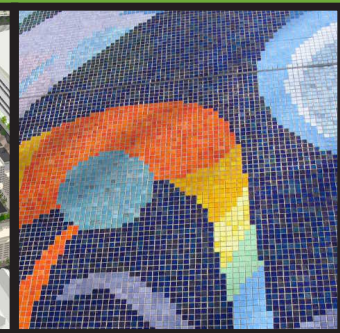


THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

SEMI-ANNUAL REPORT



October 2007



ACKNOWLEDGEMENTS

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Department of Parks

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LETTER FROM THE CHAIRMAN

Dear President Praisner and Members of the Council:

On behalf of the Montgomery County Planning Board, I am transmitting the October 2007 Park and Planning Semi-Annual Report for County Council review and discussion. We are scheduled to meet with the full Council on October 16. This report highlights various current and future work program items for both the Planning Department and the Department of Parks.

The main long range project of the Planning Department is the zoning ordinance revision. The complexity and obsolescence of the zoning ordinance is a continuing source of problems, absorbing large amounts of staff, Board and Council time and adding unnecessary costs to the development process.

If we intend to promote sustainable development and design excellence, we must escape the rigidities of our outdated system and employ more modern approaches to zoning. We have initiated the revision process. The first phase will focus on zones used in areas of the most intense development and commercial districts. The project is of great importance to the future of the county and the relaxation of development pressure due to a weaker real estate market may provide a rare opportunity to speed up the revision process, a subject you may wish to discuss with us at our semi-annual meeting.

The Department of Parks is undergoing a major review of the funding and structure of the Enterprise Fund in the FY09 Budget. We expect it to result in recommendations designed to put the fund in a stronger financial and management posture than in recent years. We are particularly concerned with the need to replace some of the aging facilities managed by the fund, and the undesirability of increasing fees enough to cover these debt service costs in addition to operational costs.

We are also focusing greater attention on park infrastructure, maintenance, facility management and stewardship of natural and cultural resources. As we inventory and assess the condition of park facilities we are becoming increasingly aware that many of the most heavily used facilities have suffered from deferred maintenance. We need to expand preventive maintenance programs and address problems of deferred maintenance.

We look forward to a lively discussion with the Council. In the meantime, if you have any questions – please do not hesitate to contact me directly at 301/495-4605.

Sincerely,

A handwritten signature in dark ink, appearing to read "Royce Hanson", written in a cursive style.

Royce Hanson
Chairman

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COMMISSIONERS' OFFICE AND COMMUNITY OUTREACH ENDEAVORS

ADDITIONAL PLANNING BOARD SESSIONS

To accommodate the many items on the Planning Board's agenda, we have found it necessary to add frequent Monday night sessions to allow enough time to discuss major issues of interest including zoning code rewrite, forest conservation law revisions, enforcement rules and concept studies for master plan areas.

NEW EQUIPMENT TO INCREASE PUBLIC ACCESS IN THE AUDITORIUM

The auditorium where Planning Board hearings are held is now equipped with wide-screen television monitors to make it easier for the public to see proposed plans under consideration. Planning Board members now have a computer monitor right in front of them to take a closer look at maps, recommendations and specific plans. We have also enhanced our sound equipment and soon will be able to video webcast every public Planning Board session.

GROWTH MANAGEMENT SPEAKERS SERIES

More than a dozen nationally known speakers have given public talks for staff, the Planning Board and interested residents on issues of sustainability, design excellence, transportation adequacy, infrastructure financing and more. Speakers with economics expertise provided insight on the effects of growth management and impact taxes on the economy; some also offered perspectives on housing-related issues. To take full advantage of the expertise of each speaker, the department arranged for each expert to meet informally with the planning staff that are working on related issues. In several instances, speakers were asked to apply their expertise (design, retail markets, etc) to master plans currently under development.

LAUNCHED THE CHAIRMAN'S BLOG

To directly connect with residents with a heightened interest in land-use and parks issues, the chairman has partnered with technology staff to launch his first ever blog. The first message on the blog is about the growth policy recommendations and their importance to the future of Montgomery County. The blog is accessible through the Planning Board's website (www.montgomeryplanning.org).

