend the County Code to consolidate the Board's enforcement authority, which is currently scattered throughout Sections 22A-16, 50-41, and 59-A-1.3 of the Code, and to bring the procedures for subdivision, site plan, and forest conservation enforcement into harmony as much as possible.

Principal features of the proposed rules include:

- 1) All enforcement proceedings will be initiated by issuance of a citation;
- 2) Initial hearings will be conducted before a hearing officer, who will issue a recommended decision;
- 3) The Board may adopt the hearing examiner's recommendation in whole or in part, or modify it as it sees fit;
- 4) The Board may hold a public hearing to hear any arguments concerning a recommended decision;

- 5) The Board's written resolution will constitute final agency action.

forest conservation law

Planning Department staff worked on revisions to the Forest Conservation Law from last spring through September 2007, when proposed revisions were transmitted to the Council. During the past six months, the Board and staff have provided public information on the proposed revisions,



including initiating a public forum co-sponsored by the League of Women Voters to discuss the revisions, featuring the topic on the *Montgomery Plans* show, and having meetings with a wide variety of stakeholder groups.

We are now supporting the Council in its review of the Forest Conservation Law revisions; we anticipate that this effort to improve the clarity and effectiveness of this important law will continue through the spring.

road code improvements

Planning Department staff has been working closely with the Road Code Working Group, which has been charged with revising the County's Road Standards.

other major projects

growth policy

The County Council adopted the Growth Policy last November. Staff first focused on educating relevant staff of the new requirements and developing systems to track and evaluate development applications subject to the new transportation and school tests. The Planning Board prepared a supplemental budget request to support the growth policy initiatives added to the work program.

The Board also completed amendments to the Local Area Transportation Review (LATR) guidelines to reflect the Council's changes to LATR and Policy Area Mobility Review (PAMR) and the Board reviewed a zoning text amendment concerning the application of the Growth Policy to special exceptions. Staff are coordinating with the Council and County Executive staff regarding the Growth Policy work items to be completed this spring (such as review of PAMR) and during the next fiscal year as well as to coordinate work on the Sustainable Quality of Life (SQOL) indicators program and the Executive's performance measurement initiatives. Current budget discussions may impact that schedule.

We completed background research on SQOL and issued an RFP for consultant support for the program.

design excellence

We developed a design excellence initiative in response to the County Council's direction on the Growth Policy. Focusing attention on enhancing the design of projects is now a key emphasis for the Department. We will work to increase awareness, knowledge, and design judgment of staff responsible for reviewing and regulating project development.

A major focus is working on urban design, and we plan to re-organize to facilitate leadership in that important area.

We launched a series of design seminars that includes prepared talks, discussion of case studies, assigned reading, and recommended actions. The initiative will be integrated into the entire work program for the Department including master planning, development review, and revisions to the Zoning Ordinance. The first seminar was well attended by the staff as well as government officials, civic community members, business owners, architects, landscape architects, urban designers and land use attorneys. Eight seminars will be completed by June 2008.

Design excellence will be integrated into the entire work program

housing policy element | general plan

Staff has developed a GIS-based inventory of housing and related data, in collaboration with the Department of Housing and Community Affairs, the Housing Opportunities Commission, and others. Data include information about each housing unit in the county (such as home size, year built, assessment, sales prices, rents, lot size, and more), price-controlled units (MPDUs, tax-credit, etc), single-family homes licensed for rent, foreclosures, and more. Staff presented findings from this inventory to the Planning Board early in 2008, along with a detailed work plan for the Housing Policy Element of the General Plan work program.

The work program includes a series of public

other major projects

worksessions throughout the spring on various aspects of housing, with insight provided by invited speakers on housing economics, neighborhood conservation, and design. The process culminates in the Board reviewing proposed revisions to the housing-related Goals and Objectives of the General Plan for transmittal to the County Council in mid-summer.

On related housing initiatives, staff continued to support review of OLO's MPDU report, the County Executive's affordable housing task force, and proposed amendments to the MPDU law.

agricultural reserve policies

Our work on these policies stems from the recommendations of the Ad Hoc Agricultural Policy Working Group. Some of the main elements include:

- mapping agricultural reserve area data
- child lot policies
- refining policies on sand mounds and amending the county Water and Sewer Plan
- monitoring TDR easements and transfers
- drafting zoning text amendments to augment TDR receiving areas



- examining ways to create a market to implement the proposed Building Lot Termination program.

To inform residents of the importance and location of the Agricultural Reserve, partly in response to a working group recommendation to invest in an educational campaign, staff worked with the Montgomery Countryside Alliance and the Department of Economic Development Agricultural Services Division to co-sponsor and produce the Agricultural Reserve Resource Guide, a brochure featuring a map of area farms and farm goods.

information technology

The technology accomplishments of the past six months are designed to improve our



transparency, increase the use of technology to improve the efficiency and effectiveness of our

planning and development review activities, and maintain an updated and reliable telecommunications network for staff's use.

In March, the Planning Board began to videocast Board meetings live via the web, increasing the ability of residents and others to monitor and participate in the planning process. The Department also launched a web-based GIS tool for staff and public use and an online tool for allowing landowners to determine if their property is in an agricultural zone. The online Development Activity Information Center now has more than 25,000 development-related files online and available to the public.

other major projects



We are now expanding our use of 3-D modeling for master planning. The latest effort is applying the CommunityViz tool to the White Flint Sector Plan to enable both visualization and rapid analysis of various development scenarios on a selection of indicators, including traffic, energy use, fiscal impact, etc. We have also greatly expanded our ability to use tools such as Sketchup and



ArcView 3D analyst for 3D visualization and analysis.

New phone systems were installed in seven sites;

both departments moved to County DTS as our internet service provider, and the upgrade to Hansen 8 development review software is underway following adoption of an MOU with the Department of Permitting Services to share development data.

the intercounty connector

Both Departments and the Board continue to help the state plan and implement the ICC. As part of its evaluation of the design of the ICC, the Planning Board reviewed and provided substantial comment on the proposed environmental and water resource

protection measures for the section of highway that crosses through the Upper Rock Creek Special Protection Area (SPA).

The board also reviewed and approved transfer of parkland in the highway's path to state ownership.

We continue to advise on highway design elements, with particular focus on environmental reviews such as wetlands mitigation, reforestation, invasive species management, relocation of species of interest (such as box turtles) and improving county park facilities.

Staff is drafting a cross-county bike route envisioned to run parallel with the highway (For more information, see the Department of Parks section, page 107.)

management and administration

recruitment and diversity

The Planning Department made great progress in reducing its job vacancy rate. By the end of February, the Department had an effective vacancy rate of 2.89%. That rate includes non-career employees working against vacancies and positions frozen pursuant to the 2% savings plan. Our success in staffing positions is the primary reason for seeking a special appropriation from the County Council.

We have made real progress in increasing our diversity. In the current fiscal year, we've hired 30 new staff, 43 percent of which are members of minority groups.

Montgomery Regional Office Building (MRO)

Repairs to the MRO facility continue to address immediate and urgent needs for repair and safety issues. The age and design of the facility exacerbate problems, such as plumbing, wiring, security and space. Those issues require expensive repairs, fixes and maintenance agreements.

development review fees and cost recovery

The downturn in the real estate market has had a detrimental effect on development fee revenues.

The Development Review Special Revenue Fund was established at the end of FY06. There was not an infusion of "seed" money to build a reserve and declining current revenues will deplete of all reserves by the end of FY08. The Department's experience over the past two years shows significant monthly swings with downward annual trends.

Staff has been closely monitoring fund revenues. By the end of February, we note a downturn in revenues by over 50%.

While we have experienced this revenue downturn, we have not seen a proportionate drop in development applications. Comparing the number of development applications received in the first eight months of FY08 to the same time frame in FY07, the Department has received only 7% fewer applications.

We continue to see a flow of small and infill type development applications that are not accompanied by the large fees found in larger "greenfield" development applications. This experience is the basis for submittal of special supplemental appropriation requests.

publications

We have embarked upon a program to improve the look of and ensure consistency in our printed materials.



innovation

quality

sustainability

connectivity

FY08 work program

Master Plan Program

Sub-program 1 – Concepts

- Program Element 1: Centers and Boulevards
- Program Element 2: I-270/MD 355 Corridor
- Program Element 3: Georgia Avenue

Sub-program 2 – Functional Plans

- Program Element 1: Green Infrastructure
- Program Element 2: Countywide Water Resources
- Program Element 3: Environment and Energy
- Program Element 4: Housing Policy Element
- Program Element 5: Purple Line
- Program Element 6: ICC Bikeways
- Program Element 7: Highway Plan Update
- Program Element 8: Master Plan for Historic Preservation

Sub-program 3 – Corridor City Plans

- Program Element 1: Gaithersburg Vicinity and Centers
- Program Element 2: Germantown Employment

Sub-program 4 – Metro Stations

- Program Element 1: Twinbrook
- Program Element 2: White Flint I
- Program Element 3: Wheaton Center
- Program Element 4: White Flint II

Sub-program 5 – Neighborhoods and Centers

- Program Element 1: Takoma/Langley Crossroads
- Program Element 2: Kensington
- Program Element 3: Westbard
- Program Element 4: Battery Lane Housing

Sub-program 6 – Special Projects

- Program Element 1: Agricultural Initiatives
- Program Element 2: Master Plan Reassessment
- Program Element 3: Inventory of Religious Institutions
- Program Element 4: Infill Housing
- Program Element 5: Special Projects
- Program Element 6: Limited Plan Amendments

FY08 work program

Plan Implementaion Program

Sub-program 1 – Regulatory Policy Development/Amendment

- Program Element 1: Zoning Text Amendments/Subdivision Text Amendments
- Program Element 2: Growth Policy
- Program Element 3: Zoning Ordinance Reform
- Program Element 4: Road Code

Sub-program 2 – Land Use Regulation

- Program Element 1: Special Exceptions
- Program Element 2: Rezoning, Local Map Amendments
- Program Element 3: Preliminary Plans/Subdivision Plans
- Program Element 4: Project and Site Plans
- Program Element 5: Regulatory Enforcement
- Program Element 6: Historical Area Permits
- Program Element 7: Environmental Review and Forest Conservation
- Program Element 8: Bikeways Implementation

Sub-program 3 – Project Coordination

- Program Element 1: Private Development and Public Project Coordination
- Program Element 2: Capital Projects
- Program Element 3: Mandatory Referrals and Annexations

Information Resources Program

Sub-program 1 – Public Information

- Program Element 1: Research
- Program Element 2: Info Systems/Geographic Inventory System (IS/GIS)
- Program Element 3: Web site
- Program Element 4: Information Services

Management and Administration Program

Sub-program 1 – Governance

- Program Element 1: Work Program Management
- Program Element 2: Work Program Support

Sub-program 2 – Agency Support

- Program Element 1: Information Technology

FY08 work program

program: master plans

Master plans and sector plans create blueprints for high-quality, well-designed communities. Our plans address housing, jobs, shopping, entertainment, and commercial, uses as well as recreational opportunities, open space, and environmental protection. This work includes planning for infrastructure—roads, schools, sewer and water, public safety, libraries and social service functions. All of our plans are designed with community involvement.

sub-program 1: concepts

Includes the I-270/MD355 Technology Corridor Project and the Georgia Avenue Boulevard project, which are intended to assist in creating Master Plans. These projects implement the Centers and Boulevards effort.

sub-program 2: functional plans

Functional master plans supplement and amend the General Plan and provide guidance for the preparation and update of local area Master Plans. They address specific issues or resources and cover a significant portion of Montgomery County. The FY08 work program includes functional plans for Green Infrastructure, Water Resources, Environment and Energy, Housing Policy, Purple Line, Highways Update, and Historic Preservation

sub-program 3: corridor city plans

The General Plan ... on Wedges and Corridors identifies specific corridor cities in the I-270 Technology Corridor. Each corridor city includes a full range of housing, shopping, employment, and recreation uses. The FY08 work program includes the preparation of master plans for portions of the corridor cities of Germantown and Gaithersburg.

sub-program 4: metro stations

A hallmark of the master plan program is the preparation of sector plans for Metro station areas. The FY08 program includes sector plans for the Twinbrook, White Flint Phases I and II, Wheaton Metro, and Takoma Langley areas.

sub-program 5: neighborhoods and centers

The Master Plans and Sector Plans for these specific areas comprehensively address smaller areas with more detail than other master plans and projects. The FY08 program includes planning projects for the neighborhoods of Kensington, Westbard, and Battery Lane area.

sub-program 6: other area master plans

sub-program 7: special projects

These projects augment and enhance the master plan program.

Program Element 1: Centers and Boulevards

Lead Division: Strategic Planning
 Labor Distribution Code: 1510

Lead Staff: Banach, Moritz
 Latest Edits: 3/12/08

description/scope

Area Master Plans have guided the pattern of development in Montgomery County for the past 50 years. As the county entered the 21st century, the Planning Department initiated a series of dialogues among county planners, public officials, community leaders, local and national experts about how best to plan and manage future growth.

To spark community dialogue, we prepared our Revitalizing Centers, Reshaping Boulevards, and Creating Great Public Spaces report, which chronicles key development trends and emerging demographic, land-use and market changes. It offered a fresh perspective that captures future growth in a more focused pattern of sustainable development to conserve land and energy in a manner consistent with our General Plan. Since most large landholdings outside the Agricultural Reserve are almost fully developed, future growth will be in the form of redevelopment and infill, away from the Agricultural Reserve. The Framework Report presented a vision of Montgomery County in transition from a largely auto-dependent suburb into a more urban form with mixed-uses, transit-connected centers located along shared-use boulevards and transit corridors.

We convened a series of community roundtable discussions, where local and national experts reflected on future growth, sustainable community design, design excellence, community livability and walkability. The discussion series culminated with a final roundtable session, community questionnaire and community blog that focused

community response on three important questions: 1) Where should growth be concentrated? 2) What policies or development controls need to be developed or changed? and 3) What innovative ideas should be incorporated into a planning framework for the future? The results of this effort were a shared vision for future planning and growth in the county. The Framework Report was well received with support from the civic, business, environmental, and development communities.

The last phase of this project presented the “lessons learned” from the outreach efforts and examined how the concepts developed in the report can: a) best relate to the county’s revised Growth Policy; b) inform the master planning process; c) reinforce the regulatory process; d) help guide the Planning Board and the Department toward land use patterns and development design attributes that are more closely aligned with the goals and objectives of the General Plan.

| Budget Resources | FY08 | |
|--|-----------|----------|
| | WY | \$ |
| Personnel | close-out | |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | |
| Chargebacks | | |
| Total | | 0 |
| <i>Revenue Source: Administration Fund</i> | | |

Program Element 1: Centers and Boulevards

benefits

The Planning Board recently sent a revised Growth Policy to the County Council that explicitly endorses the land use concepts endorsed by stakeholders in the Framework Report. More specifically, the Growth Policy addresses both sustainability as an overarching vision (including creating mixed-use urban environments), and design (including community spaces) as a needed tool to help achieve that vision. The MD355/I-270 Corridor Study further refines the concepts presented in the Framework Report. This project ties those efforts together by reviewing how the Framework Report informed current plans, and how it, in conjunction with other efforts, can guide the County's planning and regulatory efforts in the future.

The project finalized the results of the Centers and Boulevards concept, informs future planning efforts and relates to ongoing programs including Growth Policy, MD355/I-270 Corridor Study, Master Plan Reform, and Zoning Ordinance Rewrite. This planning effort is complete.

FY08 tasks/products

(work program element close-out):

- Final Framework Report delivered October 2007

Program 2: MD355/I-270 Corridor

Lead Division: Community Based Planning

Lead Staff: Tallant

Labor Distribution Code: 1430

Latest Edits: 3/12/08

description/scope

The MD 355/I-270 Technology Corridor project was completed prior to the County Council reviewing the Twinbrook Sector Plan, the White Flint Sector Plan, the Gaithersburg West Master Plan, and the Master Plan for the Germantown Employment Corridor. The findings in this project will be incorporated into these master plans and sector plans. The City of Gaithersburg and Rockville participated in the project through a series of coordination meetings and will incorporate findings into their master plans.

The MD 355/I-270 Technology Corridor project developed planning and design recommendations for improving the quality of planning and design in the employment and residential areas along MD 355. It identified methods to enhance the variety of centers that serve separate and often unique roles. The project addressed the need to improve connections in the corridor, and it identified methods to establish MD 355 as a unique “main street” that will form a positive first impression of the county. The analysis chapter of the report included three sections: 1) the role of the Corridor in history, 2) the role of the Corridor today, and 3) the global and local forces that will shape the Corridor in the future.

benefits

This project communicates a Corridor-wide perspective for master plans and:

- Establishes community planning and design features expectations that will allow the Corridor to remain a community of choice into the 21st century
- Establishes a strategy that meets the needs of the knowledge-based economy
- Strengthens the comparative advantage in bio-technology and advanced technology sciences
- Identifies methods to enhance the quality of life in the centers and communities
- Emphasizes methods to improve access in the corridor through multi-modal connections by providing a mobility strategy to serve the Corridor’s economic and social functions
- Fosters sustainable growth by developing a strategy for improving environmental and personal health for residents and workers in the Corridor
- Emphasizes improving the character of the different communities in the Corridor by creating both general design principles and more specific design principles for each segment of the Corridor
- Identifies strategies to improve the design and function of MD 355.

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 2.40 | 223,633 |
| Professional Services | | 25,000 |
| Publications | | |
| Other Operating Expenses | | 32,884 |
| Chargebacks | | |
| Total | | 281,517 |
| <i>Revenue Source: Administration Fund</i> | | |

FY08 tasks/products

Project completed and transmitted to Council in January.

Program Element 3: Georgia Avenue Corridor Study

Lead Division: Community Based Planning
 Labor Distribution Code: 1450

Lead Staff: Afzal
 Latest Edits: 3/12/08

description/scope

This project is studying Georgia Avenue between Blair Road in the south and the county boundary in the north to create a unified planning framework. It explores opportunities to improve coordination of planning recommendations and proposes a long-term planning vision for the area including the future of the smaller commercial centers.

benefits

The next cycle of master plans and sector plans in the Georgia Avenue area (Sector Plan for the Wheaton CBD and the Glenmont Sector Plan) provides an opportunity to improve the physical environment along Georgia Avenue.

This project will communicate a corridor-length context for individual master plans as they are updated. The project benefits include the following:

- Inform Wheaton and Glenmont Sector Plans
- Identify opportunities for transit and pedestrian improvements
- Provide improved urban design strategies for the entire area
- Improve coordination of public facilities and private developments along Georgia Avenue

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 2.45 | 228,292 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | 48,034 |
| Chargebacks | | |
| Total | | 276,325 |
| <i>Revenue Source: Administration Fund</i> | | |

FY08 tasks/products

Complete the project and transmit to the County Council (Summer 2008).

outputs/indicators

Number of outreach sessions conducted

Program Element 1: Green Infrastructure

Lead Division: Countywide Planning
 Labor Distribution Code: 1120

Lead Staff: Zamore
 Latest Edits: 3/12/08

description/scope

This plan will evaluate sensitive and important environmental features throughout Montgomery County to develop a comprehensive interconnected system, including a map of interconnected natural areas and implementation strategies. It will provide a countywide understanding of the relative importance of natural resources and identify opportunities for conservation, mitigation and restoration and inform development review, master planning, park acquisition, and budgeting.

benefits

- Recommend environmental policy choices and implement the environmental objectives and strategies of the 1993 General Plan Refinement.
- Implement recommendations of the Land Preservation, Parks, and Recreation Plan.
- Streamline preparation of the Park, Recreation, and Open Space Strategic Plan, and complement Legacy Open Space.
- Provide a broader understanding of the county's natural areas and how to achieve a functional network of important green space.
- Facilitate a more streamlined and environmentally effective review and mitigation process for all public and private development projects.