LAUNCHED THE COMMUNITY OUTREACH TOOLKIT

The toolkit is a computerized staff-only resource that serves as an online information clearinghouse for both planning and parks departments. The toolkit includes such things as extensive contacts lists for various 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 do-it-yourself sign-out form for 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.

LAUNCHED INFOSHARE AND MONTGOMERY PLANS CABLE SHOW

Our new weekly e-newsletter has proven to be a widely used resource. We now have almost 1,500 subscribers. We continue to inform the community about the newsletter and encourage additional sign-ups. In conjunction with Montgomery County Cable, we launched Montgomery Plans – a 15-minute

monthly cable show designed to explain the planning process. To see an online version of the show, visit: http://mcparkandplanning.org/board/montgomery_plans.shtm.

LAUNCHED 'REACHING IN' FORUMS

To help our staff hone their skills in community outreach activities to underserved communities, Commissioners' Office staff began an educational series of panel discussions designed to help staff enhance and enrich our understanding of the various communities living in Montgomery County. The forums are meant as vehicles for learning and identifying ways to improve our organization's effectiveness as we continue to broaden and deepen our outreach efforts to include all communities in Montgomery County.

CONDUCTED COMMUNITY OUTREACH FOR GERMANTOWN MASTER PLAN

In collaboration with the planners, outreach staff conducted new community outreach strategies, specifically for the Germantown Master Plan. Efforts include collaborating with ESOL (English as Second Language) instructors to implement a teaching module based on land-use issues. In addition, staff personally visited nearly 20 churches in to engage the religious community in land-use processes.

CONDUCTED COMMUNITY OUTREACH FOR TAKOMA LANGLEY MASTER 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. In addition to implementing outreach plans in Germantown, staff has been working on Ride-On bus advertisements and attending community festivals to begin to engage the community in the master plan process.

LAUNCHED ONLINE SIGNUP PROCESS TO TESTIFY BEFORE BOARD

Interested community groups and residents can now sign up online to testify before the Planning Board. You can see it at: http://www.daicsearch.org/planning_board/testify.asp.

POTENTIAL LEGISLATIVE PRIORITIES FOR THE 2008 LEGISLATIVE SESSION

MEETING WITH MEMBERS OF THE MONTGOMERY COUNTY DELEGATION

To strengthen the Planning Board's relationship with the Montgomery County Delegation, the chairman, other Board members and staff have met with our senators and delegates from most legislative districts to discuss land-use or parks issues in their respective districts and identify some initial proposals that might be included as part of a legislative agenda for the upcoming session.

Three ideas we would like to pursue with Council support include:

REAUTHORIZATION OF THE COMMISSION'S MINORITY BUSINESS ENTERPRISE MBE (MFD) PROGRAM

In accordance with the constitutional requirements established by the United States Supreme Court in the case of *City of Richmond v. J.A. Croson*, 488 U.S. 469 (1989), the Commission established its Anti-Discrimination in Purchasing Program commonly known as the Minority, Female and Disadvantaged Business (or "MFD") Program. The legislative authority for certain features of this program is contained in Article 28 of the Annotated Code of Maryland and will expire on October 1, 2008 – the "sunset date." We seek another five-year authorization.

RESETTING THE TERM LIMIT FOR A BOARD MEMBER DESIGNATED AS CHAIR OF THE MONTGOMERY PLANNING BOARD

Article 28 limits each person appointed to two consecutive four-year terms. If the Council designates a sitting member as the chair of the Board, that member can only serve the number of years remaining in the two-term period. For example, a person who becomes chair in the seventh year of service could serve as chair for only a single year. As a result, the law does not provide enough flexibility to allow the Council to do succession planning and let a member of the Board "grow" into the chairpersonship before they are "termed-out." If enacted, the bill will allow a chair of the Montgomery County Planning Board to serve two full terms in addition to any time served as a Board member.

MARYLAND-WASHINGTON REGIONAL DISTRICT HIKING, BIKING AND WALKING ACT OF 2008.

Article 28 provides that plans for various State and local transportation projects must be presented to the Commission as Mandatory Referral items. Under the Transportation Article, the formal policy of the State is to promote pedestrian and bicycle transportation systems and to designate certain areas as so-called "bicycle and pedestrian priority areas." The Commission is considering introducing legislation that would strengthen the Commission's role in establishing bicycle and pedestrian transportation facilities throughout the Regional District. If enacted, the State Highway Administration and local jurisdictions would be required to work more closely with the Commission in planning and executing plans for bicycle and pedestrian transportation facilities.

THE PLANNING DEPARTMENT

OVERVIEW

During the past six months, the Planning Department has worked diligently to accomplish and deliver on the work program goals that the Council and the department set forth at the last semi-annual report and during the fiscal year 2008 budget discussions last spring.

We have worked to align our staff resources to get promised projects delivered in a timely manner and we have upgraded our entire internal management system so that we can track our progress on projects and report back more thoroughly and effectively.

Some of the specific projects that have been delivered to the Council over the last six months include:

- ✓ A comprehensive set of major recommendations on the Growth Policy
- ✓ A final report on the Religious Institutions Survey
- ✓ A final report on the Centers and Boulevards Project
- ✓ Comprehensive revisions to the Forest Conservation Law
- ✓ A new Development Review Manual
- ✓ A series of recommendations and analysis regarding legislation affecting the Agricultural Reserve.

THE NEXT SIX MONTHS – AND BEYOND

The next six months are going to be even busier as we work to meet the planning challenges of our maturing county. We anticipate sending the MD355/I-270 Corridor Concept Study to the Council by November 1. The Twinbrook Sector Plan will be transmitted by the end of the calendar year. The White Flint and Germantown Plans will follow soon thereafter.

Additionally, we are actively embarking on two major projects assigned by the Council:

- 1) A reassessment of our master plan process
- 2) A much-needed comprehensive rewrite of the county's zoning ordinance.

Updates on each and every project are included in the program elements section, which have been updated and refined since the budget discussions.

NEW APPROACHES TO MASTER PLANNING AND THE ZONING ORDINANCE

MASTER PLAN REASSESSMENT PROJECT

During the past three decades, Montgomery County has continually refined its community master-planning program to guide long-range development and capital expenditures in the county. However, our county now has an increasing need for plan amendments to address unforeseen changes in markets and preferences, unanticipated consequences of adopted plans, and reliance on dated regulations that have little prospect of achieving master plan objectives.

The reassessment project will emphasize planning for smaller areas that have redevelopment and infill potential; identify ways to provide residents with master plans that are more timely and easier to understand; explore how sustainable development and design excellence can be woven into future master plans; and help reshape master plan content to better align with the proposed zoning ordinance rewrite and the development of form-based standards.

This project evaluates the need to:

- 1) Modify the master plan process to deliver plans in a more timely and responsive fashion;
- 2) Reshape master plan documents to achieve greater content clarity, better integration of information, and clear design recommendations to inform development of form-based standards;
- 3) Expand community outreach approaches to more effectively incorporate countywide/regional perspectives from civic and business groups into the master plan process;
- 4) Explore new approaches to allow master plan amendments that would effectively substitute for the zoning text amendment process; and
- 5) 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 practice survey regarding how other localities inform and develop their master plans, will help shape alternatives and recommendations.

Staff intends to complete its work on the project and deliver a comprehensive report to the County Council early next year. Staff and stakeholder focus groups are already underway and we are looking into best practices across the country. We have begun to develop some initial recommendations.

ZONING ORDINANCE REWRITE

The current Montgomery County Zoning Ordinance has been updated and revised piecemeal over the years in order to address new problems or opportunities. The result is an often incoherent document that is very difficult to use and understand. Related provisions are scattered throughout the ordinance, and often substantive provisions and procedures conflict within the ordinance. The ordinance does not clearly reflect other county land-use policies, including concepts expressed in master plans, creating further confusion and – ultimately -- uncertainty in the development review process.

The complexity and obsolescence of the zoning ordinance is a continuing source of problems, absorbing unreasonable amounts of staff, Board, and Council time, adding unnecessary costs to the development process and frustrating all who deal with it.