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 1.60 | 149,089 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | \$20,667 |
| Chargebacks | | |
| Total | | 169,756 |
| <i>Revenue Source: Administration Fund</i> | | |

FY08 tasks/products

- Create a GIS layer showing environmentally sensitive areas covered under existing environmental regulations and guidelines for the County. (Fall 07) Completed.
- Compile wetland information on a watershed basis. (Spring 08) Agency meetings to determine existing information and work needed to complete the plan.
- Create a GIS layer showing environmentally sensitive areas covered under existing environmental regulations and guidelines for the County. (Fall 07) Completed.
- Compile wetland information on a watershed basis. (Spring 08) Completed
- Create Natural Resources Base Map. In progress.
- Analyze natural resource data with public input and create alternative green infrastructure mapping scenarios. (Due Fall 07-Spring 08) In progress.
- Conduct public meetings on alternative Green Infrastructure maps. In progress.
- Prepare draft Green Infrastructure Map. Due Summer 08.

outputs/indicators

Number of outreach sessions conducted

Program Element 2: Countywide Water Resources

Lead Division: Countywide Planning
 Labor Distribution Code: 1160/1165

Lead Staff: Symborski
 Latest Edits: 3/12/08

description/scope

The Water Resources Element (WRE) of HB 1141 requires the county to amend its General Plan to address water resources related planning issues. The Water Resources Functional Master Plan (WRFMP) will amend the General Plan and serve as an umbrella for all the area and sector master plans. The plan will address how expected growth, as described in the General Plan will affect and be affected by local water-related limiting factors such as water supply, wastewater, stormwater, non-point source pollution, and water quality of receiving streams. This plan will help the county identify methods and strategies to address these limitations, which will avoid building moratoriums, public health hazards, and adverse environmental impacts. Phasing of growth changes in growth plans or changes in methods to address deficiencies may be necessary if there are growth limitations based on water resource based considerations.

The presence of diverse and functional natural resources is an important factor in protecting and improving water quality in receiving water bodies such as streams and reservoirs. Growth is inevitable and will affect both natural resources and water quality in the county. The

| Budget Resources | FY08 | |
|--|------|---------|
| | WY | \$ |
| Personnel | 1.55 | 144,430 |
| Professional Services | | 50,000 |
| Publications | | |
| Other Operating Expenses | | 20,135 |
| Chargebacks | | |
| Total | | 164,565 |
| <i>Revenue Source: Administration Fund</i> | | |

WRFMP, however, will develop strategies, goals, and objectives to improve the protection and enhancement of important natural resources such as wetlands, which provide critical water quality benefits, especially where they are needed most. Consequently, information generated from the ongoing Green Infrastructure Functional Master Plan process will be used in developing the WRFMP. These two functional master plans, therefore, complement and strengthen each other, and

work together for enhanced overall environmental benefits for the county.

benefits

- Define explicit linkages between land use recommendations and water quality and water and sewer capacity in the General Plan.
- Recommend important environmental policy choices and implement environmental objectives and strategies of the General Plan Refinement of 1993
- Provide a comprehensive watershed based approach for reviewing planning decisions, and provide guidance to county agencies on policies, priorities, and strategies to achieve and maintain water quality standards and water supply and sewer capacity.

Program Element 2: Countywide Water Resources

FY08 tasks/products

- Develop, in consultation with other county agencies and the state, tasks to satisfy the requirements of HB 1141 and who will complete them. Completed.
- Determine if state requirements can be fulfilled with current plans, and where additional work is needed. Project charter, timeline and milestones completed.
- Identify wetland partners and roles. State and local agencies have been identified and coordination begun on the plan.
- Collect the data necessary to prepare the Water Resources Functional Plan. In progress.
- Identify analysis needed to prepare strategies. Draft analytical approach prepared.

outputs/indicators

Number of outreach sessions conducted

Program Element 3: Environment and Energy

Lead Division: Countywide Planning
 Labor Distribution Code: 1150

Lead Staff: Clark
 Latest Edits: 3/12/08

description/scope

Originally, we proposed an Environment and Energy Plan that would examine how Montgomery County will meet our ongoing needs – environmental, economic and social – without compromising the needs of future generations. It was envisioned as a broad reaching plan that would identify both macro and micro scale measures.

We now propose to streamline the plan into a policy framework that establishes overarching sustainability goals for healthy and sustainable communities that would guide environmental plans that follow. As the goals are discussed and selected, we would choose corresponding sustainability indicators to ensure the goals are measurable and that the indicators relate directly to what we hope to accomplish. We also would identify any gaps and overlaps in information among plans and would recommend actions needed in the future to ensure sustainable growth.

Our first step would be to hire a consultant to help us hold a workshop in June. The workshop would feature an expert panel individuals actively engaged in research on topics related to

| Budget Resources | FY08 | |
|--|------|---------------|
| | WY | \$ |
| Personnel | 0.15 | 13,977 |
| Professional Services | | 50,000 |
| Publications | | |
| Other Operating Expenses | | 1,949 |
| Chargebacks | | |
| Total | | 65,926 |
| <i>Revenue Source: Administration Fund</i> | | |

sustainable planning and growth. The Department of Environmental Protection and the Sustainability Working Group would co-sponsor the event and all stakeholders would be invited. All would be asked to investigate creative ways to engage the public.

benefits

- State changes to county plans and policies to achieve selected goals for sustainability.
- Provide an umbrella that shows how

- county policies address environment and energy and can be coordinated for optimum benefit.
- Bolster efforts and provide leadership to promote sustainability in the Chesapeake Crescent.
- Facilitate the master plan update process by providing a uniform, updated, countywide environmental and energy approach for future master plan revisions.
- Allow the master plan analyses to be timelier, focusing on more detailed environmental analyses and concerns in neighborhoods and communities.

FY08 tasks/products

- Hire consultant to assist in planning and facilitating workshop. (Spring 2008)
- Conduct workshop with expert panel and community stakeholders. (Summer 2008)

outputs/indicators

Successful completion of workshop with major goals selected.

Program Element 4: Housing Policy

Lead Division: Research & Technology
 Labor Distribution Code: 2260

Lead Staff: Moritz
 Latest Edits: 9/22/07

description/scope

This project will produce a new housing policy element of the General Plan, responding to the county’s interest in providing housing that is affordable to people of modest means and for the public and private workforce. As part of the preparatory work for the housing policy element, the department is assessing options for preserving existing supplies of affordable housing and exploring specific issues related to the production of new affordable housing units. This project encompasses the research and analysis resources to support general housing policy review and development. Analyzing existing affordable housing stock as well as trends and issues in housing, provides the Board with the necessary information to advise the County Council on developing public policy and provides technical staff with the necessary tools to apply the county’s housing policies in master plans, and proposed development projects.

benefits

This project will help ensure that the county’s policies and plans address the range of housing needs of residents, and increase and preserve stock of affordable housing. This program element is also needed to meet the requirements of Maryland House Bill 1160, enacted in 2006, which established a Workforce Housing Grant Program. A local government (county or municipal) qualifies for participation in the program and its grant monies if it has a HUD approved five year consolidated plan or a comprehensive plan with a workforce housing element. The workforce housing element must assess workforce housing needs and must contain goals, objectives and policies that preserve or develop workforce housing. The Department’s efforts will be enable the county to qualify for the state program, and more broadly, align efforts to preserve existing affordable housing with 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.

| Budget Resources | FY08 | |
|--|------|---------|
| | WY | \$ |
| Personnel | 3.05 | 284,200 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | |
| Chargebacks | | |
| Total | | 351,348 |
| <i>Revenue Source: Administration Fund</i> | | |

FY08 tasks/products

The Department will focus attention on existing affordable housing by:

- defining “existing affordable housing.”
- completing an inventory of the existing stock of affordable housing,
- identifying characteristics of areas or parcels with existing affordable housing, which may include demographics; attributes of the housing stock (e.g., size, number of bedrooms, age); parcel sizes; infrastructure condition; crime rates; etc.

Program Element 4: Housing Policy

- identifying factors affecting the stability or vulnerability of existing affordable housing – that is, the likelihood that the housing will remain affordable. These factors can include zoning or other land use recommendations that would encourage redevelopment, or factors that would leave the housing physically unchanged but increase its price to outside the affordable range
- research tools and strategies used by other localities for preserving existing affordable housing and assess their suitability for application in Montgomery County.
- highlight in the above work data and research related to low-density multi-family housing located near high-quality transit. This research will be used to support the Battery Lane Master Plan amendment process.

New affordable housing (by June 30, 2008)

The Department will participate in the following FY08 initiatives related to the production of new affordable housing units:

- review development projects that contain MPDUs or other affordable housing units, including requests for special treatment under the MPDU law.
- implement affordable housing impact statements
- follow up with the Office of Legislative Oversight MPDU report.
- participate in the County Executive's Affordable Housing work group
- provide information and recommendations related to initiatives to construct affordable housing on county-owned land.

The Department will research and propose changes to county policies regarding the production of new affordable housing units, through the MPDU and workforce housing programs and through other mechanisms. This includes monitoring the existing workforce housing program, including the review of development projects that are subject to the law and participate in evaluating the program, including changes to executive regulations or to the law.

Housing Policy Element (by June 30, 2008)

The Department will develop a Housing Policy Element of the General Plan for the Planning Board to propose for adoption by the County Council.

- In February, the Planning Board accepted a draft scope/outline of a Housing Policy Element. This scope included planned contents of the Housing Policy Element as well as the process for developing the document, including public participation.
- Include with the Housing Policy Element the characteristics that will enable the County to receive Workforce Housing Grants under the HB 1160. An initial report for the Planning Board will address the workforce grant program, the utility to the County of funds under the program, and the process and requirements for HUD certification of a workforce housing element.

FY08 tasks/products

Staff has developed a GIS-based inventory of housing and related data, in collaboration with the Department of Housing and Community Affairs, the Housing Opportunities Commission,

Program Element 4: Housing Policy

and others. Data include information about each housing unit in the county (such as home size, year built, assessment, sales prices, rents, lot size, and more), price-controlled units (MPDUs, tax-credit, etc), single-family homes licensed for rent, foreclosures, and more. Staff presented findings from this inventory to the Planning Board early in 2008, along with a detailed work plan for the Housing Policy Element of the General Plan work program. That work program includes a series of public worksessions throughout the spring on various aspects of housing in Montgomery County, with insight provided by invited speakers on topics such as housing economics, neighborhood conservation and design. The process culminates in Planning Board review of proposed revisions to the housing-related Goals and Objectives of the General Plan for transmittal to the County Council. Staff continued to support review of OLO's MPDU report, the County Executive's affordable housing task force, and proposed amendments to the MPDU law.

Program Element 5: Purple Line

Lead Division: Countywide Planning
 Labor Distribution Code: 1330

Lead Staff: Autrey
 Latest Edits: 3/12/08

description/scope

This project includes: 1) completion of a Purpose and Outreach Report as the first part of the development of a Functional Master Plan, 2) staff technical review of the Purple Line Alternative Analysis/Draft Environmental Impact Statement (DEIS) to be completed by the MTA in Spring 2008, 3) development of a staff report and Board presentation (estimated Summer 2008) for public hearing in advance of Planning Board input to Council on the selection of a Locally Preferred Alternative, and 4) identification of issues and technical approach for consideration by the Master Plan Advisory Group (ongoing). The Functional Master Plan study limits include the entire alignment from Bethesda to the Takoma/Langley Crossroads area.

benefits

- A Functional Master Plan to guide implementation of the Purple Line alignment.
- Establishing the basis for future Transit Station Area Sector Plans.
- The Functional Master Plan and the respective Transit Station Area Sector Plans will: (1) guide growth in the Urban Ring in implementation of the General Plan Amendment of 1993 and (2) improve the quality of life by guiding redevelopment and compact mixed uses to create walkable vibrant communities.
- Support Council/Board established policies to enhance down-County east-west travel opportunities, increase transit mode

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 1.45 | 135,112 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | 21,665 |
| Chargebacks | | |
| Total | | 156,776 |
| <i>Revenue Source: Administration Fund</i> | | |

split, promote and mixed use development, provide access to jobs, and protect potential alignments.

FY08 tasks/products

- Establish Master Plan Advisory Group (MPAG). Completed.
- Present staff Draft Purpose and Outreach Report to MCPB. Completed.
- Brief MCPB on Maryland Transit Administration Purple Line Study. Completed.
- Provide technical analysis and recommendations for the Board and Council during alternative analysis and selection of a Locally Preferred Alternative. Set up project web site, established Inter-agency Coordination Group, conducted MPAG Orientation (two sessions) and five regular meetings. MPAG activities include density analysis, funding issues identification, Civic Association outreach, and Philadelphia (SEPTA) visit.

Program Element 6: ICC Bikeways

Lead Division: Countywide Planning
 Labor Distribution Code: 1135

Lead Staff: Kines
 Latest Edits: 3/12/08

description/scope

A ICC Limited Amendment to the Master Plan of Highways and the Countywide Bikeways Functional Master Plan has two parts: a) changes to the Countywide Functional Bikeways Master Plan to reconcile the varied recommendations on bike path implementation for those portions not being built by the state as part of the current ICC project; and 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.

benefits

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. This will allow the county to focus resources on completing the needed elements of the finally adopted ICC bikeway.

FY08 tasks/products

- Conduct field inventory of potential alignments. Completed.
- Establish interagency working group consisting of staff from M-NCPPC, MCDWPT and MDOT (July 2007). Completed. Held working group meetings in November, January and March.
- Prepare Purpose and Outreach Report and present to Planning Board. Completed.
- Advertise and establish citizen advisory committee (October 2007)
- Prepare draft recommendations by December 2007, deliver status report to Planning Board in January 2008. Staff recommendations developed February 2008; Planning Board update to be incorporated in ICC Project Status Report #14.
- Schedule and hold public outreach meetings (February 2008). Meetings scheduled March 19 and April 2.
- Present recommended staff draft master plan amendment for the ICC Limited Amendment to MCPB (May 2008)
- Send final draft to MCC (Summer 2008)

| Budget Resources | | FY08 | |
|--|------|---------------|--|
| | WY | \$ | |
| Personnel | 0.85 | 79,203 | |
| Professional Services | | | |
| Publications | | | |
| Other Operating Expenses | | 11,042 | |
| Chargebacks | | | |
| Total | | 90,245 | |
| <i>Revenue Source: Administration Fund</i> | | | |

outputs/indicators

Number of bikeways/miles of bikeways attributable to the ICC Bikeways Plan

Program Element 7: Highways Plan

Lead Division: Countywide Planning
 Labor Distribution Code: 2430

Lead Staff: L. Cole
 Latest Edits: 3/12/08

description/scope

This project would comprehensively update the Master Plan of Highways, enabling the recommendation for each Master Plan-classified road to be easily accessed in one publication, consisting of a report and a map. Due to the length of time to get the information prepared, these documents will be produced in FY09.

benefits

This work will confirm information, identify small changes needed and result in a map and report that will be a valuable reference, since a comprehensive update of the Master Plan of Highways has not been done in many years.

FY08 tasks/products

- Produce a draft update of the Master Plan of Highways map showing the classifications of the planned roadway network June 2008.
- Prepare a draft booklet with key information on each master planned road: with its

| Budget Resources | FY08 | |
|--|------|---------------|
| | WY | \$ |
| Personnel | .80 | 74,544 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | 10,158 |
| Chargebacks | | |
| Total | | 84,702 |
| <i>Revenue Source: Administration Fund</i> | | |

- classification, segment limits, right-of-way width, and the recommended number of lanes June 2008.
 - Produce a draft list of the reclassifications to Minor Arterials by June 2008.
- Third Quarter FY08 Progress: Draft of map and booklet 75% complete. Work on the draft list of Minor Arterials is underway, but completion may be delayed by an extension of the completion date of the Road Code standards update.

Program Element 8: Historic Preservation

Lead Division: Countywide Planning
 Labor Distribution Code: 1140

Lead Staff: C. Kelly
 Latest Edits: 3/12/08

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. Actively participate on planning teams for Community and Sector Master Plans with historic resources.

benefits

- Allows significant portions of the county’s heritage to be protected and preserved for future generations.
- Facilitates designation of historic resources by the Historic Preservation Commission.

FY08 tasks/products

- Complete amendment for Planning Areas 10 and 15. Survey and research work is ongoing. Amendment will be drafted by June 2008.
- Initiate amendment for Planning Areas 12 and 18. Expect to initiate amendment prior to end of the fiscal year; applied for CLG grant to assist in Survey and Research phase.
- Conduct historic preservation support for area master plans including Twinbrook, Germantown, Gaithersburg and Kensington. Section staff have provided support on the Germantown and Gaithersburg plans. Staff also provided assistance on the Little Bennett Regional Park Plan, transmitted the Damascus-Goshen Amendment to the County Executive and initiated several master plan amendments outside of the work program (Perpetual Building, Individual Resources (four non-Germantown resources), and Falkland Apartments.
- Assist with research on key projects in Park CIP program, including Uncle Tom’s Cabin, Woodlawn Barn, Circle Manor, etc. Develop volunteer history research group. Section staff have assisted with research on Park CIP program.

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 3.05 | 284,200 |
| Professional Services | | 30,000 |
| Publications | | |
| Other Operating Expenses | | 39,620 |
| Chargebacks | | |
| Total | | 353,820 |
| <i>Revenue Source: Administration Fund</i> | | |

outputs/indicators

Number of outreach sessions conducted.

Program Element 1: Gaithersburg West

Lead Division: Community Based Planning
 Labor Distribution Code: 1210

Lead Staff: Sturgeon
 Latest Edits: 3/21/08

description/scope

This comprehensive Master Plan will amend portions of the 1985 Gaithersburg Vicinity Master Plan and the 1990 Shady Grove Study Area Master Plan. 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.

benefits

The I-270 High Technology Corridor is an area for high technology employment for the county and state. The plans for the I-270 Corridor are being amended sequentially including the 2006 Shady Grove Sector Plan (completed), the Twinbrook Sector Plan (transmitted), the White Flint Sector Plan, the Gaithersburg West Master Plan, and the Germantown Master Plan. The MD 355/I-270 Corridor Project provides a vision and coordinates planning issues that span master plan boundaries within the I-270 Corridor to ensure the implementation of recommendations for land use, transportation, and community facilities to create desirable communities.

| Budget Resources | FY08 | |
|--------------------------|------|----------------|
| | WY | \$ |
| Personnel | 5.05 | 470,561 |
| Professional Services | | 3,500 |
| Publications | | 3,500 |
| Other Operating Expenses | | 2,500 |
| Chargebacks | | 66,371 |
| Total | | 542,932 |

Revenue Source: Administration Fund

The plan will provide a guide for future development. Recommendations will focus on building an integrated community for scientific research and education, increasing housing opportunities, incorporating transit, expanding open space and parks, and improving connections and access. The 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. The design, implementation, and creation of high quality communities at the Corridor Cities Transitway transit stations will be a major focus.

FY08 tasks/products

- Continued community outreach and coordination with the City of Gaithersburg.
- Complete the Public Hearing Draft Plan (Summer 2008). Completion of the Planning Board Draft will be deferred until the end of 2008 to assess proposed changes to the plans for the Johns Hopkins University (JHU) Belward Campus and its economic impact; realignment of the Corridor Cities Transitway to serve JHU; and changes to the mix of uses in the greater Life Sciences Center area to provide the housing and retail uses needed to support new employment.

outputs/indicators

% of milestones completed within target timeframes, number of outreach sessions conducted

Program Element 2: Germantown Employment Corridor

Lead Division: Community Based Planning
 Labor Distribution Code: 1220

Lead Staff: Edwards
 Latest Edits: 3/21/08

description/scope

The Germantown Employment Corridor Plan will bring the employment future described in the 1989 Germantown Master Plan to 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 plan will examine primarily non-residential uses and the potential for mixed-use development in existing office parks and commercial centers and provide recommendations for transportation and transit, open space, and community facilities. The plan will also identify opportunities for affordable housing.

benefits

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. The project benefits include the following:

- Provides catalyst for employment
- 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

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 5.10 | 475,220 |
| Professional Services | | 25,000 |
| Publications | | |
| Other Operating Expenses | | 69,548 |
| Chargebacks | | |
| Total | | 569,768 |
| <i>Revenue Source: Administration Fund</i> | | |

FY08 tasks/products

- Prepare Public Hearing Draft Plan (Spring 2008)
- Complete Planning Board Draft (Summer 2008)
- Transmit to County Council and County Executive (August 2008)

outputs/indicators

% of milestones completed within target timeframes, number of outreach sessions conducted.