This multi-year project is designed to reorganize, revise and reformat the county's zoning ordinance. This effort will address three serious systemic problems including:

- 1) Its poor organization and clarity;
- 2) Its outdated development standards;
- 3) Its lack of coherence.

Adequate, dedicated staffing of the zoning ordinance rewrite effort is critical to timely delivery. The department has hired a contractual project manager who demonstrates a solid record of regulatory performance and zoning ordinance rewrite experience. In addition, staff resources and support from Strategic Planning, Community-Based Planning, and Research Divisions have been increased.

The Department is developing a phased work program, and the current thinking on these phases is listed below:

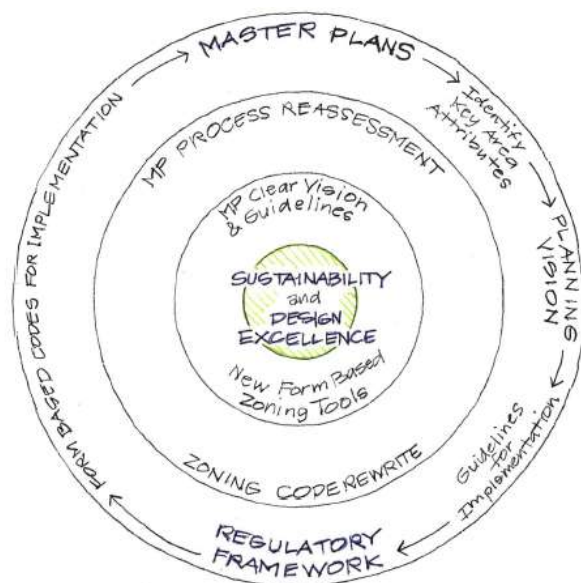
-Phase 1: Transit Stations Zones	January 2008
-Phase 2: General Code Diagnosis and Plan for Reorganization	Winter 2008
-Phase 3: Review of CBD zones	Spring 2008
-Phase 4: Review of all other commercial zones	Fall 2008
-Phase 5: Review of all planned development zones	Spring 2009
-Phase 6: Code Revision, reformatting and reorganization	Winter 2010
-Phase 7: Adoption, code computerization, staff training, public distribution	Spring 2010

Although this is a challenging schedule, it is important to move aggressively to update our zones and to make them more flexible and responsive to current needs.

THE RELATIONSHIP BETWEEN MASTER PLAN REASSESSMENT AND ZONING ORDINANCE REWRITE

The zoning ordinance rewrite is closely linked to the department's master plan reassessment examining our master plan process and content. The goal is to 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.

The department believes that 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 realm) and a code drafted to achieve the form of development envisioned in the master plans. To do this, the county's zoning ordinance must articulate building form—architectural style, appearance and function. The ordinance is an implementation tool; the quality of development is dependent on the quality and objectives of the community plan that the ordinance implements.



MASTER PLAN PROGRAM

The master plan program approved by the County Council provides a unique opportunity to serve the land use planning needs of Montgomery County.

The Planning Department has organized the delivery of the master plans and projects in the following sequence.

MD355/I-270 PROJECTS:		ANTICIPATED COMPLETION DATE*
1.	MD 355/I-270 Corridor Concept Study	November 2007
2.	Form-Based Codes for Metro Station Areas	January 2008
3.	Twinbrook Sector Plan	January 2008
4.	White Flint Sector Plan	March 2008
5.	Germantown Employment Corridor Sector Plan	May 2008
6.	Gaithersburg/Shady Grove Life Science Center Sector Plan	September 2008
Neighborhood Projects:		
1.	Battery Lane Plan	November 2008
2.	Wheaton CBD/Metro Center	May 2009
3.	Takoma/Langley Sector Plan (jointly with Prince George's)	July 2009
4.	Kensington Sector Plan	July 2009

*The Department recognizes the importance of completing these projects in sequence although minor adjustments to timelines and delivery dates for individual master plans may be needed.

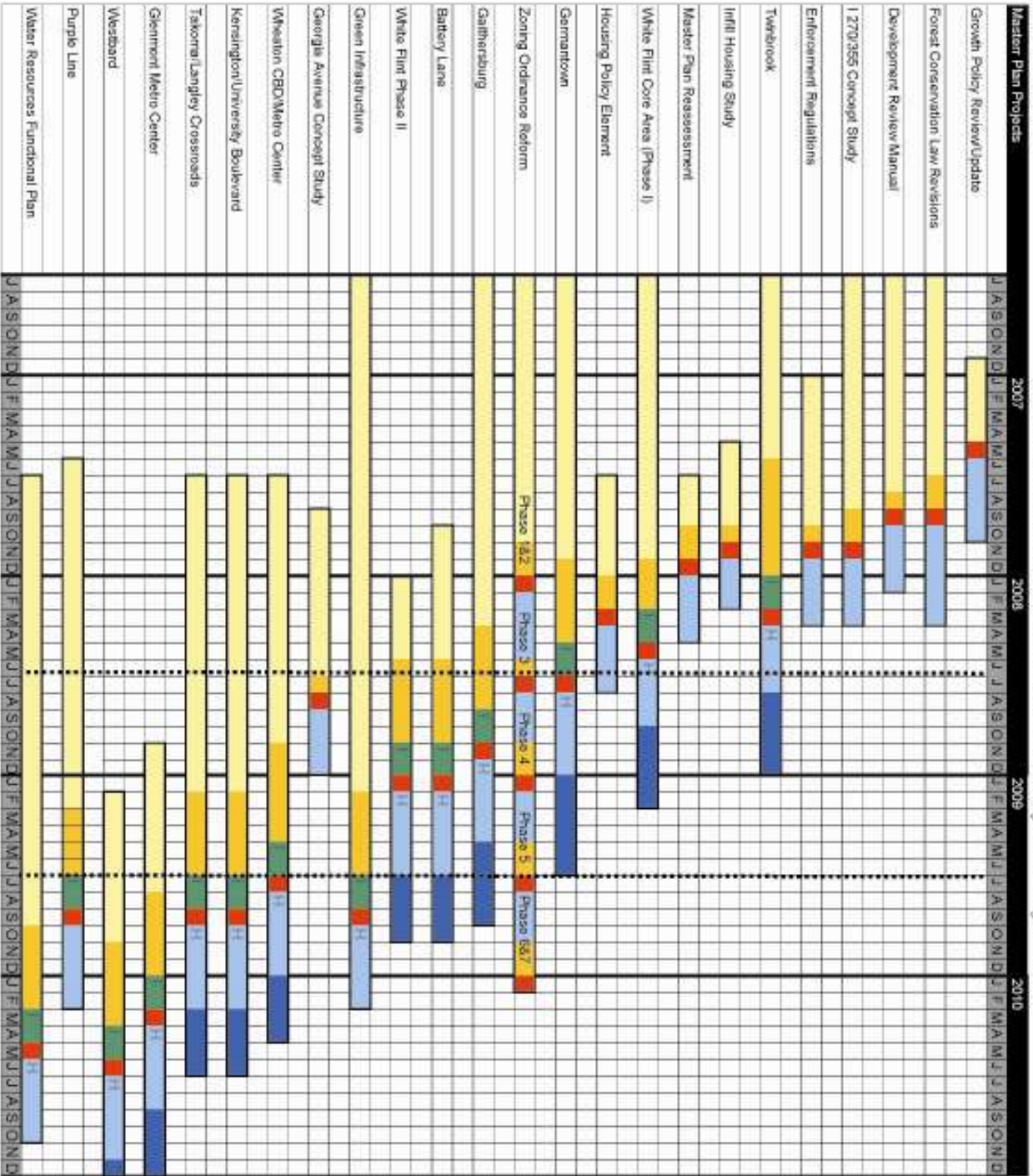
AUGMENTING THE TRANSFER OF DEVELOPMENT RIGHTS (TDR) PROGRAM

In September, Planning staff completed the most thorough and up-to-date accounting of the TDR program in decades. That was done in conjunction with the work on Agricultural Reserve policies. It is clear that additional "receiving area" opportunities are needed if the TDR program is to continue to be successful and to implement the Building Lot Termination program presently under consideration by the County Council. The department is currently exploring opportunities to allow commercial areas to be included as receiving areas for TDRs. This work is part of the first phase of the Zoning Ordinance Rewrite that deals with zones for Metro Station Areas and will be submitted in January 2008, as noted above.