Program Element 1: Twinbrook Metro

Lead Division: Community Based Planning
 Labor Distribution Code: 1310

Lead Staff: Daniel
 Latest Edits: 3/12/08

description/scope

This Sector Plan is an amendment to the North Bethesda/Garrett Park Master Plan. It includes a Metro Core Neighborhood, Technology Employment Area, and a Light Industrial Area.

benefits

This project supports the General Plan by concentrating mixed-use development near transit facilities, supporting light industrial resources, and providing for biotechnology and advanced technology employers. This project provides an opportunity to provide for the following:

- Increase housing near the Metro station
- Foster the creation of a transit oriented community
- Improve the design character of the area
- Provide clear urban design and development guidelines
- 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

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 2.75 | 256,246 |
| Professional Services | | 3,500 |
| Publications | | |
| Other Operating Expenses | | 2,500 |
| Chargebacks | | 39,607 |
| Total | | 301,853 |
| <i>Revenue Source: Administration Fund</i> | | |

- create public open space
- increase green areas

FY08 tasks/products

- Continued community outreach and coordination with the City of Rockville
- Completed Staff Draft (Fall 2007)
- Completed Public Hearing Draft Plan (Fall 2007)
- Completed Planning Board Draft (January 2008)

- Transmitted to County Council and County Executive (February 2008)
- Work with Council staff (Spring 2008) toward Council approval

outputs/indicators

% of milestones completed within target timeframes, number of outreach sessions conducted

Program Element 2: White Flint Metro I

Lead Division: Community Based Planning
 Labor Distribution Code: 1310

Lead Staff: Daniel, Rifkin
 Latest Edits: 3/21/08

description/scope

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

benefits

This project supports the original goals of the Approved and Adopted North Bethesda/Garrett Park Plan and the General Plan by concentrating high quality and higher density development near the White Flint Metro Station. This plan will reflect current county policy and trends in development patterns near Metro stations and is intended to foster improvement to the character of MD 355 in general, and specifically the White Flint area. This project will:

- Foster the creation of a mixed-use neighborhoods adjacent to the White Flint Metro Station
- Provide for improved pedestrian and bicycle access throughout the area
- Support the TDR program
- Address the capacity of roads, schools and other public facilities
- Create public open space
- Increase green areas
- Improve the design character and function of MD 355 (Rockville Pike)
- Expand the zoning tools to foster the creation of a high quality community
- Improve pedestrian connections to the Metro station
- Foster the creation of an urban scale transit oriented community

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 4.10 | 382,039 |
| Professional Services | | 25,000 |
| Publications | | |
| Other Operating Expenses | | 56,788 |
| Chargebacks | | |
| Total | | 463,827 |
| <i>Revenue Source: Administration Fund</i> | | |

FY08 tasks/products

- Complete land use analysis and zoning scenarios and provide recommendations.
- Develop design review guidelines.
- Complete evaluation of expanded transportation network.
- Provide for substantial community participation.
- Complete the Planning Board Draft (Fall 2008).
- Begin County Council Work Session (Fall/Winter 2008). Completion of the Planning Board Draft was deferred from Spring 2008 to Fall 2008 to allow time for the evaluation of an expanded road network and the resulting potential for development scenarios with significantly greater transit oriented development

outputs/indicators

% of milestones completed within target timeframes, number of outreach sessions conducted

Program Element 3: Wheaton Metro Center

Lead Division: Community Based Planning
 Labor Distribution Code: 1340

Lead Staff: Afzal
 Latest Edits: 3/21/08

description/scope

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

benefits

Part of the 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.

Updating the Sector Plan to reflect current county policy and trends in development patterns near Metro 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 improved 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

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 2.65 | 246,928 |
| Professional Services | | 3,500 |
| Publications | | 2,500 |
| Other Operating Expenses | | 37,044 |
| Chargebacks | | |
| Total | | 289,972 |
| <i>Revenue Source: Administration Fund</i> | | |

FY08 tasks/products

- Begin community participation process (Spring 2008).
- Complete the Purpose and Outreach Report for consideration by the Planning Board (Summer 2008).

outputs/indicators

% of milestones completed within target timeframes, number of outreach sessions conducted

Program Element 4: White Flint II

Lead Division: Community Based Planning
 Labor Distribution Code: 1350

Lead Staff: Yearwood
 Latest Edits: 3/21/08

description/scope

This project is intended to consider the redevelopment of areas adjoining the White Flint I Plan to the north and northwest including the properties in the existing office park area located along Executive Boulevard and west of the new White Flint Sector Plan area, and properties to the north up to the border of the City of Rockville. Our objective is to develop a set of recommendations that address the need to provide for the renovation, redevelopment and infill of the suburban scale office park and aging shopping centers. The addition of housing to support a mixed-use, transit-oriented development will be a focus of this project. The scope may be expanded to consider other limited areas in North Bethesda immediately adjoining the boundary of the White Flint I Sector Plan.

benefits

Transforming existing office park development and aging shopping centers into mixed-use places that utilize nearby transit options is the focus of this project. This project is intended to create “complete” neighborhoods that serve the needs of the 21st century. This project area is located near the White Flint and Twinbrook Metro Stations.

This project will provide options for updating an older office park that includes the existing Washington Science Center and other office buildings, and areas of older shopping centers that need more flexible mixed-use zoning options. This project will also consider opportunities for providing a range of housing including affordable housing and workforce housing in close proximity to the White Flint and Twinbrook Metro Stations.

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 2.05 | 191,020 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | 25,693 |
| Chargebacks | | |
| Total | | 216,713 |
| <i>Revenue Source: Administration Fund</i> | | |

FY08 tasks/products

- Review options for redevelopment with the Planning Board (Winter 2008-09).
- Complete the Planning Board Draft of the White Flint II Sector Plan (Spring 2009). The White Flint Phase II Plan needs to follow the completion of White Flint Phase I. Since the Planning Board Draft of White Flint will be deferred to fall 2008, White Flint II will be deferred at least until spring 2009. (Note: a delay of only five months presumes that the area covered in the White Flint I Plan will be expanded only to the north.

outputs/indicators

% of milestones completed within target timeframes, number of outreach sessions conducted

Program Element 1: Takoma/Langley Crossroads

Lead Division: Community Based Planning
 Labor Distribution Code: 1360

Lead Staff: Williams
 Latest Edits: 3/1/08

description/scope

The Takoma Langley Crossroads Sector Plan is a bi-county plan for the area surrounding the future transit center and Purple Line system. It will coordinate with Prince George’s County and the City of Takoma Park.

benefits

This Sector Plan will guide implementation of 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. Benefits of the plan include the following:

- Enable a unified (bi-county) land use vision for this border community.
- Implement a coordinated vision for the areas in Montgomery County and Prince George’s County
- Identify redevelopment opportunities in the context of an overall redevelopment strategy

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 2.00 | 186,361 |
| Professional Services | | 3,500 |
| Publications | | |
| Other Operating Expenses | | 28,148 |
| Chargebacks | | |
| Total | | 218,008 |
| <i>Revenue Source: Administration Fund</i> | | |

- focused on transit oriented development
- Improve vehicular circulation through comprehensive transportation planning
- Foster increased use of transit, and pedestrian and bicycle connectivity
- Improve the quality of life in the community through the recommendations for housing, public facilities, and the environment
- Protect and enhance the surrounding neighborhoods
- Foster design excellence

FY08 tasks/products

This project will require extensive coordination of the regulatory and planning tools of all jurisdictions. The objectives include the following:

- Coordinate the effort with the Prince George’s County Planning Department and the City of Takoma Park
- The bi-county Purpose and Outreach Report was completed (December 2007), and approved by the full Commission (January 2008)
- Complete the Draft of the Sector Plan (Summer 2009)

outputs/indicators

% of milestones completed within target timeframes, number of outreach sessions conducted

Program Element 2: Kensington

Lead Division: Community Based Planning
 Labor Distribution Code: 1410

Lead Staff: Boyd
 Latest Edits: 3/01/08

description/scope

This comprehensive amendment to the 1978 Town of Kensington Sector Plan, the county's oldest 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.

benefits

The Sector Plan amends the General Plan and fulfills a responsibility to the Town of Kensington, which relies upon the M-NCPPC to complete the land use planning function.

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 1.55 | 144,430 |
| Professional Services | | 3,500 |
| Publications | | |
| Other Operating Expenses | | 22,419 |
| Chargebacks | | |
| Total | | 170,349 |
| <i>Revenue Source: Administration Fund</i> | | |

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 infill housing, 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.

FY08 tasks/products

- Begin community participation in plan development meetings with interested community associations, Town of Kensington worksessions and town meetings, and community forums (Summer 2008).

outputs/indicators

% of milestones completed within target timeframes, number of outreach sessions conducted

Program Element 3: Westbard

Lead Division: Community Based Planning
 Labor Distribution Code: 1420

Lead Staff: O'Connor
 Latest Edits: 3/21/08

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.

benefits

This project will implement the county's policies on affordable and workforce housing, address leadership in energy and 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.

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

| Budget Resources | FY08 | |
|--|------|----------|
| | WY | \$ |
| Personnel | 0 | |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | |
| Chargebacks | | |
| Total | | 0 |
| <i>Revenue Source: Administration Fund</i> | | |

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.

FY08 tasks/products

- Begin review of the issues before the start of the Staff Draft of the Westbard Sector Plan (Spring 2009).

outputs/indicators

% of milestones completed within target timeframes, number of outreach sessions conducted.

Program Element 4: Battery Lane Housing

Lead Division: Community Based Planning

Labor Distribution Code: 1440

Lead Staff: Daniel

Latest Edits: 8/30/08

description/scope

This project is intended to consider and develop a set of sound policy recommendations that address the need to preserve and enhance the existing supply of affordable housing in the Battery Lane area of the Bethesda CBD. These recommendations are intended to consider a range of options that may include preparation of an amendment to the Sector Plan for the Bethesda CBD.

benefits

The production of new affordable units should be supplemented by increased efforts to preserve existing affordable housing. The Battery Lane Housing project began in the winter of 2007. The staff has begun to review the options for providing affordable housing in this area of older, multi-family dwelling units.

This project will consider methods to preserve and enhance the existing supply of affordable housing near transit. It will follow the housing policy project that will provide an objective and thorough analysis of housing data and the trends to provide public officials with the information needed for decision-making on housing-related issues.

FY08 tasks/products

- Background analysis was completed last winter
- Consultants are being engaged to determine the economic feasibility of redevelopment with preservation/ replacement of affordable
- Based on the financial assessment, a recommendation will be made in summer as to whether a Sector Plan Amendment is warranted.

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 1.70 | 158,407 |
| Professional Services | | 3,500 |
| Publications | | |
| Other Operating Expenses | | 23,732 |
| Chargebacks | | |
| Total | | 182,139 |
| <i>Revenue Source: Administration Fund</i> | | |

outputs/indicators

% of milestones completed within target timeframes, number of outreach sessions conducted

Program Element 1: Agricultural Initiatives

Lead Division: Community Based Planning
 Labor Distribution Code: 1110

Lead Staff: Murray
 Latest Edits: 3/4/08

description/scope

The project fosters the preservation of agriculture in Montgomery County. It provides for monitoring the status of the TDR sending and receiving areas and will recommend improvements to the Zoning Ordinance to implement the goals of the Master Plan for Agricultural and Rural Open Space. Staff will help identify additional receiving areas for the transfer of TDRs and review proposals that would benefit or adversely affect agriculture in the Reserve.

benefits

This project is prompted by the county’s policy to concentrate jobs and housing density at transit stations and away from rural areas, and to support agriculture in the Reserve. The project benefits include improving the preservation of agricultural and rural open space through the following:

- Provide timely review of Preliminary Plans, Mandatory Referrals, and Special Exception applications in the Agricultural Reserve.
- Review applications for impact on Rural and Rustic Roads.

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 2.50 | 232,951 |
| Professional Services | | 3,500 |
| Publications | | |
| Other Operating Expenses | | 36,301 |
| Chargebacks | | |
| Total | | 272,751 |
| <i>Revenue Source: Administration Fund</i> | | |

- Prepare Zoning Text Amendments to facilitate Transferable Development Rights and proposed Building Lot Termination Program.
- Contribute to Status Report of TDR Sending and Receiving areas. Recommend locations for new TDR receiving areas.
- Review regulations and policies to address growth issues in the Reserve while addressing landowner and farmer equity concerns.

FY08 tasks/products

- Partnered with Department of Economic Development Agricultural Services Division and Montgomery Countryside Alliance to produce the Montgomery County Agricultural Reserve Resource Guide.
- Placed a new planning tool with Agricultural Zoning Notification Requirements online in response to County Council Bill Number 12-07, Real Property – Agricultural Zones-Disclosure effective January 14, 2008.
- Contributed to the 2007 TDR Tracking Report, assembling the latest information concerning the status of TDR sending areas.
- Submitted a new TOM-X/TDR-2 Zone to the County Council. Work is in progress

Program Element 1: Agricultural Initiatives

on other zones that may provide opportunities for use of TDRs. Design guidelines for subdivisions in the Agricultural Reserve are in progress, with a draft anticipated in April 2008.

- Staff has begun discussions with the cities of Rockville and Gaithersburg regarding the potential for TDR receiving sites within the municipalities, with the aim of achieving a Memorandum of Understanding.

Third Quarter FY08 Progress

- Staff continued to assemble the latest information about TDR sending and receiving areas, including detailed research to improve 1997 estimates of “diminished capacity;” to better describe the use of TDRs in pending development projects in Clarksburg; to assess better the future balance of sending and receiving areas with estimates of the likely utilization rate of remaining TDR receiving areas and with a comparison of the expected pace of TDR use and TDR receiving area creation; and calculation of the square footage of non-residential development that is comparable to the value of a residential unit if the concept of non-residential TDRs is pursued.
- Staff conducted additional work on the TOMX zones for consideration with the Twinbrook, White Flint, and Germantown Plans; this work included consideration of treatment of TDRs in the zone.
- All Master Plans under development will evaluate the use of TDRs to achieve land use goals where appropriate.

outputs/indicators

% of milestones completed within target timeframes, number of outreach sessions conducted

Program Element 2: Master Plan Reassessment

Lead Division: Strategic Planning
 Labor Distribution Code: 1105

Lead Staff: Wright, Banach, Kreger, Moritz
 Latest Edits: 3/1/08

description/scope

During the past three decades, Montgomery County has developed a well-tuned community master planning program. The county has continually sought to refine master planning activities that guide long-range development and capital expenditures in the county.

This project reflects the increasing emphasis on planning for smaller areas with redevelopment and infill potential, as well as meeting the need to provide residents with Master Plans that are timely and accessible. This project reflects the increasing need for plan amendments to address unanticipated consequences of adopted plans, unforeseen changes in markets and preferences, and reliance on dated regulations that have little prospect of achieving master plan objectives. This project explores how the notions of sustainable development and design excellence can be woven into future Master Plans.

In addition, this project responds to the emerging need to reshape Master Plan content to inform the proposed Zoning Ordinance revision and the development of form-based standards. The Zoning Code revision closely links to the Department's Master Plan Reassessment. We will

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 2.20 | 204,997 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | 38,516 |
| Chargebacks | | |
| Total | | 243,512 |
| <i>Revenue Source: Administration Fund</i> | | |

align the two projects to create a planning and regulatory environment that responds to the county's evolution from development primarily involving suburban subdivision of raw land to more urban forms, including higher density infill and redevelopment of older areas and underutilized land.

A close alignment will yield master plans that more clearly define community vision and describe physical character (form and scale of

the public and private realms) and a Zoning Code drafted to achieve the form of development envisioned in the master plans. The Zoning Code is an implementation tool; the quality of development is dependent on the quality and objectives of the community plan that the Code implements.

This project evaluates the need to: a) modify the Master Plan process to deliver plans in a more timely and responsive fashion; b) reshape Master Plan documents to achieve greater content clarity; better integration of information, and clear design recommendations to inform development; c) target community outreach approaches to inform the master plan process more effectively with the full range of perspectives; d) explore new approaches to master plan amendments that would effectively substitute for the zoning text amendment process; and e) identify opportunities for using technology in developing and disseminating master plans. Informational interviews and focus groups with a range of stakeholders, accompanied by a best

Program Element 2: Master Plan Reassessment

practice survey on how other localities inform and develop master plans, help shape alternatives and recommendations.

benefits

Master plans convey a mutually held vision for the future of our communities from which implementation decisions are reached over a period of time. Improving the focus, clarity and responsiveness of Master Plans will reap large dividends in terms of capturing opportunities to realize county policies and the visions in our plans.

As more development occurs in areas where changes in markets, populations, preferences, and technologies are rapid, the next generation of Master Plans will be better equipped to respond. The project will yield a modified process, a prototype of a new Master Plan document, and new approaches to better implement Master Plan visions and design objectives through the Zoning Ordinance.

FY 08 tasks/products

In March, the Planning Board accepted a report that evaluated and recommended streamlining the master plan content, process, and outreach. The report includes:

- A summary of interviews and focus group activity
- Current conditions summary outlining approaches used in master plan preparation, content and outreach, and identifying emerging land-use challenges
- Alternative approaches to modify the master plan process from Staff Draft initiation to Planning Board transmittal of the Final Draft to the County Council
- Proposals to attain greater clarity of master plan content and integration of subject matter and better integration of master plan recommendations with implementation strategy
- Community outreach approaches to more effectively inform the master plan process with citizen, business, institutional and countywide/regional perspectives.
- Proposals regarding how best to include sustainability and quality of life indicators in the hierarchy of Master Plan and Plan Amendment documents.
- Proposals to focus staff resources throughout the Department, including a “rapid response” planning capability.
- Specific proposals for making better use of technology to prepare and publish master plans, including video, 3-D modeling, web-based planning documents, CD-ROMs, and interactive maps using GIS.

outputs/indicators

The number of small area master plans and amendments completed, reducing the number of zoning text amendments requested, outreach methods that better reflect regional, countywide, civic, business, institutional and non-traditional perspectives in master plans, availability of interactive master plan documents and products.

Program Element 3: Inventory of Religious Institutions

Lead Division: Strategic Planning
 FY07 Work Program Closeout (code 1520)

Lead Staff: Banach
 Latest Edits: 9/25/07

description/scope

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. Our land use planning responsibilities include ensuring that all land uses necessary to maintaining a high quality of life have an opportunity to continue.

This project involved two phases conducted throughout FY08.

Phase 1: a) updated the 1997 Inventory of Religious Institutions, which includes a written survey of religious institutions about land use and related issues; b) developed a GIS data base; c) explored how existing land use policies, zoning ordinances and regulations help or hinder growth plans by interviewing religious leaders and other stakeholders; d) researched land use issues associated with religious institutions; and e) examined nationwide best practices for improving outreach to religious communities and accommodating their growth in urbanizing communities.

| Budget Resources | FY08 | |
|--|-----------|----------|
| | WY | \$ |
| Personnel | close-out | |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | |
| Chargebacks | | |
| Total | | 0 |
| <i>Revenue Source: Administration Fund</i> | | |

Phase 2: a) analyzed local and regional demographics trends to estimate the demand for services provided by religious institutions; b) provided an interim policy analysis, using a policy impact matrix, illustrating how existing land use policies, zoning ordinances and regulations accommodate or hinder expansion plans of religious institutions; and c) prepared a final report and present to the Planning Board and County Council.

benefits

The project provides 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.

FY08 tasks/products

The Religious Institution Inventory and Report was completed and transmitted to the County Council last October.

Program Element 4: Infill Housing

Lead Division: Community Based Planning
 Labor Distribution Code: 2245

Lead Staff: Wright, O'Quinn
 Latest Edits: 3/12/08

description/scope

This project was initiated to develop a set of sound policy recommendations that address, in a sustainable way, infill development in the older residential neighborhoods in Montgomery County. These recommendations are expected to be the basis for new legislation and/or Zoning Text Amendments. The primary purpose is to maintain and enhance the character of existing neighborhoods.

benefits

The staff worked with a Task Force established by the County Council to provide specific recommendations. This project focused on preserving the character of existing neighborhoods. An up-to-date, objective and thorough analysis of housing data and trends provided information for decision-making on in-fill housing issues.

FY08 tasks/products

The Task Force with the staff of the Planning Department completed the review of the issues. Task Force work was completed, and a report on Task Force activities was submitted to County Council. Councilmember Berliner has drafted legislation to implement Task Force ideas and is poised to introduce legislation.

| Budget Resources | FY08 | |
|--|------|---------------|
| | WY | \$ |
| Personnel | 0.40 | 37,272 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | 4,962 |
| Chargebacks | | |
| Total | | 42,234 |
| <i>Revenue Source: Administration Fund</i> | | |

outputs/indicators

Complete review of issues and prepare recommendations with the Infill Housing Task Force.

Program Element 5: Special Projects

Lead Division: Community Based Planning
 Labor Distribution Code: 1540, 2230

Lead Staff: Carter/Kreger
 Latest Edits: 3/12/08

description/scope

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

benefits

In 1998, the Planning Board recognized the importance of creating capacity within the department to deliver priority projects in an integrated, expedited fashion. 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 Inter-jurisdictional 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.

FY08 tasks/products

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 2.65 | 247,095 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | 71,379 |
| Chargebacks | | |
| Total | | 318,475 |
| <i>Revenue Source: Administration Fund</i> | | |

SilverPlace is a multi-year project to plan, design, and construct a mixed-use headquarters on the Commission's 3.24 acre site in downtown Silver Spring. The Commission seeks to leverage its site at 8787 Georgia Avenue to create a mixed-use project that satisfies our long-term need for a consolidated headquarters for park and planning, while also supporting the County Council's objective to locate and use county-owned land for affordable and workforce

housing. Department staff resources will be available throughout FY09 to support efforts to design a new headquarters facility. A wide range of public meetings will augment these efforts.

Our Silver Spring Greenspace Plan will identify opportunities for large greenspaces in the rapidly developing Silver Spring CBD. It will lead to the provision of significant public gathering places that fulfill the green downtown theme of the approved Silver Spring CBD Sector Plan.

- Research opportunities for public spaces (Winter 2008)
- Conduct outreach (Spring 2008)
- Secure Planning Board approval of Silver Spring Greenspace Plan (Summer 2008)

Program Element 6: Limited Plan Amendments

Lead Division: Community Based Planning

Labor Distribution Code: 1115

(minor amendment to 1990 Wheaton CBD Sector Plan)

Lead Staff: Boyd

Latest Edits: 3/1/08

description/scope

This project addresses discrete, geographically-limited planning issues that arise outside of the normal cycle of master plan revisions. Master plans, which are long-range and are updated every 15-20 years, cannot anticipate all new market trends, building types, and economic issues. On occasion, an unanticipated issue or a unique project opportunity may arise that has a significant public benefit, but that was not contemplated in the master plan. In these cases, the Department may assign staff to undertake a Limited Plan Amendment to address the issue. It is important for these Limited Plan Amendments to be undertaken only in situations that present a real benefit to the public and are consistent with larger planning goals. For this reason, the Department will develop an annual procedure for property owners to apply for Limited Plan Amendments and, after considering applications, will select only one or two amendments to pursue, based on merit and public benefit.

benefits

- Enables the Department to react more nimbly to new issues.
- Allows projects that have a public benefit and are consistent with planning goals to proceed.
- May limit the proliferation of Zoning Text Amendments, which will allow the Department to meet its approved work program goals.

| Budget Resources | FY08 | |
|--|------|----|
| | WY | \$ |
| Personnel | | |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | |
| Chargebacks | | |
| Total | | |
| <i>Revenue Source: Administration Fund</i> | | |

FY08 tasks/products

- Prepare Minor Amendment to the Wheaton CBD Sector Plan. Previously programmed for FY09, the Limited Plan Amendment process accelerated to FY08 to address immediate need in Wheaton.
- Effective process developed for annually selecting Limited Plan Amendments.
- Public education undertaken so that the purpose of Limited Plan Amendments is understood by all stakeholders.
- Selection and completion of two Limited Plan Amendments in FY09, including public outreach and all planning steps/procedures required under Chapter 33A.

FY08 work program

program: 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.

Sub-Program 1: Regulatory Policy Development and Amendment

Sub-Program 2: Land Use Regulation

Sub-Program 3: Project Coordination

Program Element 1: Zoning/Subdivision Text Amendments

Lead Division: Development Review
 Labor Distribution Code: 2210

Lead Staff: Russ/Conlon
 Latest Edits: 3/12/08

description/scope

This ongoing 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.

benefits

Zoning Text Amendments are often written to implement policies set forth in a new or revised master or sector plan. In addition, ZTA's can facilitate development in areas where the Master Plans may be older, allowing developers to better respond to market conditions. ZTAs may also be implemented to restrict land use practices that are deemed undesirable or to achieve goals considered to be in the public interest.

The Subdivision Regulations allow for the coordination of roads, adequate open spaces, reservation of lands for schools, parks and other public purposes, an appropriate volume and flow of water in streams and other roadways, the protection of environmentally sensitive areas and of forests and significant trees. Over time, these regulations may need to be amended to adopt new practices that will promote development more in keeping with the growth trends.

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 2.25 | 209,656 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | 34,644 |
| Chargebacks | | |
| Total | | 244,300 |
| <i>Revenue Source: Administration Fund</i> | | |

FY08 tasks/products

- Ensure that the ZTA advisors group reviews all proposed ZTA's before introduction.
- Seek to limit site specific zoning text amendments.
- Carefully analyze proposed text amendments for language that is unclear or that could create conflicts with other parts of the code.

outputs/indicators

Number of ZTAs processed
 Average time per ZTA.

Program Element 2: Growth Policy

Lead Division: Research & Technology
 Labor Distribution Code: 2250

Lead Staff: Moritz
 Latest Edits: 3/12/08

description/scope

This 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 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.

benefits

The goals of this project are to improve the coordination of the pace of growth and the provision of public facilities; to identify and prioritize the public facilities for capital

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 4.60 | 428,630 |
| Professional Services | | 70,000 |
| Publications | | |
| Other Operating Expenses | | 90,027 |
| Chargebacks | | |
| Total | | 588,657 |
| <i>Revenue Source: Administration Fund</i> | | |

programming; understand and accurately portray the availability and usage of public facilities in the county and the impacts of past and future growth on public facilities; to improve the county's ability to generate financial resources to pay for infrastructure; to identify and add principles of sustainability to the growth policy; and to explore how design excellence can serve as a growth management tool.

FY08 tasks/products

- Support the County Council's review of the Planning Board's Final Draft 2007-2009 Growth Policy (fall 2007)
- Explore follow-up issues that are not resolved during the summer review or issues that are identified during the summer for further work. These may include: prepare for the first Biennial Growth Policy Report; pursuing a Sustainability Indicators program; convening a "Design Summit" of public agencies; preparing a budget request for enhanced intersection data collection; additional impact tax analysis.
- Prepare an approach and hire consultant to prepare Sustainable Quality of Life Indicators

The County Council adopted the Growth Policy in November 2007. Staff first focused on implementing the new growth policy, educating relevant staff of the new requirements, and developing a process to assign new development applications a queue date and the correct requirements under the transportation and school tests. The Planning Board prepared a supplemental budget request to support the growth policy initiatives added to the work

Program Element 2: Growth Policy

program. Budget constraints may result in deferral of some components of the Growth Policy work program. The Planning Board completed amendments to the Local Area Transportation Review (LATR) guidelines to reflect the Council's changes to LATR and to Policy Area Mobility Review (PAMR) and staff supported review of a zoning text amendment concerning the application of the growth policy to special exceptions. Meetings were held with the County Executive regarding the Growth Policy work items to be completed this spring (such as review of PAMR) as well as to coordinate work on the Sustainable Quality of Life (SQOL) indicators program and the Executive's performance measurement initiatives. Background research on SQOL was completed, as was an RFP for consultant support for the program.

outputs/indicators

Number of sustainability measures ready for data-gathering.

Program Element 3: Zoning Ordinance Reform

Lead Division: Development Review
 Labor Distribution Code: 2205

Lead Staff: Krasnow/Wilson
 Latest Edits: 3/12/08

description/scope

This multi-year project is designed to reorganize, revise and reformat the Zoning Code. This effort will address three serious systemic problems: 1) the Code is poorly organized, difficult to navigate, and lacks clarity; 2) the Code is antiquated and contains few modern development standards, such as form-based design standards; and 3) the Code is often inconsistent with the land-use vision and design principles of master plans. The Department has developed a multi-faceted, six-phase work program consisting of the following:

- Phase 1:** Reorganize and Reformat
- Phase 2:** Analyze and Reduce Number of Zones
- Phase 3:** Update and Consolidate Uses
- Phase 4:** Simplify development processes
- Phase 5:** Eliminate duplication, repetition, and conflicting provisions
- Phase 6:** Consider the use of design standards
- Phase 7:** Coordinate Code, Subdivision Regulations and Master Plans

benefits

Zoning Code Reform provides a means to better implement the intent of the 1965 General Plan and the 1994 General Plan Refinement and is a tool that will promote the more effective delivery of the vision of communities recommended in our master, sector and small area plans. Code Reform will provide residents of the County with greater transparency in the planning and development process; greater clarity of regulation and administrative procedure, and greater predictability throughout the development process. It will also a) enable more effective implementation of the County’s smart growth goals, policies, programs and projects; b) invite more active and productive stakeholder participation in the development process because of clear, focused and understandable regulations; and c) go far to ensure that existing neighborhoods are sustained, that superior design standards and high quality amenities are provided in those areas designated for development, and that the Agricultural Reserve is adequately protected.

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 2.30 | 214,315 |
| Professional Services | | 250,000 |
| Publications | | 250,000 |
| Other Operating Expenses | | 33,399 |
| Chargebacks | | |
| Total | | 497,714 |
| <i>Revenue Source: Administration Fund</i> | | |

FY08 tasks/products

Phase 1: Prepare and adopt targeted priority code amendments that will facilitate the

Program Element 3: Zoning Ordinance Reform

successful completion and implementation of on-going master plans. Specifically, these amendments will address commercial zones, transit/CBD zones, and higher density residential zones. Staff will identify all priority amendments, develop a work program, including needed resources and timetable for delivery; determine what can be done in-house and what will require an RFP for consultant services. An important aspect of the Phase 1 effort will focus on a departmental assessment of existing policy, regulation, guidelines, and standards required to implement each priority Code Amendment.

Third Quarter FY08 Progress: Work has been completed on the new zones for the Twinbrook Master Plan, which was submitted to the Council in February.

Phase 2: a) Conduct a nationwide best practices survey of jurisdictions that have supported the development and implementation of form-based code. Examples of innovative and effective methods to expand outreach will also be explored. b) Convene community stakeholder focus groups to tap a spectrum of community opinion regarding the content, use and effectiveness of our master plans. This effort will, in turn, help inform development of form based codes. c) Hold a form-based code workshop to provide county leaders with vital information about form-based codes – what they are, how they are developed, what they can accomplish and their limitations. d) Identify required changes to master plan content needed to effectively design and implement revised code. e) Hold a design summit to make applicants, staff and the public aware of what constitutes high quality design and why and how design standards should be incorporated into the regulatory process. Two Form Based Code Sessions for staff and the public have been held. Focus groups were convened to assess current master plan process. Report summarizing findings has been transmitted to the Council.

An eight part design series began on March 12, 2008 and will conclude in June.

Phase 3: Prepare an RFP requesting: a) detailed review and analysis of Zoning Code and other development regulations, guidelines, plans and ordinances to identify key issues, themes, and problems; b) a detailed approach to reorganize, reformat, and rewrite the Code, c) a public participation process that takes full advantage of new technologies, and detailed steps needed to make the Zoning Code more accessible to all interested in land development issues.

Third Quarter FY08 Progress: A detailed analysis of the code has begun in-house. Goals have been established and a timeline prepared.

outputs/indicators

% of project milestones completed in targeted timeframe.

Number of outreach meetings

Program Element 4: Road Code

Lead Division: Development Review
 Labor Distribution Code: 2260

Lead Staff: L. Cole
 Latest Edits: 3/12/08

description/scope

The project supports the development of policies and regulations related to the construction of the county's roads, both by the Executive and by private entities as required by the development approval process. The most important work item is the revision of the County's Road Standards, which the Executive is required to accomplish over the next year with the assistance of a workgroup composed of private individuals and other agency staff, including M-NCPPC staff. Following the completion of these standards, coordination with the County Council will be required. Additional revisions to the County Code may also be required.

benefits

This work will improve safety and accessibility for pedestrians and bicyclists and support a multi-modal transportation system. This work also will reduce the environmental impact of the county's roads.

| Budget Resources | FY08 | |
|--|------|---------------|
| | WY | \$ |
| Personnel | .70 | 65,226 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | 9,093 |
| Chargebacks | | |
| Total | | 74,319 |
| <i>Revenue Source: Administration Fund</i> | | |

FY08 tasks/products

- Propose to County Council areas defined as Urban and Rural for classification applications (Nov 2007). Completed.
- Present to Board locations of potential application of Minor Arterials (January 2008).
- Participate in the Committee developing Executive Regulations for Road Code

- completed (June 2008). Discussion of Minor Arterial applications should follow completion of Road Code Executive Regulations, now scheduled to be completed in June 2008, but time extension may be granted by the Council.
- Present to Board locations of potential application of Urban Arterials (Jan. 2008).
 - Participate in the Committee developing Executive Regulations for Road Code.

Program Element 1: Special Exceptions

Lead Division: Development Review
 Labor Distribution Code: 2105

Lead Staff: Wilson
 Latest Edits: 3/12/08

description/scope

This ongoing 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 under certain circumstances in a given zone. Staff's responsibility is to determine whether the proposed use will adversely affect traffic, produce noise or odors, be detrimental to the use, value and enjoyment of other properties, or adversely affect the health, safety or welfare of residents, workers or visitors.

benefits

Special Exceptions are examined for compliance with land use policy established in Master Plans, the General Plan, standard of approval contained in the Zoning Ordinance, the Forest Conservation Law, and Planning Board policies. Allowing certain uses, such as medical offices, veterinarians or telecommunication towers, in zones where they are not allowed by right assists in making vital services more convenient to those who need them. This is beneficial as long as it can be shown that these uses meet certain prescribed standards that ensure compatibility

FY08 tasks/products

- Amend the code to require applicants to meet with development review staff prior to submitting a special exception application to OZAH. This pre-application meeting would ensure that an applicant understands both the process to be followed and the documents that need to be submitted to allow for a comprehensive review. Receiving the necessary documents at the start of the process would streamline the review process. Staff has been working with OZAH to draft the necessary ZTA.
- Streamline the staff report format to eliminate redundancy.
- Work toward a system in which OZAH doesn't schedule hearing dates for special exceptions until the staff report has been completed in order to reduce the number of postponements. OZAH has expressed concern that this would greatly slow the special exception process. However, OZAH staff has been communicating more frequently with staff to set more realistic hearing dates.
- Document the special exception process in a manual that will be added to the recently created development review manual that now covers only preliminary, project and site plans.

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 6.10 | 568,400 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | 89,271 |
| Chargebacks | | |
| Total | | 657,671 |
| <i>Revenue Source: Administration Fund</i> | | |

outputs/indicators

Number of special exceptions processed, % processed within targeted timeframes

Program Element 2: Rezoning, Local Map Amendments

Lead Division: Development Review
 Labor Distribution Code: 2110

Lead Staff: Wilson
 Latest Edits: 3/12/08

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 both existing and proposed development, and it must be determined that the proposed rezoning meets the standards and purposes of the zone as set forth in the zoning ordinance.

benefits

In Euclidean zones, this process allows for errors or mistakes to be corrected. In those areas where a Master or Sector Plan recommends that certain properties may be suitable for newer, more flexible zones, local map amendments may allow development that helps accomplish specific objectives, including maximizing density near existing transportation infrastructure, preserving natural resources, and providing a greater number of affordable housing units.

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 4.15 | 386,698 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | 60,172 |
| Chargebacks | | |
| Total | | 446,870 |
| <i>Revenue Source: Administration Fund</i> | | |

FY08 tasks/products

- Document the local map amendment process in a manual that will supplement the recently created development review manual that covers only preliminary, project and site plans.
- Work toward a system in which OZAH doesn't schedule hearing dates for local map amendments until the staff report has been completed.
- Work with OZAH staff to identify items that they want at the time of rezoning, even if these items are not specifically required by code at the rezoning stage (Example: storm water management plan). A ZTA is being prepared that will require certain items to be submitted by applicants at the time of rezoning
- Better define "binding elements" so that the Board still has the flexibility to bring about needed changes to a project at the time of site plan review. May require a ZTA.

Program Element 3: Preliminary/Subdivision Plans

Lead Division: Development Review
 Labor Distribution Code: 2115

Lead Staff: Conlon
 Latest Edits: 3/12/08

description/scope

This ongoing 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; 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 submits recommendations 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 public use.

benefits

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. 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.

| Budget Resources | FY08 | |
|--|-------|----------------|
| | WY | \$ |
| Personnel | 15.05 | 1,402,364 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | 241,344 |
| Chargebacks | | 1,189,995 |
| Total | | 453,713 |
| <i>Revenue Source: Administration Fund</i> | | |

FY08 tasks/products

- Reassess the DRC format to determine whether the changes made in FY07 have resulted in streamlining the process by allowing issues to be identified and conflicts to be resolved earlier in the process. Make additional changes as necessary. Reassessment began in January. Lead agency protocol is being reexamined.
- Incorporate the requirements of the new Development Review Manual into plan processing and review. This would include initiating a two-step intake process to identify missing information early, incorporating comments from pre-submission meetings into the DRC review, and ensuring the list of adjoining and confronting property owners is updated every six months. Manual was approved by Planning Board and the County Council in December.

Program Element 3: Preliminary/Subdivision Plans

We have held seminars to update developers, attorneys and others on the new requirements of the manual.

- By the end of FY08, ensure that all subdivision staff are using Hansen for Stage Progression. Upgrade to Hansen 8 is underway. Ways to better track plan progress on Hansen are also being evaluated.
- Have all subdivision resolutions to Legal Division no later than three weeks after the Board's hearing. Resolution backlog has been greatly reduced, and we are close to meeting this goal.
- Initiate, in coordination with Zoning Code reform, a rewrite of the Subdivision regulations
- Establish and enforce specific standards for information presented on all plan submissions, including the requirement for up-to-date surveyed boundaries on all preliminary plans. Templates that help implement the new requirements of the manual have been placed on the web.

outputs/indicators

- Number of Preliminary Plan applications processed.
- % of applications processed within targeted timeframes.

Program Element 4: Project & Site Plans

Lead Division: Development Review
 Labor Distribution Code: 2120, 2125

Lead Staff: Kronenberg
 Latest Edits: 3/12/08

description/scope

This ongoing 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 M-NCPPC recommends to DPS that building permit(s) be released.

benefits

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. 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.

| Budget Resources | FY08 | |
|--|-------|----------------|
| | WY | \$ |
| Personnel | 13.25 | 1,234,640 |
| Professional Services | | 50,000 |
| Publications | | |
| Other Operating Expenses | | 217,375 |
| Chargebacks | | 1,047,670 |
| Total | | 454,345 |
| <i>Revenue Source: Administration Fund</i> | | |

FY08 tasks/products

- Train all new staff in the use of Hansen and enter all necessary data in a timely manner. Completed. Timely input of data will soon be part of each staff member's performance review.
- Develop a streamlined staff report format, working with the Board and legal to determine the information that should be included. We taken several steps to establish a new staff report format. Specifically, the first few pages of the report will consist primarily of an executive

Program Element 4: Project & Site Plans

summary which will include the staff recommendation and all key information relating to the application. Conditions will appear at the end of the report.

- Establish more flexibility in site plan conditions to reduce the number of amendments.
- Have all project and site plan resolutions to legal no more than three weeks after the Board's hearing. Resolution backlog has been greatly reduced, and we are close to meeting this goal.
- Establish a template for the accurate submission of certified site plan documents and timelines for the review process. Staff should provide initial comments within 15 days of submittal. No review should take more than six months to be completed. We have significantly reduced backlog in approval of certified site plans, in part because new timelines that must be met by both applicants and staff were established in the new development manual.
- Complete landscape and lighting guidelines. Draft of the new guidelines has been completed.

outputs/indicators

Number of Preliminary Plan applications processed.

% of applications processed within targeted timeframes. "Processed" is defined as receipt of completed application until action by the Planning Board.

Program Element 5: Regulatory Plan Enforcement

Lead Division: Development Review
 Labor Distribution Code: 2130, 2154

Lead Staff: Kronenberg/Pfefferle
 Latest Edits: 3/12/08

description/scope

Enforcement of Planning Board conditions is a critical component of the regulatory process. Although the recently executed MOU transferred the responsibility for site plan inspection to DPS, M-NCPPC staff is working closely with that agency to ensure an understanding of the various conditions. Moreover, in any instance in which DPS staff is unable to bring about compliance, the matter will be referred back to the Planning Department for appropriate enforcement action. Enforcement staff will document violation cases and prepare staff reports for presentation to the Board as necessary. Forest Conservation Law enforcement has been transferred to the Countywide Planning Division and four inspectors are now supervised by the Forest Conservation Program Manager.

benefits

Conformity with public policy objectives is expressed in development conditions required by the Planning Board. The enforcement function serves as a deterrent to those who might violate these conditions and makes the developer accountable. The result is a higher quality of development that meets citizen expectations.

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 5.50 | 512,492 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | 104,877 |
| Chargebacks | | 434,882 |
| Total | | 182,488 |
| <i>Revenue Source: Administration Fund</i> | | |

FY08 tasks/products

- Continue to work closely with DPS to ensure the smooth transition of site plan inspections, as required by the Memorandum of Understanding. Completed.
- Work with legal staff on the development of Enforcement Rules of Procedure. In progress.
- Using Hansen, accurately document all pending violation issues. In progress; new inspector has been trained to document all pending violations in Hansen.
- Ensure timely action on all matters of non-compliance under MNCPPC control. Continue to work closely with DPS to ensure the smooth transition of site plan inspections, as required by the Memorandum of Understanding. Completed; final MOU with DPS is being revised to conform with actual processes being used to inspect, issue notices of non-compliance, and perform necessary follow-up to resolve problems and bring projects back into conformance with plans.

outputs/indicators

Number of inspections performed.
 Average amount of time per inspection.