PUBLICATIONS

The Planning Department completed the final publication of the Upper Rock Creek, Woodmont Triangle, Olney and Damascus master plans. Each final plan includes the master plan document (paper copy), a CD, and website. The Potomac Master Plan will be completed in early October. In addition, we reprinted the Silver Spring CBD and Bethesda CBD. Virtually all costs of publishing master plans are recovered from the sale price charged for the final document.

Schedule: Master Plans and Major Projects



REGULATORY PROGRAM

OUR STATS

The following numbers showcase the continued workload in receiving and reviewing development proposals. The table shows the number of plans the department received from April 1, 2007 through September 30, 2007 and the number of plans acted upon by the Planning Board in the time period.

Type of Plan	Received by Department	Acted Upon by Planning Board
Preliminary Plans	43	62
Project Plans	3	9
Site Plans	32	77
Forest Conservation Plans	14	42
Mandatory Referrals	25	19
TOTAL PLANS	117	139

Plans brought to the Planning Board for consideration are not necessarily those that were received by the Department during the last six months. We are still working diligently to reduce the backlog of cases under review.

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 April 1 through September 30, 2007.

Approved by Planning Board	Resolutions in Preparation
116	47

NUMBER OF LAWSUITS FILED

The Planning Board makes controversial decisions regarding land-use virtually every week. Although the Commission usually prevails in litigation, the number of appeals from decisions and other lawsuits continues to demand the majority of the legal staff's time and also diverts substantial time of other staff from programmed responsibilities.

Number of Suits Filed Naming the Commission as a Defendant (April 1 – September 30, 2007)		Number of Other Active Legal Cases	
Planning	Parks	Planning	Parks
4	2	18	5

THE DEVELOPMENT REVIEW MANUAL

The Board formally approved the Development Review Manual on September 20, 2007. Although it will be sent on to the Council for Method 2 review, the manual is scheduled to go into effect on November 1. This is a very significant step forward in our management improvement process.

Not only does the manual fully document the processes being followed for the review of project, preliminary and site plans, it also institutes several new procedures that should help streamline the review process and increase residents' awareness of development activity early on.

Highlights of the manual include:

- Requiring applicants to hold pre-submission meetings with the public before submitting new or amended project, preliminary or site plans
- Requiring applicants to post signs on a proposed development site for all newly submitted or amendments to project, preliminary and site plans.
- A new two-step submittal process that allows applicants to drop off an initial application without an appointment and with only a portion of the application fee. Within two weeks, staff will review the plan not only to ensure that each item required for a complete submittal has been provided, but also to verify that each of these items actually includes all the necessary information required for an effective review.
- Establishing new timeframes for both the review and post approval process.

THE ENFORCEMENT RULES

Although timely follow-up on enforcement actions is essential, the Board has been hampered in the past by the fact that different laws applied to each type of violations, and the procedures that had to be followed in enforcement actions varied, creating confusion for staff, violators and the public. Therefore, the Board is in the process of adopting a complete set of enforcement rules that will ensure that the same process will be applicable, regardless of type, and will set forth the steps that must be followed in every instance.

These new rules have been published in draft form for public comment and a hearing on the matter is scheduled in the coming weeks. 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 will hold a public hearing to hear any arguments concerning a recommended decision; and
- 5) The Board's written resolution will constitute final agency action.

To implement these changes to the enforcement process, the zoning, subdivision and forest conservation provisions of the County Code will need to be amended to consolidate the Board's enforcement authority in Section 50-41. Enforcement staff will also have to be trained to work within the new process.

REVISIONS TO FOREST CONSERVATION LAW

Staff has been working on revisions to the Forest Conservation Law since last spring. The Board held a public hearing on the matter in June. At the request of County Council, staff took additional time over the summer to coordinate with Councilmember Marc Elrich and combine mutually agreeable elements into the proposed amendments to the Forest Conservation Law. We held a series of productive meetings with stakeholders and county agencies to obtain greater understanding of the proposals and get additional comments. The Planning Board approved these amendments on September 20, 2007 and forwarded them to the County Council. While the Board did not incorporate all of the more stringent proposals, we collaborated to protect more of the county's forest while making the law easier to understand and implement.