Program Element 6: Historic Area Permits

Lead Division: Countywide Planning
 Labor Distribution Code: 2135

Lead Staff: Fothergill
 Latest Edits: 3/12/08

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. Process applications for Montgomery County Historic Preservation Tax Credits for exterior maintenance of historic resources. Implement public outreach and education plan on historic preservation process and benefits via the website and newsletter. Develop architectural feature-specific design guidelines for exterior alterations to historic resources.

| Budget Resources | FY08 | |
|--|------|---------------|
| | WY | \$ |
| Personnel | 3.45 | 321,472 |
| Professional Services | | 9,000 |
| Publications | | 6,000 |
| Other Operating Expenses | | 53,758 |
| Chargebacks | | 390,230 |
| Total | | 83,430 |
| <i>Revenue Source: Administration Fund</i> | | |

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.

FY08 tasks/products

- Review and process all HAWP applications in a timely and efficient way, meeting the 45-day time limit for review

of each application called for in the Historic Preservation Ordinance. There are typically 200+ HAWP applications per year. 135 HAWPs and 20 preliminary consultations have been reviewed so far this fiscal year.

- Review and process approximately 100 Historic Preservation tax credit applications for eligibility prior to submission to Montgomery County. 26 tax credit applications have been received as of March 10th. The deadline for this year's applications is April 1.

outputs/indicators

Number of Historic Permits reviewed.
 % reviewed within targeted timeframes.

Program Element 7: Environmental Review/Forest Conservation

Lead Division: Countywide Planning
 Labor Distribution Code: 2150, 2151, 2152,2153, 2154

Lead Staff: Pfefferle
 Latest Edits: 3/12/08

description/scope

Manage and administer the county’s Forest Conservation law and regulations. Review natural resource inventories/forest stand delineations, forest conservation exemptions, and forest conservation plans; inspect and enforce approved forest conservation plans; respond and document violations and prepare corrective action orders and other penalties; manage forest conservation fund; review waiver requests; records management; prepare biennial reports for the state; liaison with state department of natural resources forest program; and related functions. Plan inspectors and enforcement of violations has been largely transferred to this program element.

benefits

- Promotes stewardship of county forest resources; reduces loss of existing and high quality forest stock; directs reforestation to environmentally sensitive areas, permanently protects forest resources with conservation easements.

FY08 tasks/products

- Expand public outreach. Underway.
- Implement recommendations of the M-NCPPC Forest Conservation Task Force. Submission by appointment, site visits for all NRI/FSDs and triage review tasks. Uploading all conservation easements into a publicly accessible GIS system. Developing staff procedures for plan reviews and inspections.
- Assist County Council on revisions to the Forest Conservation Law, which was submitted last winter.
- Begin revision to forest conservation regulation. Underway.
- Restart efforts on updating the trees technical manual. Underway.
- Reduce average NRI/FSD review times by 1/3. (Spring 2007). Underway.
- Respond to potential forest conservation violations within one business day. Underway.
- Implement a program to create new forests with funds collected by in-lieu fees. Underway.
- Provide assistance in park related reforestation and afforestation for the ICC. Substantially completed, ongoing consultation.
- Perform plan inspections and enforcement of violations. Underway.

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 7.30 | 680,217 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | 122,829 |
| Chargebacks | | |
| Total | | 803,046 |
| <i>Revenue Source: Administration Fund</i> | | |

outputs/indicators

Number of environmental reviews, forest conservation reviews, average time per review.

Program Element 8: Bikeways

Lead Division: Countywide Planning
 Labor Distribution Code: 2160

Lead Staff: Kines
 Latest Edits: 3/12/08

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 and in multi-modal transportation projects such as the Intercounty Connector (ICC), Purple Line, 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. Coordinate with WMATA to improve bicycle and pedestrian access to transit stations.

| Budget Resources | FY08 | |
|--|------|---------------|
| | WY | \$ |
| Personnel | 0.3 | 27,954 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | 3,897 |
| Chargebacks | | |
| Total | | 31,851 |
| <i>Revenue Source: Administration Fund</i> | | |

benefits

- Implement the 2005 Countywide Bikeways Functional Master Plan, bicycle elements of Master and Sector Plans, and the 1998 Countywide Park Trails Plan.
- Complement and enhance County's transportation demand management activities.
- Improve bicycle access and mobility to countywide and community destinations.

- Improve bicycle safety along County roadways and trails.

FY08 tasks/products

- Support bikeways and trails implementation by participating on technical review teams for state and local transportation project design including the ICC, Purple Line, CCT and SSTC.
- Create Beach Drive Bike Safety Campaign.
- 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.
- Participate in regional bicycle and pedestrian safety initiatives. No significant progress yet on any tasks – all assumed to be June 2008.

Program Element 1: Private Development/Public Project Coord.

Lead Division: All
 Labor Distribution Code: 2220

Lead Staff: Kreger, Krasnow, Hardy, Carter
 Latest Edits: 3/12/08

description/scope

This program element provides coordination between the public projects required to implement master plans and private projects approved as part of the regulatory process.

benefits

This project is intended to foster implementation of the recommendations in master plans. Early coordination often substantially reduces the cost and time to Montgomery County of construction of roads, and dedication of sites for public facilities such as schools, recreation facilities and parks through the regulatory process. This coordination also assists in preparing 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.

FY08 tasks/products

- Input into regulatory cases to ensure the proper timing of public facilities and private development
- Participation in the technical teams developing FY 08 Master and Sector Plans
- Continue the efforts described in the Shady Grove Implementation Plan
- Olney Town Center implementation
- Silver Spring development coordination
- Participation with the county-sponsored transportation management organizations
- 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

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 4.55 | 377,380 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | 76,420 |
| Chargebacks | | 71,953 |
| Total | | 381,848 |
| <i>Revenue Source: Administration Fund</i> | | |

outputs/indicators

Complete Master Plan Status Report (Spring 2008)

Program Element 2: Capital Projects

Lead Division: All
 Labor Distribution Code: 2310

Lead Staff: Kreger, Krasnow, Hardy, Carter
 Latest Edits: 3/12/08

description/scope

Planning for provision of needed Montgomery County and Maryland capital projects.

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 1.65 | 153,748 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | 25,108 |
| Chargebacks | | |
| Total | | 178,856 |
| <i>Revenue Source: Administration Fund</i> | | |

benefits

- Implement master plan recommendations concerning facilities in timely manner
- Assist in the selection of projects to be included in the CIP and Maryland CTP
- Improve the coordination of public projects and private development through the regulatory planning process.
- Improve the design quality of capital projects constructed in the county

FY08 tasks/products

- Prepare and advocate for a list of priority projects including roads to be included in the next CIP and CTP.
- Provide comments on capital projects in design. Completed.
- Identify unbuilt projects in master plans. Completed.
- Participate with technical teams in the preparation of recommendations to the County Executive and County Council.
- Taking actions to protect land needed for future capital projects in advance of development.
- Provide input to the Research and Technology Center in monitoring development.
- Assist in developing standards for capital projects.

outputs/indicators

Number of capital projects reviewed.

Program Element 3: Mandatory Referrals/Annexations

Lead Division: Community Based Planning
 Labor Distribution Code: 2320, 2340

Lead Staff: Kreger, Wright
 Latest Edits: 3/21/08

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. Reviewing annexations by municipalities also provides the opportunity for the Planning Board and others to provide guidance.

benefits

Mandatory Referrals, abandonments and annexations provide the opportunity to coordinate recommendations in master plans and other public policies with public development. 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.

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 4.70 | 437,948 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | 62,117 |
| Chargebacks | | |
| Total | | 500,065 |
| <i>Revenue Source: Administration Fund</i> | | |

FY08 tasks/products

Staff reports and Planning Board comment to all funding agencies.

- Ongoing ICC coordination including: Hiring two contract employees under Fall 2007 supplemental appropriation to coordinate design-build review participation for 130 design-build submittals in Contract A (of which 20 warranted staff responses); Planning Board status reports in December, January, and February; Upper Rock Creek Special Protection Area Environmental Review public hearing February 21; development of agreement regarding reforestation in special protection areas; Right-of-way transfer public hearings #4 and #5 on January 10 and March 6

Program Element 3: Mandatory Referrals/Annexations

- Coordination with MCPS, and Mandatory Referral review of numerous school sites.
- Other significant Mandatory Referrals include the BRAC initiative to move Walter Reed Hospital to Wisconsin Avenue, air quality control systems project at the Dickerson generating station; review of a homeless facility, and the Burtonsville fire station.
- Cordinated the Planning Board's review of the County Executive's Proposed 2009-14 CIP.

FY08 work program

program: information resources

Sub-Program 1: Public Information

Program Element 1: Research

Lead Division: Research & Technology
 Labor Distribution Code: 3100

Lead Staff: George
 Latest Edits: 3/21/08

description/scope

The research program provides information and analysis to support decision-making for the Planning Department, Department of Parks, Planning Board, County Council and others in the county. It establishes a body of knowledge about the county's land use including current, proposed, and potential development and related economics, demographics, and housing and associated trends and issues. Within the Planning Department, the information is essential for master planning, master plan implementation and policymaking. The Research Program is responsible for forecasting population and employment.

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 2.80 | 260,905 |
| Professional Services | | 260,000 |
| Publications | | |
| Other Operating Expenses | | 71,758 |
| Chargebacks | | |
| Total | | 592,663 |
| <i>Revenue Source: Administration Fund</i> | | |

benefits

This program is the county's research institution. The work program will improve the understanding of land use, current and potential development, and related demographics and economics of the county. This information and analysis will aid in Master Planning, and the development of policies by the Planning Board and County Council.

FY08 tasks/products

- Participate in MWCOC forecasting
- Conduct the 2008 Census Update Survey.
- Develop the Economic Forces Report
- Support master planning with economic, demographic and land use analysis.
- Analyze the county's housing stock and develop housing policy recommendations.
- Track current and future development and land use by refining the development pipeline

We have continued to provide economic and demographic support, and our reports, presentations, and analysis are continually refreshed online. We supported master planning work with extensive economic, demographic and land use analysis for the I-270 Corridor study and the Germantown, Twinbrook, White Flint, Takoma-Langley, Georgia Avenue Corridor and Gaithersburg West planning efforts. Beginning with the Twinbrook Plan, we are preparing fiscal impact analyses of the plan's recommendations and focusing greater attention on the financial aspects of redevelopment. Staff prepared an update of the county's economy in January for Leadership Montgomery that was also presented to the Planning Board, Rockville Economic Development Inc, and county staff. Staff is preparing for the 2008 Census Update Survey, with the survey form to be mailed to more than 26,000 county households by mid-May.

outputs/indicators

Complete Master Plan Status Report (Spring 2008)

Program Element 2: Information Systems/GIS

Lead Division: Research & Technology
 Labor Distribution Code: 3150

Lead Staff: Scattergood/Schlee
 Latest Edits: 3/21/08

description/scope

The program supports decision-making throughout the county by providing timely and accurate geographic and land based data. The IS/GIS program has two components: the GIS is a mature system, comprised of a large database of geographic data and tools to access the data, has been used for over a decade by the department in everyday operation such as map making and analysis. The second, IDEAL, is comprised of the Hansen client and database structure, and wealth of in-house developed tools and programs that provide quality control and reporting of the land based data. Also included in IDEAL is the development activity center (DAIC) which contains all recent development plans and reports available via the Internet. Both integrate at a system level, with linked data that can be accessed from either component. The program is responsible for the creation and maintenance of land based and geographic data.

benefits

Geographic and land based information is essential to local government. The goal of the project is to provide timely and accurate lands based data to decision makers and to identify ways that the data can be used to answer policy questions and support daily operations. Land based data tracks and monitors growth.

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 7.30 | 610,331 |
| Professional Services | | 125,000 |
| Publications | | |
| Other Operating Expenses | | 167,461 |
| Chargebacks | | |
| Total | | 902,792 |
| <i>Revenue Source: Administration Fund</i> | | |

FY08 tasks/products

- GIS Strategic Plan update
- Adapt new technologies: Migrate to web-based version of Hansen (Hansen 8); move GIS users off Arcview 3 and to web based applications
- Maintain basemap GIS layers (Planimetric, property)
- Use developed methodology to create imperviousness layer from new aerial photography
- Develop Master Address Repository (MAR) and provide access through web enabled tools
- Expand use of GIS and land based resources through the following: Monthly GIS meeting; regularly scheduled training class

The GIS Strategic Plan is being coordinated through the ITPCC; the contract for the consultant support for Phase I has been signed; Phase II is a candidate for a TIF grant.

The upgrade to Hansen 8 is underway, with IS/GIS and Development Review staff undergoing more than 3 weeks of intensive training. Development Activity Information Center now has more than 25,000 development-related files online and available to the public.

Program Element 2: Information Systems/GIS

We are now expanding our use of 3-D modeling for master planning. The latest effort is applying the CommunityViz tool to the White Flint Sector Plan to enable both visualization and rapid analysis of various development scenarios on a selection of indicators, including traffic, energy use, fiscal impact, etc. We have also greatly expanded our ability to tools such as Sketch-up and ArcView 3D Analyst for 3D visualization and analysis.

IS/GIS staff used GIS technology to create a web-based tool to allow property owners, real estate agents and others to quickly determine if a property is located in an agricultural zone. The tool was launched in time to meet the March 1 deadline set by the Council.

IS/GIS staff have also made significant progress in rapidly expanding GIS tools available online for the use by the County staff and the public. A goal is to provide basic GIS functionality in a form that is both easy to use and does not require a lot of investment in additional software or training. Staff presented a session on this topic at the annual Towson GIS conference.

The IS/GIS team holds regular users groups meetings and regular training classes.

outputs/indicators

- Completed GIS strategic Plan
- Monthly GIS user group meetings
- # and % of current development plans stored in the DAIC

Program Element 3: Website

Lead Division: Research & Technology
 Labor Distribution Code: 3200

Lead Staff: Moritz, Goodwin
 Latest Edits: 3/21/08

description/scope

The Web Program supports the communication activities of the two departments. Web content is created and designed to provide: information about the facilities, services, and activities of the agency; tools that allow access to files and the sorting of data; libraries of documents and data; ability to make online purchases of services and products; and the ability to submit applications.

benefits

Expectations are high for agencies to have a wide and deep Web presence. The Departments' Website provides timely and detailed information available to Website visitor consistently and constantly. The web site increases the transparency of the Planning Board's activities, including preparation of master plans and review of private development. It increases public access to our park facilities and programs.

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 7.30 | 279,541 |
| Professional Services | | 10,000 |
| Publications | | |
| Other Operating Expenses | | 76,884 |
| Chargebacks | | |
| Total | | 366,425 |
| <i>Revenue Source: Administration Fund</i> | | |

FY08 tasks/products

- Incorporate new design across the entire site.
- Include new features: tutorials, news feeds, blogs, and message boards.
- Add material that educates the Web visitor on what the Departments provides and how the visitor can use these facilities/tools/information.
- Instruct staff on how they can provide better and more Web content.
- Begin webcasting video of Planning Board meetings.

Completed rolling out our new web design Department of Parks pages and completed 60 percent on Planning-related pages. Created in-house ordering system for Homeowner Association mailing lists and labels. Launched videocasting in March 2008.

outputs/indicators

- Amount of new content provided
- Increase number of Website visitors
- Increase online purchases

Program Element 4: Information Services

Lead Division: Development Review
 Labor Distribution Code: 1530

Lead Staff: Rorie
 Latest Edits: 3/12/08

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 Countywide Planning provides information related to transportation issues.

| Budget Resources | FY08 | |
|--|------|----------------|
| | WY | \$ |
| Personnel | 6.60 | 614,990 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | 171,504 |
| Chargebacks | | 365,301 |
| Total | | 421,194 |
| <i>Revenue Source: Administration Fund</i> | | |

benefits

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. 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.

FY08 tasks/products

- Establish a Development Review Service Coordinator position to improve responsiveness to the public, applicants, and others. Delayed by hiring freeze.
- Improve response times for calls received on the general information line to ensure that each caller has been contacted within 24 hours. Revised phone message to ensure customers are better able to obtain the information they need.
- Keep track of type of information being requested by people coming to the counter.
- Ensure that personnel are reaching out to the public to explain how information can be retrieved through the Hansen Dynamic Portal.

The public no longer has to come to Park & Planning to see plans and related documents (for cases approved since 2003) once they learn how to retrieve these through the Dynamic Portal. Public feedback has been very positive.

FY08 work program

program: management and administration

Sub-Program 1: Governance

Sub-Program 2: Agency Support

Program Element 1: Work Program Management

Lead Division: Director's Office
 Labor Distribution Code: 5000

Lead Staff: Wright, Carter, Davis, Krasnow, Moritz, Banach
 Latest Edits: 3/12/08

description/scope

Work Program Management provides for the development, implementation and leadership of the Planning Department's work program. The program promotes continuous improvement in service delivery, customer service, human resource management, and fiscal management.

benefits

Using the best practices in management and leadership, this program promotes stakeholder satisfaction in carrying out the adopted work program within legal and regulatory requirements, adopted policy direction and guidance and approved processes and procedures for the physical development of Montgomery County. Work program management ensures transparency, maintains fiduciary responsibility and earns public trust.

| Budget Resources | FY08 | |
|--|-------|------------------|
| | WY | \$ |
| Personnel | 10.60 | 1,006,348 |
| Professional Services | | |
| Publications | | |
| Other Operating Expenses | | 183,640 |
| Chargebacks | | |
| Total | | 1,189,988 |
| <i>Revenue Source: Administration Fund</i> | | |

FY08 tasks/products

- Develop work priorities for FY09. Priorities approved by the Planning Board submitted to the County Executive and County Council on January 15.
- Complete an analysis for policy and fiscal consideration of development review costs and fees. Monthly monitoring and evaluation

- Develop program elements measures. Key performance outputs and baseline indicators identified and included on program element descriptions.
- Develop outcome measures at programmatic level. Concentration of developing program indicators for the Plan Implementation Program.
- Develop protocol for method and timing on work program reporting and implement. Work programming reporting on a regular basis to the Planning Board and semi-annually to the County Council.
- Provide staff training and development. Conducted training on form-based codes and launched training on Design Excellence Initiative.
- Align diversity in service delivery and staffing; develop action plan and implement. Departmental effort underway for updating and revitalizing Department Diversity Plan including timelines and success measures.

outputs/indicators

% of work program tasks and products delivered on targeted timeframes, % of actions targeted in Department's Diversity Plan that were implemented within the targeted time frames.

Program Element 2: Work Program Support

Lead Division: All

Lead Staff: Kousoulas, Berton, Robinson, Wilson

Labor Distribution Code: 5010

Latest Edits: 3/12/08

description/scope

This program supports the activities, services and tasks for the corporate operation of the Planning Department. Work Program Support includes human resource administration, fiscal resource administration, document production, records management, facility operation, and other general administrative support activities.

benefits

Using the best practices in administration, this program promotes continuous improvement, efficiency and effectiveness in administrative activities and customer service practices.

FY08 tasks/products

- Develop publication standards and protocols. Senior Editor, working with outreach and web team, is developing protocols for publications and publication productions
- Employ method and timing improvements for reporting on administrative operations. Cross-functional, self-directed work team is developing protocols and internal procedures for improved administrative operations.
- Conduct support staff training and development particularly in customer services.
- Develop document management protocols.
- Develop and implement a staff orientation program. Team is developing a cross-functional orientation program for new and existing employees.

| Budget Resources | FY08 | |
|--|-------|------------------|
| | WY | \$ |
| Personnel | 14.05 | 1,383,728 |
| Professional Services | | 225,000 |
| Publications | | 10,000 |
| Other Operating Expenses | | 227,971 |
| Chargebacks | | 26,100 |
| Total | | 1,872,800 |
| <i>Revenue Source: Administration Fund</i> | | |

outputs/indicators

Protocols developed and implemented within targeted time frames

Orientation program was developed and implemented within targeted time frames.

Number of employees attending training sessions.

% of work stored electronically

Program Element 1: Information Technology

Lead Division: Research & Technology
 Labor Distribution Code: 4600

Lead Staff: Mobayeni
 Latest Edits: 3/21/08

description/scope

The Information Technology program provides all desktop, network, and telecommunications infrastructure, training, and ongoing support for all users in the Department. Major functional areas include wide area network infrastructure, e-mail, internet connectivity, and e-commerce.

benefits

The Information Technology work program supports our staff so they can achieve work program initiatives and provide Internet access to our land-use data repository. The Department also participates in interagency technology coordination.

| Budget Resources | FY08 | |
|--|------|------------------|
| | WY | \$ |
| Personnel | 5.00 | 465,902 |
| Professional Services | | 305,000 |
| Publications | | |
| Other Operating Expenses | | 545,640 |
| Chargebacks | | 62,000 |
| Total | | 1,254,542 |
| <i>Revenue Source: Administration Fund</i> | | |

FY08 tasks/products

- Implement new Microsoft Office Suite
- Replace telephone system infrastructure with IP-based solution
- Procure and implement a document management solution
- Maintain service level objectives for end users
- Protect and maintain the integrity of department data by establishing adequate control of unauthorized intrusions.

- Extend use of technology among staff in completing their work program.
- Chair the Interagency Technology Policy Coordinating Committee CIO Subcommittee (Planning Board Chairman is Chair of ITPCC in FY08 and FY09).

Implemented new Microsoft Office Suite across both departments. and completed implementation of VOIP phone system for seven of eight sites. Work is underway to complete the installation at the eighth site, Park Police headquarters. Moved to Montgomery County DTS as our internet service provider, increasing bandwidth from 1.5 MB to a minimum of 10MB. Added Cabin John and South Germantown Parks to Fibernet. Continuing to make progress on disaster recovery/continuity of operations. Replacing PCs, although will not be able to meet standards for replacement under FY08 savings plan. Document management RFP is under development. As ITPCC chair, worked on changes to the Technology Investment Fund resolution. Held 7th annual IT Training Expo, featuring classes, speakers, booths and more for over 260 registrants (Park and Planning staff). Continue to provide a full range of IT training, including a full schedule of classes.

outputs/indicators

Network uptime, computer training, Help Desk response time, adequate desktop PCs

montgomery county department of parks



semi-annual report



enjoy



educate



protect

department of parks overview

Montgomery County’s parks are the most visited public amenities in the county. They are also one of the most highly valued. In the recent Montgomery County Resident Survey, not one single respondent considered parks to be “not at all important,” an honor shared with only five other county services: fire services, drinking water, electric service, snow removal, and street repairs and maintenance.

Eighty-six percent (86%) of the respondents to the Montgomery County Resident Survey reported visiting a park at least once in the past 12 months (see Table 3 at right). Extrapolated, that equates to more than 800,000 county residents visiting our parks on an annual basis, and most visit more than once. In fact, recycling is the only county activity residents participate in more often than those the park system offers.

Table 3: Community Participation

| In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Montgomery County? | Never | Once or twice | 3 to 12 times | 13 to 26 times | More than 26 times | Total |
|--|-------|---------------|---------------|----------------|--------------------|-------|
| Recycled used paper, cans or bottles from your home | 6% | 4% | 6% | 9% | 75% | 100% |
| Visited a park in the County | 14% | 25% | 35% | 12% | 14% | 100% |
| Used Montgomery County public libraries or their services | 22% | 20% | 32% | 14% | 12% | 100% |
| Visited the Montgomery County Web site (at www.MontgomeryCountyMd.gov) | 31% | 23% | 30% | 9% | 7% | 100% |
| Used Montgomery County recreation centers | 38% | 23% | 25% | 7% | 7% | 100% |
| Ridden a Metrobus or Ride On bus within... | | | | | | |

Given the tremendous value of our parkland to the quality of life of our residents, we must continue to invest in its upkeep as it grows and ages. As custodians of over 400 parks on more than 33,000 acres of parkland comprising over 10% of the county’s land, the Department of Parks is responsible for sustaining a wide array of assets, facilities, and infrastructure. Park facilities and amenities include more than 500 lakes, ponds and stormwater management facilities and devices, 457 miles of streams, 305 tennis courts, 296 athletic fields, 289 playgrounds, 208 basketball courts, 189 miles of paved and natural surface trails, 114 picnic areas, 110 historic structures, 102 campsites, and 31 park activity buildings, as well as nature centers, miniature trains, indoor tennis facilities, boat rental facilities, indoor and open air ice rinks, event centers, public gardens, dog parks, and a trolley museum.

Over the last ten years, our parkland acreage has grown by 15% while our approved Park Fund work years have grown by only 5%. Maintaining our facilities at the standards we and our users expect remains a major challenge. The Planning Board’s requested FY 2009 operating budget continues the trend started in FY 2008 to reverse a backlog of deferred maintenance and lifecycle replacement and ensure these structures are safe and functional for our users.

This semi-annual report provides a status report on many of the Department’s ongoing projects and programs over the past six months. It also defines challenges and lessons learned, and outlines plans for the future. A few critical issues in this report require special emphasis. These are:

- Balancing Athletic Field Use and Care;
- Park Activity Buildings;
- Preserving our Heritage; and,
- Green Management.

summary of FEA findings

| Montgomery County | |
|---|--------------|
| Number of Park Properties Assessed | 40 |
| Number of Buildings Assessed | 43 |
| Total Current Replacement Value (CRV) | \$11,524,351 |
| Total Deferred Maintenance (DM) Backlog | \$815,675 |
| Total Deferred Replacement (DR) Backlog | \$1,086,732 |
| Average Facility Condition Index (FCI) | 0.1651 |

1. Current Replacement Value (CRV) is defined as the approximate value, in current dollars, to replace a building. The total CRV indicated is for all buildings assessed in Facility Groups 1 and 2. As required by M-NCPPC, CRVs for this scope of work reflect replacement of structures for their original use.
2. Deferred Maintenance Backlog (DM) is defined for this scope of work as the value of maintenance deficiencies that have not been corrected. DM has been projected in FY07, FY08 and FY09.
3. Deferred Replacement Backlog (DR) is defined for this scope of work as the value for replacement of components that have exceeded their Expected Useful Life (EUL) but had not been replaced. DR has been projected in FY07, FY08 and FY09.
4. Facility Condition Index (FCI) is defined for this scope of work as Total (DM + DR) divided by Total CRV.

facility management

Our park system is comprised of more than 33,000 acres of parkland and hundreds of facilities, all of which are assets of incredible value to the county and the community we serve. As our system ages, we need to take a more active role in maintaining these assets. The Facility Management Division was established in FY08 to manage this process more effectively, ensuring the Department's land and built assets are actively cared for and sustained.

The Past Six Months

The Department is in the process of implementing a multi-year project to build a comprehensive database of its assets and develop a functional plan to more effectively address related maintenance and capital investment needs. Assessments conducted by independent contractor Facility Engineering Associates (FEA) have already been completed for park activity and ancillary buildings, playgrounds, hard surface trails, and Enterprise facilities. Each assessment provides a full inventory of related assets, identifies the back log of deferred maintenance and capital renewal needs, and recommends life cycle and ongoing preventative maintenance programs. All data collected is being and will continue to be loaded into the newly acquired SmartParks Capital Planning and Assessment Module. This will enable forecasting of lifecycle replacement intervals and costs as a basis to prioritize and build the Parks Capital Improvements Program (CIP), and allow the Department to track progress made against identified needs.



Our equestrian centers, managed by the Property Management Office, are emerging as models of collaboration and innovation for groundwater, stream and Chesapeake Bay water quality protection. The successful collaboration between M-NCPPC, the Potomac Horse Center, and the Maryland Agriculture Cost Share Program (MACS) has led to the development of three more innovative partnerships with MACS and the Montgomery County Soil Conservation District, involving Wheaton Stables, Calithea Farm and the Rickman Farm Horse Park.

In the past six months, Central Maintenance staff has completed approximately 950 routine preventative maintenance requests and 1,500 service center requests, representing a total cost of \$840,000. They have also completed 82 projects with a value of \$1,250,000, of which 14 were unscheduled emergencies.

Challenges and Lessons Learned

The Central Maintenance Division has reorganized to more effectively address its work program. There are three main components of this work program: routine preventative maintenance (regularly scheduled service), service requests (identified and requested by customers), and projects. Greater emphasis is being given to planning, scheduling and monitoring to ensure

facility management (cont.)

the most efficient use of resources and staff. A project schedule is developed annually and prioritized to meet the priorities of the Department. The SmartParks work request system is then used to monitor the work done to ensure accurate information is captured. The work history data collected allows us to predict future maintenance needs, identify problem areas, and reduce reactive maintenance.

To-date the deferred maintenance backlog is \$800,000 and the deferred replacement backlog is \$1.1 million.

Our Property Management Office coordinates closely with the land acquisition office and park planners to determine the short- and long-term use of houses and buildings that come with new park acquisitions. These facilities include historic, ancillary, commercial, equestrian, residential and vacant structures. Though many of these buildings initially serve no direct park-related function, they are frequently maintained as part of the park system's inventory at a direct cost to the

Department. One of the tasks of the Facility Management Division will be to reexamine that practice and engage leadership in discussion of the appropriate policy moving forward.

Looking Ahead

The Facility Management Division will initially consolidate the units of SmartParks, Property Management, and Athletic Field Maintenance. It will continue the evolution of SmartParks from a work order management system into a more valuable management tool to plan, budget and track the care of our valuable land and assets.

In FY08, the Division Chief position was approved, and the Department is in the process of recruiting a suitable candidate. In the meantime, efforts to improve how we manage our current acquired structures have reached a critical point. Many of these buildings are currently occupied by tenants providing valuable community services but have significant structural safety issues. Of facility groups assessed by Facility Engineering Associates (FEA) thus far, the deferred maintenance backlog is \$800,000 and the deferred replacement backlog is \$1.1 million. More than \$500,000 in deferred maintenance and replacement work backlog for park ancillary buildings was identified in the study. The FY09 proposed new initiative, "Enhanced Property Maintenance," will address these needs and increase the safety and usability of these ancillary buildings, currently leased for purposes including wildlife rehabilitation (Second Chance Wildlife), therapeutic horse riding (Great and Small Therapeutic Riding), civic meetings, recreational programs, instructional classes, child care programs, summer camps, cultural and historic interpretation, and other community activities. The FY09 initiative will enable the Department to develop a long-range facility management plan that addresses the backlog of maintenance and life safety concerns and establishes best practices for the future management of existing and newly acquired leased land and structures.

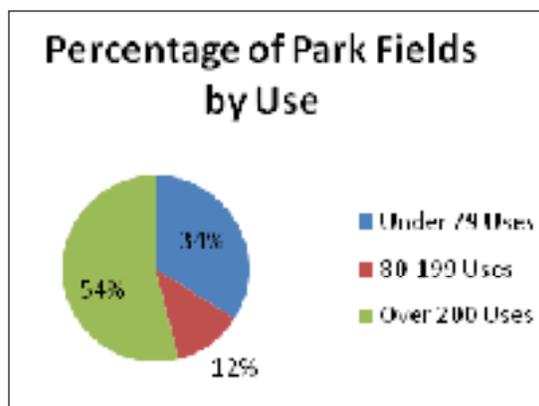
balancing field care and use

The Department maintains 296 athletic fields within the park system as well as 172 fields at county elementary, middle and high schools. Demand for permitted use of the county's athletic fields continues to grow, and unpermitted walk-on play is also increasing. Our fields are a victim of their own popularity: current demand for field time far exceeds fields' capacity to sustain that volume of use without significant deterioration of the turf cover. It has become increasingly clear that the greatest challenge is to balance this use with the maintenance, renovation and rest necessary to protect the long-term playability of our fields and ensure user safety.

The frequency of walk-on play - particularly on down-county soccer fields - has increased significantly over the last decade. Residents who neighbor these fields and park users have observed and reported complaints about the large crowds, noise, parking infractions, trash, violations of park rules, and field deterioration that often occur as a result of this unpermitted play.

The Past Six Months

In 2005, the Department initiated a pilot program to more effectively manage use on fields at 9 parks. The number of local parks in this program has now grown to 16 and includes: Bullis, Capitol View-Homewood, Dewey, Jessup-Blair, Meadowbrook, Long Branch-Wayne, Randolph Hills, Ray's Meadow, Rosemary Hills, Strawberry Knoll, Saddlebrook, Martin Luther King, Aberdeen, Centerway, Park-lawn, and North Four Corners. Current efforts include the following:



Enforcement: The Park Ranger program has had a significant impact on mitigating the problems of unpermitted play. To-date, Park Rangers have conducted close to 4,000 park checks of these “hot spot” field areas, educating users on appropriate behavior and permitting procedures, and ensuring weather-related use policies are understood and enforced.

Permitting: The Department has initiated discussion with Community Use of Public Facilities (CUPF) to streamline and coordinate permitting policies and application procedures and improve cross-promotion and user access to field information. Park staff have recently drafted a new athletic field use permitting policy that begins to address the need to better manage use on park fields. This policy has been vetted by CUPF, the Recreation Department, and the Countywide Recreation Advisory Board. Staff anticipates presenting a draft for Planning Board approval this summer.

Field Maintenance: Current field maintenance standards are being reviewed and will likely be updated in the near future to reflect the need for more frequent care and maintenance. Ten fields are currently closed and being renovated as part of our turf renovation program; these fields will be returned to limited play in September 2008.

balancing field care and use (cont.)

Outreach & Education: Park regulation signs in English and Spanish have been posted at hot spot fields and Park Rangers continue to distribute the field use brochure developed in coordination with CUPF in 2007.

Field Design Standards: As new fields are built and older parks with athletic fields are renovated, staff applies current design principles to ensure the construction of quality fields that minimize potentially adverse community impacts. Key to this new design approach is the allowance for adequate space, buffering, parking, landscaping, and supporting amenities (restrooms, trash and recycling containers, etc.).

Current resources do not allow for the level of maintenance required to sustain current use levels.

Challenges and Lessons Learned

Put simply: Current resources do not allow for the level of maintenance required to sustain current use levels. Quality athletic fields are dependent upon the right balance between use and maintenance. A recent national study determined that the average number of annual uses that leads to permanent damage was 79. More than 50% of park fields see more than 200 uses each year, and demand continues to increase.

Demand for use is high, while resources for maintenance remain limited. If the current levels of excessive use continue, turf quality will degrade regardless of level of maintenance. If we want our field quality to improve, alternative strategies for managing use must be developed. Park staff has addressed the overuse issue in the revised athletic field use policy, restricting use for one year on all fields emerging from the field renovation program. This change, plus the resources requested in the FY09 proposed new initiative, “Improving Athletic Field Quality and Playability,” will hopefully have a positive impact on the quality and function of park fields. Artificial turf allows up to three times the use of a grass field. Our first artificial turf field has been funded, and others should be considered for future sites.

Looking Ahead

Parks will continue its efforts in the five areas noted above and continue to coordinate with all stakeholders including the Department of Recreation and Community Use of Public Facilities to manage this issue. We are in the process of pulling together a comprehensive manual for athletic field care and maintenance, which includes: field inventory, regional, recreational and local park field maintenance standards, school field maintenance standards, turf renovation program standards, permitting policies, a refined template for Adopt-A-Field agreements, preliminary performance measures, and more.

The Department will continue to educate the public on field use regulations and procedures, and remains committed to working with partner agencies and users to find a mutually acceptable approach to balancing the use and maintenance of these popular amenities.

park activity buildings

In June 2007, a strategic plan for the park recreation and ancillary buildings was presented to the Planning Board by Department of Parks staff, utilizing information gathered in a study by Facility Engineering Associates (FEA), a consultant to the Department. The report identified \$815,000 in deferred maintenance and replacement work backlog for our park activity buildings.

Staff analyzed current use of these buildings as well as structural integrity, and recommended the buildings be placed accordingly into three categories: demolish or transfer, evaluate and market, or continue and improve.

The Past Six Months

Staff held a town hall meeting in October 2007 to explain their recommendations and seek input from residents. At this meeting, residents expressed concerns about those buildings marked for demolition or transfer. Over the following months, staff met individually with all interested civic and community groups to talk at more length about these buildings and determine the best way to move forward. As a result, staff took the following actions:

- “Community value” was added to the evaluation criteria of “cost” and “capacity use”;
- Comprehensive structural evaluations of buildings marked for demolition were scheduled; and,
- The decision-making timeline was extended to allow for review of engineering evaluations with residents.



Challenges and Lessons Learned

Though many of these buildings average less than 25% capacity use annually, many residents consider these structures an integral part of their community. Though M-NCPPC policy does not support the building of new park activity buildings, there is no clear policy on whether an existing, structurally unsound building should be replaced with a new one, if that is what is requested by the community. Staff has drafted a community input-driven process to help the Planning Board make this type of decision and will present this with their final recommendations in June 2008.

It is important to note that residents were concerned about the visible lack of maintenance or improvements to these buildings over the past decade. The findings from the FEA study support the conclusion that many of these buildings remain in need of a variety of repairs and improvements. Many of them will require initial renovations if we are to increase use and make them more appealing to new and repeat customers.

park activity buildings (cont.)

Looking Ahead

In June 2008, staff will be presenting its final strategic plan with recommendations to the Planning Board. Buildings found to be structurally unsound will be candidates for a staff recommendation to demolish.

The Department is requesting funds through the FY09 proposed new initiative “Maintenance, Repair and Upgrades to Park Activity Buildings” to increase the safety and usability of the remaining buildings, addressing the maintenance backlog and establishing “level of maintenance” service standards. These efforts will make the buildings more attractive to a broader segment of the county’s population and begin to address resident concerns about the current condition of these valued community amenities.

A three-year marketing campaign will kick off this summer to increase awareness and use of the remaining buildings. A user survey is already underway to collect information critical to identifying areas for improvement, improving customer service and permitting processes, and establishing a fair price point. An annual assessment of park activity buildings will continue during this campaign. At the end of the three-year campaign, all park activity buildings will be evaluated to see if use has increased.

Future recommendations on how to manage these buildings will be based on use, structural condition, proximity of similar community spaces, repair and maintenance costs, and the building’s value to the community.

*The Department
is requesting FY09
funds to increase the
safety and usability
of these buildings.*

preserving our heritage

Most of the more than 150 cultural resource sites in the park system remain off-limits and inaccessible to the public, and several of the Department's historic structures are in danger of being lost forever through "demolition by neglect." To prevent the loss or decay of some of the county's most significant heritage sites, the Department established a Cultural Resources Stewardship Section (CRSS) in July 2007.

The Past Six Months

With the development of the CRSS, the Department is now better equipped to focus on the care and management of these valuable sites, which include Uncle Tom's Cabin, Brainard



Warner House/Circle Manor, Seneca Stone Barn, the Darby Store, Oakley Cabin, Kingsley Schoolhouse, and others. Currently, the following sites are open to the public, some through partnerships: Kingsley Schoolhouse, Oakley Cabin, Woodlawn Manor, Agricultural History Farm Park, Waters House, the Underground Railroad Experience, Hyattstown Mill, Blockhouse Point Trail, and the Paint Branch Archaeological Experience Trail. Scheduled

tours of Uncle Tom's Cabin have occurred on a limited basis. The first-phase analysis on Uncle Tom's Cabin is close to completion, and includes historical research, landscape history, archaeology, dendrochronology, paint analysis, and preliminary interpretive concepts for the site. Brainard Warner has undergone paint analysis, lead abatement, and repainting to match its historical paint scheme, and an RFP was issued in February to identify a partner to adaptively reuse that property.

Additional accomplishments over the past six months include:

- Drawings for life safety, electrical, and structural enhancements to Meadowbrook Stables;
- Design for accessible ramps and doors at the Poole's Store and House;
- Emergency stabilization drawings for the Darby Store;
- Stabilization underway for Seneca Stone Barn; and,
- Cooperative venture with the American Indian Heritage Education Association.

CRSS remains dedicated to making our county's history accessible to the public, and in March 2008 created a website dedicated to the ongoing work, programs and events offered.

Challenges and Lessons Learned

The needs of the historical building stock and archaeological sites currently overwhelm both the capital and operating budgets of the cultural resources program. There remains a significant

preserving our heritage (cont.)

amount of work still to be done to save and preserve these valuable heritage sites. In recognition of the enormity of the task, CRSS has approached several non-county sources with grant and funding requests over the past six months and will continue its persistent efforts to find additional support.

Currently, CRSS has access to architectural support only through contractors or by diverting an architect from the work of the Park Development Division. The only dedicated project manager in CRSS is a 24-hour per week temporary contract employee. The workload significantly exceeds current resources: permanent staff with expertise in historic resources stewardship is critical to the program's success.

Looking Ahead

Eagerly awaited RFPs for curatorships for the Red Door Store and the Joseph White House are in the final stages and are scheduled to be advertised this spring. A contract has been issued to the National Park Service for its documentation of the history of the Burnt Mills/WSSC buildings.

A full-time museum manager with significant experience in and a national reputation for museum programming has joined the Department. This manager will take over and refine the regular programs and seasonal events at Oakley Cabin, Kingsley Schoolhouse, Woodlawn Manor Special Park, Bussard Farm, the Hyattstown Mill, and others. Docent-led hikes along the Underground Railroad Experience and the Paint Branch Archaeological Experience Trails will continue on a regular schedule. Six sites will participate in the upcoming Heritage Days event in June 2008 in an effort to increase awareness about our existing programs and sites. The Department will host a public lecture by two prominent African-American history scholars at the Tilden Center on June 28, 2008, to be followed by public tours of the Uncle Tom's Cabin property. An Advisory Committee to support the development of this significant site will be developed in the next month, and staff has had preliminary discussions with the Lincoln Park Historical Foundation about a possible partnership.

To address the significant backlog of stabilization and restoration projects, the FY09-14 CIP for the Restoration of Historic Structures PDF has been recommended to increase to \$900,000. To facilitate this work and build the internal capacity to manage our large stock of cultural resources, the FY09 proposed new initiative "Transforming Artifacts into Attractions" requests the addition of a preservation architect and an architectural historian project manager to support the work of the Cultural Resources Stewardship Section. This will help us stay on target to open Uncle Tom's Cabin, program and maintain Brainard Warner, bring the Norwood Park Activity Building up-to-code, and open the Agricultural History Farm Park's Bussard Farmhouse kitchen to the public, among other projects.

*Six sites will
participate in the
County's Heritage
Days event in
June 2008*

green management

The Department of Parks manages more than 10% of the county's land. We are dedicated to finding sustainable, green practices that improve operational efficiencies while reducing impact on the beautiful, natural spaces it is pledged to protect.

In 2003, a comprehensive energy management system was implemented and internal recycling practices were expanded. Greater attention continues to be paid to levels of energy use, and the department plays a substantial role in facilitating proper trash and recycling practices within the parks it manages.

The Past Six Months

Since 2003, the Department has reduced refuse volumes by 1,332,740 pounds while increasing recycling and reuse volumes by 290,117 pounds. This represents a cost savings of \$170,500, (minus labor cost reductions).

The recycling program has realized a cost savings of \$170,500.

Currently, only 20% of the existing trash containers in our parks have adjacent recycling containers. In response, the Department is expanding its current recycling program to include popular park areas open to the public. The goal of this multi-phase program is to place recycling containers next to trash containers in all of our parks.

In March, the Department began installing recycling containers adjacent to athletic fields and vending areas at nine regional and recreational parks: Wheaton, Cabin John, Martin Luther King, Jr., South Germantown, Olney Manor, Fairland, Ridge Road, Damascus, and Ovid Hazen Wells. These installations should be complete by May 2008.

Special event permits are currently being revised to require user groups to obtain recycling containers for their activities, which park staff will help to administer.

Energy consumption has been reduced by 12% since 2003. This equates to a total savings of more than \$900,000. Staff continues to search for ways to reduce departmental consumption, including lighting, controls and equipment replacement at key facilities, satellite-linked, automated time clocks to control exterior lighting, use of LED bulbs for Brookside Gardens' Garden of Lights display, and water conservation measures like the installation of waterless toilets at Needwood Boat House and other appropriate facilities. An assessment is currently underway to identify what steps are required for existing buildings to meet LEED Silver Certification requirements and develop an action plan for those improvements to start in FY09.

An employee awareness and participation program has been kicked off to encourage staff to reduce their carbon footprint at work and at home.

Challenges and Lessons Learned

The skyrocketing cost of fuel has impacted all operational programs. It is clear that the

green management (cont.)

Department needs a full-time energy manager to monitor and contain costs in utilities and fuel consumption and to minimize the Department’s carbon footprint. We currently operate our energy management program through a consultant contract which expires in June 2009.

Changing the habitual behavior of staff and the public to support the Department’s green management goals is a key component of this program. The Department is committed to providing the time and resources required to accomplish its goals.

Looking Ahead

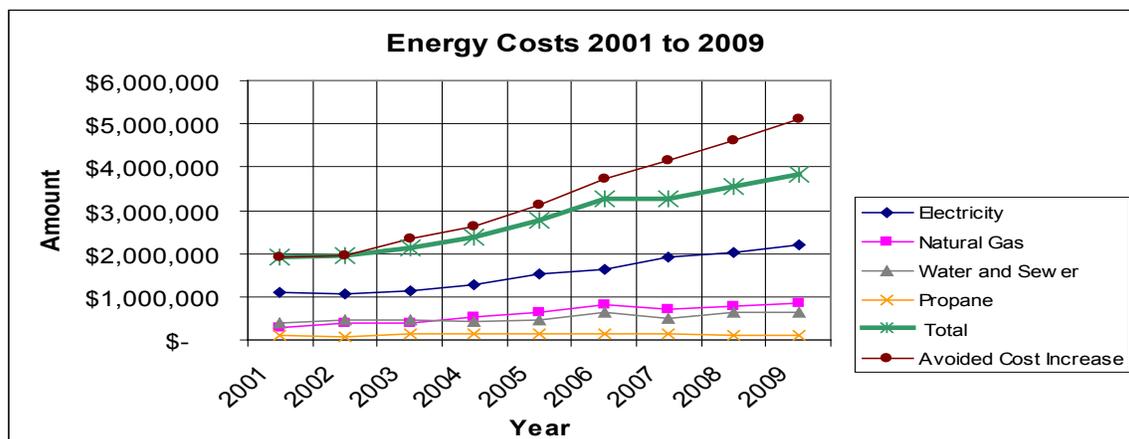
Green management practices continue to be important to the Department. The Department remains committed to continuing and improving upon its highly successful energy conservation efforts for many years to come.

Energy conservation measures have saved over \$900,000.

This summer, the Department will evaluate the recycling rates at those parks with recycling containers to determine the effectiveness of this new program. Changes to the program will be made as appropriate. The Department hopes to expand this program to include the installation of recycling containers at other regional and recreational park sites (such as picnic shelters) in FY10 and local parks in FY11. A public education campaign is slated for summer 2008 to encourage park users to recycle.

By the end of FY08, the Department anticipates it will have reduced refuse volumes by 3%; increased recycling collection volumes by 2%; reduced energy consumption by an additional 2%; and increased cost savings due to energy conservation by \$90,000.

One of our FY09 new initiatives “Green Management Practices” asks for resources to restore the Integrated Pest Management (IPM) program. The Department has been without an IPM manager since 1995, and there is currently no dedicated staff providing departmental oversight to make sure responsible and ecologically sound green management practices are being implemented. In FY09 we will expand the current programs to include a comprehensive green parks plan.



park information & customer service

The Department remains committed to becoming a more action-oriented and customer-friendly organization. This means faster response times, easier public access to more information, effective resolution of problems, and the best customer service policies for our patrons. In FY08, an existing marketing function was expanded into the Park Information & Customer Service Office to address and manage these issues.

The Park Information & Customer Service (PICS) Office is responsible for Department-wide branding efforts which include marketing, advertising, website management, promotional materials, media relations, special events, publications, park opening and dedication ceremonies, customer research, and production of the monthly television program, *The Parks Show*. PICS also provides community outreach guidance and support, writes and edits Department reports, budget documents, and public presentations in coordination with the Director's Office, the permitting of park facilities through the Park Permit Office, coordinates with the Chairman's Office and Prince George's marketing team on all county- or Commission-wide promotional efforts, and responds to all Parks-related customer calls and email inquiries.



The Past Six Months

PICS responds to hundreds of customer inquiries every week and maintains a turn-around time of 24-48 business hours for most responses. A phone tree has been developed to support the call volume to the general Park Information Line. This tree quickly directs callers to a list of the most frequently called numbers if our Customer Service Specialist is serving another caller.

In just the past six months, our media program has successfully secured more than 300 media hits in radio, television and print outlets promoting park services and programs. Since its inception, thousands of media mentions and placements have helped increase visitation and awareness.

The Park Permit Office is in the process of examining its policies and procedures. Two user policies have been revised - Athletic Field Use and Outdoor Tennis - and are being vetted with public organizations and agencies, including Montgomery County Tennis Association, the Countywide Recreation Advisory Board, and the Montgomery County Recreation Department. A user survey is in development, and will provide valuable information from the customer's perspective as to their satisfaction with the permit process, staff and facilities. The information from this survey will be used to refine and improve our permitting services. In addition, a self-mailing customer survey card will be developed to monitor customer satisfaction on an ongoing basis.

park information & customer service (cont.)

Additional accomplishments in the past six months include:

- Development of self-mailing customer survey cards for all Enterprise facilities and nature centers. A quarterly “How Are We Doing?” report produced by PICS analyzes the data collected and is distributed to senior leaders and managers to help them improve their services and programs;
- Creation of a central web-based database to collect all program and class evaluation data and enable staff to monitor the quality and effectiveness of offerings;
- Simplification of Department email addresses from NAME@mncppc-mc.org to NAME@MontgomeryParks.org (implemented with support from RTC);
- Development of a more inclusive outreach strategy in coordination with the Park Planning & Stewardship Division to address the high-profile strategic plan for Park Activity Buildings;

PICS support of the Wheaton Haunted Train Ride resulted in a 62% increase in revenue over the first year.

- Publication of two joint Montgomery County Guides to Recreation & Parks Programs;
- Promotional support of the Wheaton and Cabin John Haunted Train Rides. In 2007, Wheaton reported an increase in revenue of 4% over 2006 and 62% over its first year (2005);
- Event management and promotion for Rockwood Manor’s Women’s Retreat, which saw a 182% increase in revenue over the previous year;
- Creation of an annual competition to find a summertime teen host for *The Parks Show*. This will raise awareness and excitement about park offerings among county youth;
- Production of a Wild Montgomery campaign to encourage visitation of our county’s natural areas. The Wild Montgomery website created by PICS and RTC recently won the MRPA Showcase Award for Best Website, and the campaign was the feature story in the April issue of Montgomery County InSight Magazine; and,
- Development of a standard regional and recreational park brochure template to improve user access to information about our parks. The information and maps are also posted online. Of the twelve brochures needed, three have been printed and four more are in the design process.

Challenges and Lessons Learned

Conversations with CUPF continue about the best way to coordinate our permit processes. As our two offices permit different fields in different seasons to a variety of user groups for a range of sports, this has proven to be a challenge. Conversation continues about appropriate fees and use issues, as well as ways to improve user access to information and more effectively cross-promote.

Looking Ahead

PICS will continue to identify and implement innovative and effective approaches to improve customer access to information, expand our knowledge of customer needs and expectations, and increase visitation and usage of our parks.

redefining urban parks

Work continues on the Countywide Urban Parks Plan (CUPP), projected to be completed in FY09. This plan will re-examine and redefine the role of urban parks in community life. Montgomery County is becoming more densely developed and new compact forms of growth are being encouraged. Design and planning of urban parks must keep pace with this new vision.

The Past Six Months

Park planning staff have participated in several planning and open space studies in an effort to frame our new vision for urban parks. These studies include: White Flint Sector Plan; Germantown Master Plan; Wheaton Sector Plan; Silver Spring Green Space Study; and Battery Lane Urban Park Concept Plan.

Staff met with all park managers to identify those parks in our system which need to be revisited and potentially redesigned as urban parks. These parks have been added to the list of case studies addressed in the CUPP.



Challenges and Lessons Learned

Three key issues are emerging in the early stages of the CUPP:

1. *What is the best approach for managing urban parks?* As centers of community life, urban parks are really “24/7” amenities. Management and maintenance of urban parks are critical issues and likely to impact how they are designed and programmed. One possible approach is to partner with urban districts; meetings with park managers and urban district staff will be scheduled to explore this topic and develop a possible template for partnership.
2. *When should an open space in an urban area be “elevated” to a public park?* Community-based plans for White Flint and Germantown are proposing extensive public open spaces, but not all should be public parks. Guidance at the master plan level is needed as to the size, characteristics and locations of public parks versus public open spaces.
3. *How are urban parks different?* Urban parks are spaces that are active, not dormant, and contribute significantly to the life and character of the surrounding urban area.

Looking Ahead

In the Park, Recreation and Open Space (PROS) Plan, urban parks are defined as edge parks that buffer high intensity uses from lower density neighborhoods. The CUPP will change that definition to promote urban parks as centers of community life.

Staff will continue working on urban park recommendations for specific master, sector and concept plans. Additional resources have been requested for a park planner through the FY09 proposed new initiative “Park Planning and Urban Parks.” This will enable the Department to more effectively address urban park development and ensure the CIP becomes more responsive.

partnerships & volunteers

Public/private partnerships, volunteers and friends groups, and individual and organizational donors contribute significantly to the work of the Department of Parks. These partnerships enable the Department to expand the scope and reach of its programs, services and activities, and has been a fast-growing area of emphasis for the Department.

The Past Six Months

A dedicated partnerships website has been developed in an attempt to more effectively manage the increasing number of unsolicited proposals that continue to be received. This site includes an outline of the partnership process, an online application form, a copy of the adopted partnership policy, and a partnership check-list identifying requirements for unsolicited proposals.

Several new public/private partnerships have been approved or initiated in the past six months, including:

- An Adopt-A-Field agreement signed with Bethesda Little League, Inc., to develop a franchised Little League team at North Chevy Chase Local Park. Their first season starts April 5, 2008;
- Approval of a partnership concession to allow a jet-skiing operation at Seneca Landing Park;
- Approval of a new donation partner, “Dogtopia, Inc.” to pay for, install, and maintain dog mutt mitt dispensers in several local parks in the Bethesda area in exchange for name recognition on the dispensers for a period of five years; and,
- RFPs released seeking partnerships for the development of Laytonia Recreational Park and the former Tennis and Fitness Center site at South Germantown Recreational Park.



The Department is in the final stages of design and installation of the Linda Weiner Memorial trailhead project along the Capital Crescent Trail, financed by a \$90,000 private donation, and a \$15,000 Tai Chi Court memorial donation is currently being planned.

Grant revenue now totals \$739,437. The tree and bench donation program, formerly managed by the Montgomery Parks Foundation, was transferred to the Special Programs Office in October 2007. A dedicated web page “A Gift of Green,” has been developed to support the donation program, which has received a total to-date of \$199,143, and a commercial database has been installed to better facilitate stewardship of grants and donations.

Our Volunteer Services Office (VSO) recently implemented a new, web-based volunteer management system to allow volunteers to search for needed services, register and sign up for specific shifts online, and submit and track their service hours. Thousands of volunteer records have been converted to the new system, and twelve licensed staff members were trained on

partnerships & volunteers (cont.)

its use. VSO anticipates going live with this new system in April 2008. VSO has also greatly improved their promotional web site to allow greater self-service for potential volunteers.

Challenges and Lessons Learned

The Department recognizes the importance and potential impact of public/private partnerships on the services it provides to the public, and is committed to building this program. However, we must balance the public benefit of these partnerships with the internal resources needed to sustain them. These costs are not always easy to calculate or factor into the decision-making process. The Department needs to improve the process by which it estimates the long-term operating costs of each potential partnership before moving forward.

We must balance the public benefit of partnerships with the internal resources needed to sustain them.

Over the last year, various parties lobbied the Maryland General Assembly for State Bond Bills for development of capital projects on Commission land absent any official endorsement. We are working closely with project sponsors and the Montgomery County Delegation to make sure we direct State funds to our priorities to the greatest extent possible.

The grant process now follows the same routing as contract agreements and continues to be lengthy. This process must be streamlined and the unit better supported if we are to capitalize on our development expertise and potential.

The new volunteer management system will enable the Department to more effectively engage valuable volunteer resources at this critical time. However, without a dedicated database specialist to implement the system (as requested in the FY09 budget), it will not be used to its full potential and our ability to effectively sustain and grow volunteer activity will remain limited.

Looking Ahead

The Department expects the public/private partnerships program to become a dynamic “park enhancement tool,” enabling us to more quickly respond to current park user needs and changes in park use. The FY09 proposed new initiative, “Public/Private Partnership Audit and Analysis,” will take a critical step in defining how projects should be assessed and developed to most effectively serve the Department and the public.

The Department would benefit greatly from a well-functioning foundation. Foundations have greater flexibility and can move more quickly toward project completion. Creating a foundation model (similar to that of the Fairfax County Park Authority) would be well worth exploring in the upcoming months.

A review and update of current volunteer policies and procedures, last defined in 1992, is in the works. The Department will also be exploring the best approach to “formalize” its relationship with the various friends and other affiliated groups that help support its work.

enterprise fund

In FY07, more than 1,100,000 patrons visited the Department's Enterprise facilities. One has only to visit these facilities on an evening or weekend to see the extent to which they are enjoyed by the community. In recent years, accelerating expenditures have outpaced revenue growth, resulting in several consecutive year-end deficits. Though many facilities are able to cover operating expenses, it is clear that user fees cannot also cover debt service, increasing utility costs, and the capital reinvestment needed to sustain or upgrade these services.

The Past Six Months

The Enterprise Fund Task Force Report is being finalized. Recommendations being considered are:

- Redefining the Fund policy to maintain the current accounting model, but fund all capital costs and debt service from tax receipts;
- Maintaining the Fund to retain tight fiscal management of facilities and ensure lower net costs for the Department and the public;
- Establishing an Enterprise Management and Development Committee to identify new revenue sources, marketing outlets and cost control methods; and,
- Developing innovative new programs to increase participation and profit.



The draft Infrastructure Inventory and Assessment report from Facility Engineering Associates has been received and is in review. This report has provided significant data on Enterprise renovation and maintenance needs. Findings will be reported to the Planning Board and County Council within the next six months.

Enterprise facilities continue to attract notable talent, both as instructors and customers. Skaters from both rinks qualified for the U.S. Juvenile Championships this year, where a Cabin John skater received the 2008 National Silver Medal, and two pairs who attend Wheaton's Ice Dancing Academy took home the Gold and Bronze Medals. Another Cabin John skater placed 4th at the U.S. Figure Skating National Championships and is now ranked 8th in the world for Juniors. Several of Wheaton's speedskating students competed in the U.S. Nationals this year: one youth swept all categories to become the U.S. National Pony Boy Champion and one Masters skater won gold, silver and bronze medals.

ParkPASS, the Department's online program and class registration system managed by the Enterprise Division, continues to grow, increasing membership by 14% over the past six months.

enterprise fund (cont.)

The Cabin John Indoor Tennis facility was recently renamed the Pauline Betz Addie Tennis Center, in honor of one of that sport's greatest female players. Final efforts are underway to prepare for the May 1, 2008, renaming ceremony, which will be attended by Billie Jean King.

Challenges and Lessons Learned

The reality is that user fees alone cannot cover all of the expenditures of the Enterprise facilities. The current FY09 budget request merely keeps the Enterprise Fund in a "holding pattern" for the coming year. Enterprise Reserves are projected to be \$1.1 million below required levels by the end of FY08. Without the additional \$640,500 subsidy requested for Wheaton Ice Arena, the Enterprise Fund would be projecting a loss of \$141,800 for FY09. The picture is not a pretty one: this loss will result in one or more facilities closing or dramatically curtailing the services provided to the public.

Significant changes are needed to continue providing popular activities and programs at an affordable cost.

Significant changes are needed if the Department is to continue providing its popular Enterprise activities and programs at an affordable cost.

Looking Ahead

Work will continue with the Montgomery County Tennis Association (MCTA) to program and market new and existing programs at the Pauline Betz Addie Tennis Center. All courts at this center will be resurfaced and color-coated. A market study to support the proposed expansion of the site is underway and will contribute

to the development of new site drawings, all funded by the \$100,000 contribution made in Pauline Betz Addie's name by the MCTA.

New programs will be developed at key facilities. Some ideas under consideration are: bumper cars on ice, the USTA QuickStart Tennis Program for youth, and expansion of our summer camp offerings to include more outdoor, nature-based activities such as Camping Camp, Outdoor Adventure Camp, and Yesterday and Today on the Farm, as well as a combined Tennis and Ice-Skating Camp.

Upgrades will be made to refine and improve our ParkPASS system, and the Enterprise Division will continue to expand our marketing messages and incorporate more social program offerings.

We must revisit the definition of the Enterprise Fund as part of the FY09 budget process. The task force report will be finalized within the next few months, and a time will be scheduled within the next six months to share these recommendations with the Planning Board and County Council.

The FEA's Infrastructure Inventory and Assessment Report findings will also be ready to share within the next six months, and are likely to play a significant role in the discussions of how the Fund is administered in the future.

ensuring playground safety

There are 289 playgrounds in the park system, with roughly two-thirds located in the southern portion of the county. Our playgrounds encourage active outdoor play for parents and their children, and are wonderful open spaces for the community to gather. Over the past year, the Department has been able to increase the frequency with which playgrounds are inspected and is now facing an increasing repair backlog to keep them safe and usable.

The Past Six Months

In FY08, the Department requested a second playground inspector for the Southern Region in order to increase the frequency with which these popular children's amenities received safety inspections or were flagged for needed repairs or replacement. This position was approved, and as a result, the average number of monthly playground inspections has more than doubled.

In October 2007, public attention was drawn to the dangers of arsenic-treated wood elements in playgrounds. The Department identified 79 lots with this wooden equipment. Staff immediately began the process of sealing this wood. By mid-April, all lots will be sealed and safe. As wooden playgrounds reach the end of their lifecycle, the Department practice has been and will continue to be to replace them with safer and more durable materials.



Challenges and Lessons Learned

As anticipated, the increased frequency of inspections has led to an increase in playground-related work requests, generating more than three times as many repair requests as the previous year. We expect this backlog to continue to grow significantly. An additional dedicated playground repair crew is being requested in FY09 to enable us to address all repairs in a timely fashion and keep our playgrounds safe for the county's children.

Looking Ahead

Our goal is to inspect more than 200 playgrounds on a monthly basis and streamline the process until every playground is inspected every 30 days. We are committed to making every playground safe and functional for park users and their families.

Keeping all playgrounds safe will require the addition of a two-person playground repair crew to support the additional work requests generated by the second playground inspector approved in FY08. The FY09 proposed new initiative "Ensuring Playground Safety" outlines the request for an additional two-person repair crew. Playgrounds are one of the system's most popular and highly-used amenities: ensuring our children have access to safe and up-to-code playgrounds must remain a priority.

improving our most popular amenity

There are currently more than 200 miles of paved and natural surface trails in our park system. Our paved trails offer all patrons safe and convenient access to the natural environment where they can enjoy a wide variety of activities such as hiking, biking, walking, running, and birdwatching. Paved trails also provide scenic, accessible connections to recreation facilities and urban areas and a green commuting alternative to driving. Our extensive network of natural surface trails allow for improved stewardship and interpretation of our natural and cultural resources, and provide patrons with an opportunity to more closely connect with nature.

The Past Six Months

In FY08, the Department requested a two-person trail crew to ensure timely and consistent management and maintenance of hard surface trails in the Southern Region. This crew was approved and recently hired. These new staff members are currently undergoing an extensive orientation and training program and additional arrangements have been made for cross-training in April 2008 with neighboring park systems (Anne Arundel and Queen Anne's Counties) to secure best practices for training, protocol, and standards.



Two positions were also approved for FY08 to support the implementation of the CIP for new natural surface trail construction, as well as major renovation and maintenance of the existing trail network. The natural surface trail program has achieved significant results in the past six months, including the development of:

- Environmentally sound design standards relating to trail grade, grade reversals, and outsoles;
- User designations that include recommended trail treads and corridor widths for hiker and shared use trails;
- Standards for signage and access plans, blazing standards, trailhead kiosks, and bridges; and,
- A comprehensive, interdivisional implementation process for the development and management of natural surface trails.

Volunteer crews now provide more than 1,500 hours of trail labor per year, and help perform routine inspections of our natural trail segments. Currently, 39 Volunteer Trail Rangers have been trained and conduct quarterly trail inspections on 59 miles of trail.

The interdivisional implementation process includes technical bridge inspections (managed by Park Development), processing and distribution of work requests (managed by Park Planning & Stewardship), regular maintenance (performed by both Regions, Park Planning & Stewardship, Horticultural Services, Central Maintenance, and volunteers), and patrolling (by Park Police and Park Police volunteers). All work performed on natural surface trails is entered

improving our most popular amenity (cont.)

into the SmartParks database.

Challenges and Lessons Learned

Once the evaluation and inspection process of paved trails has begun in earnest, we anticipate a large increase in the number of trail-related work requests entered into our SmartParks system. This will require our park crews to reprioritize their work efforts to accommodate these additional requests.

The natural trail system is relatively old and most of it was poorly designed. A standardized approach to monitoring did not exist, and inspections were not occurring as frequently as our standards dictated (quarterly). Now that the program is active, we are discovering a number of “people’s choice” trails (informal trails used by the public that have not been officially sanctioned by parks); staff is exploring the best approach to manage these “new” amenities.

Natural surface trails have been split into 128 smaller segments to make it easier to assign, track and manage trail inspections and projects.

The natural surface trail system has now been split into 128 smaller segments to make it easier to assign, track, and manage trail inspections and projects.

Looking Ahead

As the new paved trail crew increases its inspections and becomes more familiar with the trails in our system, we expect to see a significant improvement in the condition of our paved trails. It is anticipated that these inspections will occur with greater frequency (attaining our 30-day inspection standard) and result in a more rapid identification of functional and safety issues and their subsequent repair. In the coming months, we will be reexamining and refining our inspection standards and repair protocols, and focusing on improving our ability to

effectively respond to user concerns.

This crew will also explore ways to work with volunteer user groups to develop an inspection program that will increase our knowledge of the conditions on our paved surface trails, similar to the program currently being implemented in support of natural surface trails.

The natural surface trail program will continue to be monitored and refined. The extent of future projects will be determined through the operating and CIP budget processes.

improving water quality

Our park system began with stream valley parks, and today there are 457 miles of streams and more than 500 lakes, ponds, and stormwater management facilities and devices in the park system. The Department protects these valuable aquatic assets through a variety of efforts, including: stream monitoring, stream restoration, aquatic habitat enhancement, fish stocking, watershed assessment, watershed enhancement (including riparian reforestation), and stormwater management. Park staff also provides expert consultation to other agencies and citizen groups on park aquatic resource issues.

The Past Six Months

A new program element for “Streams” has been created through the FY09 budget process in recognition of this centerpiece of our park system. Though this program element has only just been identified, the aquatic resources management program has been in operation for more than 15 years, and has made significant progress. In calendar year 2007, 24 sites were monitored for biological health and aquatic habitat status based on biologic communities (benthic macroinvertebrates and fish) and physical habitat features. Several stream restoration and stormwater management projects were completed:



- Stabilization of stream banks in Seneca Creek;
- Replacement of a failed culvert in Hoyles Mill Conservation Park;
- Stream restoration at Sligo Creek Golf Course;
- Drainage and flood mitigation on Beach Drive; and,
- Emergency repair to a tributary in Northwest Branch.

The stream team continues to work on a number of ongoing projects throughout the county, including ford replacements, stabilization of tributaries, stormwater management improvements, and stream restorations. Ongoing projects include replacement of the ford where Hoyles Mill Road crosses Little Seneca Creek with a bridge, stabilization of a tributary to Rock Creek, retrofitting of Pine Lake, stream restoration at Northwest Park Golf Course, and stream restoration and boat ramp repair on Muddy Branch near Pennyfield Lock.

Challenges and Lessons Learned

The current program has been very effective in responding to specific problems, but has been unable to dedicate efforts to longer-term stream restoration work in specific, selected watersheds. Given the staff shortage in this program area, the urgent nature of the repair and stabilization projects often means resources are diverted away from the anticipated achievement of measurable results in the index of biological integrity.

improving water quality (cont.)

Looking Ahead

Stream monitoring will continue at 24 sites in calendar year 2008. These sites are located in the Little Bennett Creek, Cabin John Creek, Seneca Creek, Sligo Creek, and Northwest Branch drainages. Stocking currently occurs only at Little Bennett Creek; it is hoped this will expand to include Rock Creek and possibly Little Seneca Creek in the coming year. An expansion of the existing hatchery has been proposed as part of the Little Bennett Regional Park Master Plan. Stream restoration projects are underway or in the planning stages and will include Little Seneca Creek at Hoyles Mill Road, Northwest Branch Golf Course, and a tributary to Rock Creek in Waverly-Schuylkill Local Park, among others. Upcoming projects will include:

- Removal of an old diversion weir on Northwest Branch at the Northwest Park Golf Course; and
- Stream stabilization and infrastructure protection on Paint Branch near the Maydale Nature Center.

Monitoring has been the core of the aquatic resources management program for many years and will continue to be so. Stream restoration has been an important aspect and has been productive for the past few years, though less progress than hoped has been made towards producing measurable improvements in the health, function and appearance of streams in selected watersheds. In the past, streams have been the focus of this program, but much needs to be done to support our valuable ponds and wetlands.

In the FY09 budget, one of the proposed new initiatives, “Protecting Water Quality and Aquatic Biodiversity,” requests resources for a sustainable wetlands horticulturalist, a stream ecologist, and an engineer to begin the pond and wetland restoration component of this program.

In addition, staff is reviving the long-dormant stream volunteer program, “Stream Striders.” This program trained volunteers to lead other volunteers in aquatic resource-related projects, such as stream-side clean-ups and riparian restoration, and provided environmental education to all participants to increase awareness of the need to protect these valuable, natural resources. Training sessions are planned for this spring, which means trained volunteer leaders and educators will be able to complement existing staff in the execution of select efforts. The Stream Striders program is anticipated to be active by the beginning of FY09.

Staff is reviving Stream Striders, the long-dormant stream volunteer program.

graffiti control

Recent data suggests that gang activity is on the rise across the entire county, and Park Police have noticed a marked increase in the number of gang-related graffiti incidents. Park Police have recently changed their strategy, spending more time on the street and in conversation with gang members. This has led to discovery of nicknames, making it more likely that Park Police can track specific acts of graffiti to specific gang members. This strategy has increased the number of arrests and led to a downturn in the overall number of graffiti incidents over the same period last year.

The Past Six Months

Since October, Montgomery County Park Police have served eleven search and seizure warrants related to graffiti and have arrested or have pending arrests of sixteen subjects for malicious destruction of property. Seventy-six documented reports of malicious destruction of property involved graffiti; of those, thirty-one were gang-related. As mentioned above, the face-to-face time spent on the street with gang members has enabled one detective (who is assigned on a part-time basis to the Montgomery County Gang Task Force) to account for 88% of the graffiti-related arrests in the past six months.



Challenges and Lessons Learned

Gang-related graffiti and crime is on the rise throughout the entire M-NCPPC system. Some local gangs have affiliated themselves with national gangs, such as the Bloods and the Crips, to gain attention and power. The attention paid to MS-13 has allowed other local gangs to flourish and grow. The new strategy adopted by the Park Police has made impressive inroads into identifying and arresting gang culprits.

The Park Police recommend Maryland legislators adopt more progressive anti-gang legislation, similar to the Commonwealth of Virginia and the State of California.

Looking Ahead

The Park Police will continue its successful strategies to mitigate gang-related graffiti and is likely to dedicate additional resources toward managing gang-related activity. The Park Police is interested in making a full-time assignment to the Montgomery County Police Gang Task Force, but will not have the resources to do so unless the FY09 staffing requests for additional officers are approved. The Park Police believe having a dedicated, full-time member on the Task Force in combination with open communication between investigators and officers and their new face-to-face approach, is the best tactic to fight against the growing gang problems in Montgomery County and our parks.

capital improvements program

On March 4th, the Council reviewed and approved the Parks FY09 -14 CIP, subject to reconciliation in May. We are very appreciative of the Council's support of the majority of our program. The Parks CIP was crafted around four priority goals:

- Maintenance of Existing Facilities and Infrastructure
- Preservation of Historic and Cultural Resources
- Acquisition and Stewardship of Land and Natural Resources
- Meeting Demand for Recreational Facilities and Open Spaces

As the Council has just completed review of future projects, this report focuses on projects that are underway in various stages of facility planning, design, or construction.

The Past Six Months

Acquisitions

During the period between October 1, 2007 and March 31, 2008, nearly 75 acres were added to the park system. Some of this acreage was purchased from property owners and some of it was received in dedication through the development review process. The parks enlarged or created by these acquisitions include: Little Seneca Greenway, Ten Mile Creek Greenway, Clarksburg Triangle, Upper Paint Branch Stream Valley Park, Hillmead Local Park, Muddy Branch Stream Valley Park, Watts Branch Stream Valley Park, and Waverly-Schuykill Neighborhood Park. In addition, a number of land purchase contracts involving another 35 acres of new parkland are pending settlement. These include lands to be added to Woodstock Equestrian Park, Upper Paint Branch Stream Valley Park, and Capitol View Open Space.

Developer-Built Parks and Partnership Projects

Arora Hills Local Park: Arora Hills Local Park in Clarksburg has been designed and constructed by developers. Park staff guided development of the program of requirements and design, conducted the technical review for the construction documents, and provided on-site inspection for the construction. This new park will include 1 baseball field, 1 softball field, a large playground, two pergolas, two group picnic shelters, a basketball court, a parking lot, walkways and landscaping. The construction of the park will be completed and it will be opened to the public in Spring 2008.

Developer projects in the technical review stage over the last six months include the Clarksburg Greenway Trail and Dowden's Ordinary Special Park, which includes the historically significant archaeological site of Dowden's Ordinary. Partnership projects included the Red Wiggler Farm, Linda Weiner Memorial on the Capital Crescent Trail, and the Bethesda Little League field at North Chevy Chase Local Park.

Local Park CIP Projects

Broadacres Local Park: Staff continued work on a number of local parks at various stages of detailed design to either renovate or expand the existing facilities such as Broadacres Local Park,

capital improvements program (cont.)

adjacent to Broadacres Elementary School. The design has been completed and advertised for construction. The renovated park will convert one softball field to an adult-sized rectangular field and will add a multi-use court, trails, landscaping, rain gardens, and an entrance plaza. Construction will begin when school ends in Summer 2008 and is expected to be completed in Spring 2009.

Additional local parks under design include East Norbeck Local Park Expansion and Renovation, Takoma-Piney Branch Local Park Renovation, and Germantown Town Center Urban Park.

Trail CIP Projects

Matthew Henson Hiker-Biker Trail: The Matthew Henson trail project constructs approximately four miles of hard surface trail from Alderton Road to the Rock Creek Hiker-Biker Trail in Winding Creek Local Park. Approximately two miles of trail from Alderton Road to Georgia Avenue are nearly completed. This portion of the trail will be completed and formally opened in spring 2008. Work on the next phase of the project between Georgia Avenue and the Rock Creek Hiker-Biker trail is underway. The Maryland State Highway Administration is designing and constructing the trail crossing at Veirs Mill Road, which should be completed by July 2008. The remaining trail construction is scheduled to be completed in November 2008.

Rock Creek Hiker Biker Trail Pedestrian Bridge: This bridge provides a grade separated crossing of the Rock Creek Hiker Biker Trail over Viers Mill Road. Construction will begin in July 2008 and is expected to be completed in Spring 2010.

Non-Local CIP Projects

Lake Needwood Dam Repair & Dredging: The dam repair work continued over the past six months. The grout curtain installation and riser repair are complete. The remote monitoring systems for both Lakes Needwood and Frank are installed and operational. The downstream filter blanket is nearly completed. An updated and improved Emergency Action Plan is 95% complete and we expect to finalize the document in April. Preliminary engineering for the Lake Needwood Dredging project is complete. Detailed design will commence with approval of the next CIP.

Woodstock Equestrian Park: Completed in 2006, Phase I improvements at the Woodstock Equestrian Park, funded from a \$600,000 state grant, consist of trailhead parking lots on each side of Route 28, completion of the trail system itself, and stormwater management facilities. Additional improvements to be implemented over the coming year include stabilization of the Seneca Stone Barn and replacement of the J.E.B. Stuart trail and road bridge. Phase II improvements are in the planning stage. These include several large outdoor riding rings, rehabilitation of several historic buildings, a cross country/events course, and supporting infrastructure. In January 2008, a community meeting was held in Beallsville to discuss the future facilities envisioned by the Master Plan. Facility planning will begin in May 2008 pending award of a design contract, including additional community meetings to refine the

capital improvements program (cont.)

design, and Planning Board approval of a facility plan. Phase III facilities envisioned by the Master Plan include a potential indoor riding arena. Significant additional funding through a public/private partnership would be necessary in order to complete the Master Plan vision for the park.

Brookside Gardens Irrigation: This project provides a water distribution and irrigation system to Brookside Gardens. Construction will begin in Spring 2008 and is expected to be completed in Spring 2009. The project provides for the reconstruction of the 50-acre public garden's antiquated water distribution system. This project will provide more reliable water service to all facilities for visitor needs, fire safety, and plant health, and will reduce annual costs for watering, improve water conservation and improve plant growth and health.

Special Projects

SilverPlace Headquarters: Staff is preparing for a series of design charrettes with all stakeholders to ensure development of a design that best meets the goals of the project including exemplary mixed-use development, provision of a new headquarters for Park & Planning, provision of affordable and workforce housing, community compatibility, green design, smart growth, and leveraging the value of the Commission's land to reduce the public cost. The design charrettes are being targeted for May and June.

Wisconsin Place Community Recreation Center: Wisconsin Place is a mixed-use development under construction by a developer. The development will include a 21,500 square foot Community Center as required as a major public amenity under the optional method of development in the site plan. Staff has been working closely with the Recreation Department and Developer to work out the terms of opening and operating this facility currently scheduled to open in Fall 2008. The Commission will be requesting additional funding in the FY09 Operating Budget to fund the fit-out costs and maintenance of this facility.

ICC Project: In FY08, a second term contract Project Manager was hired to help review plans associated with all ICC-related projects. Staff is involved in two main areas of the ICC project: over the shoulder review of the ICC roadway plans, and review and coordination of Environmental Stewardship/Community Stewardship/Compensatory Mitigation (ES/CS/CM) projects. Staff from both the Parks and Planning Departments are working together to consolidate resources in order to coordinate the efficient review of the various ICC projects.

Staff involvement in the design-build construction process over the past six months included providing SHA with comments on the RFP for Contract B prior to public release, attending various weekly and monthly task force meetings with the Contract A design team, Special Protection Area (SPA) meetings with the Contract A design review team and the Department of Permitting Services, monthly Inter Agency Working Group (IAWG) meetings to facilitate interagency coordination, Environmental Management Team (EMT) meetings with state and their general consultants, conducting regular field visits at ICC construction sites that are adjacent to parkland, and providing the Planning Board with regular updates.

capital improvements program (cont.)

In addition to conducting over the shoulder review of ICC roadway plans, staff is actively involved in the review and coordination of several Environmental, Community Stewardship, and Compensatory Mitigation projects. Staff attends monthly project meetings with SHA consultants, provides input and direction for the concept and design phases of these projects, including Final Review Conferences for projects at 90% design completion.

Challenges/Lessons Learned

Park Projects Built by Outside Entities: Projects built by outside entities, including developers, private partners and public agencies, require park staff resources to manage, review and inspect these projects. Recent examples of projects requiring staff resources include the ICC projects, construction of three synthetic fields at the SoccerPlex (Fields 18-20), the White Oak Recreation Center and April Stewart Lane Local Park, a number of new, developer-built parks and trails in Clarksburg, Wisconsin Place, and the Longbranch Pedestrian Bridge. These projects usually occur on a strict timeframe and schedule and are typically managed by the same staff that manages park CIP projects. In order to meet the partner's schedule, these projects present a challenge while managing other projects in the CIP. The number of these projects has increased significantly in recent years, and the staff resources required to manage these projects through design and construction has not kept pace and will need to be evaluated on an ongoing basis. In addition, projects that result in new facilities will require additional resources for maintenance, operations, safety and life cycle replacements in future years.

ICC Project: The biggest challenge faced by our two staff members working on the ICC is meeting the tight deadlines set by SHA and their consultants. In addition there are several technical challenges to be met. Staff is working with the SHA to minimize the impact associated with a northern ramp of the Metro Access Road interchange near Washington Grove to accommodate a soccer field, monitoring and maintenance of reforestation in the SPA, evaluating the cost of the Lake Frank trail project to offset the cost of the extra monitoring and maintenance.

Looking Ahead

Developer Parks and Partner Projects: While meeting the commitment for capital projects funded through the CIP, staff will additionally strive to further develop the park system and provide new public facilities through both the development and partnership processes.

ICC Stewardship Projects: In conjunction with ensuring that the ICC is constructed to the maximum extent as an environmentally sound facility, staff will be equally focused on ensuring the successful implementation of the community stewardship program of park facilities including Woodlawn Stone Barn, National Capital Trolley Museum, Northwest Branch Recreational Park (Llewellyn Fields), Lake Frank trail, and on the environmental projects for SHA reforestation requirements on current or future parkland.

Forever Green

MONTGOMERY COUNTY PARKS - FY2008 FACTS

The Maryland-National Capital Park and Planning Commission
Parks Information Line – 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: 33,602
Total developed acreage: 8,928
Acreage set aside for environmental preservation: 24,674

Number of Parks: 404

| | |
|-------------------------------------|---|
| Stream valley: 35 | Urban: 25 |
| Regional: 5 | Neighborhood: 93 |
| Recreational: 11 | Local: 146 |
| Conservation: 18 | 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: 296 |
| 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: 289 | Carousel: 1 |

Parks Budget

| | |
|--|---------------------------------|
| Park Fund, Adopted Operating Budget FY2008 | \$ 78.44 million |
| Capital Improvements Program FY 2007-2012 | \$ 82.5 million for acquisition |
| Capital Improvements Program FY 2007-2012 | \$100.8 million for development |



Maryland-National Capital Park and Planning Commission
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