IMPLEMENTATION OF ROAD CODE IMPROVEMENTS

The Planning Board sent recommendations to the County Council for designations of additional urban areas. Planning staff also worked with Executive staff on the selection of a facilitator and technical consultant to assist the working group charged with revising the County's Road Standards.

OTHER MAJOR PROJECTS

GROWTH POLICY

During the July Growth Policy discussions, the County Council expressed support for several of the key concepts in the Planning Board's *2007-2009 Final Draft Growth Policy*:

- ✓ Developing a Sustainable Quality of Life indicators program;
- ✓ Growing a culture of design excellence;
- ✓ Basing impact taxes on the marginal cost of the transportation and school facilities needed to support growth.

The Council continues to debate the Planning Board's proposals on the school and transportation adequacy tests. In late July, the County Council gave the Planning Board a set of issues for further analysis. We conducted the necessary analysis to be able to provide the requested information in time for the Council to resume Growth Policy discussions on October 1. In the past month, the Department entered into an agreement with the University of Maryland to sponsor two graduate fellowships; one of these graduate students is focusing her attention on developing ideas about the sustainability indicators.

DESIGN EXCELLENCE INITIATIVE

Relating to growth policy discussions, we have already initiated a dialog on design excellence in all public and private projects. As we move forward to modify existing zoning policies and procedures and rewrite regulations to enhance the quality of urban design and architecture to improve the regulatory process governing design and development -- it is essential to work towards transforming the fundamental *culture* of design and development. Entrenched attitudes, beliefs and behaviors pervading both the public and private sectors, and not just zoning regulations, must change. Thus, the department is seeking to promote candid, open dialogue among all stakeholders and fresher, more enlightened thinking about urban and architectural design: about why design matters, and how design aspirations and standards can be articulated, codified when appropriate, and then sustained.

To this end, the Department is launching two educational initiatives. One entails sponsorship of a one or two-day forum focused on urban design and architecture, to be attended by a diverse array of stakeholders: design professionals, real estate developers, property owners, business and civic association representatives, interested residents and, most important, officials from the county's many public agencies concerned with project design and development. Staff will organize the forum to include formal presentations, informal discussions and group exercises.

The goal of the other initiative is to augment, on an ongoing basis, the design awareness, design knowledge, and design judgment of department staff responsible for reviewing and regulating project development. In short, the aim is to substantially elevate design aspirations. To accomplish this, the Department will sponsor regular staff training sessions, probably monthly, to be conducted in a seminar format. Sessions will focus not only on general design principles and practices, but also on specific county planning areas, sites, projects and issues that may be both challenging and controversial. The training curriculum will include prepared talks, case study discussion, exercises, field trips, and assigned reading and sometimes homework. From time to time, guest lecturers will be invited to make presentations and lead seminar discussions.

HOUSING POLICY ELEMENT OF THE GENERAL PLAN

This project involves a comprehensive analysis of the county's housing stock during the first half of the fiscal year. The information gained in that study will be the launching point for the development of a housing policy element of the General Plan in the spring and will also support the Battery Lane plan amendment. One staff team is now assembling GIS layers for a wide variety of housing data, demographic data, and related data that may have an effect on home values. These layers will be used to build an inventory of existing affordable housing, to help better understand why certain neighborhoods remain affordable, and to identify comparatively affordable housing stock that may be in danger of becoming less affordable. A second staff team is researching best practices in preserving existing affordable housing.

AGRICULTURAL RESERVE POLICIES

Staff work on these policies emanates from the recommendations of the Ad Hoc Agricultural Policy Working Group. Some of the main elements include mapping of agricultural reserve area data, use limits in the RDT Zone, child lot policies, policies on sand mounds and amendments to the County Water and Sewer Plan, research on TDR data, potential MOUs with the Cities of Rockville and Gaithersburg, and drafting of zoning text amendments to create new zones to increase TDR receiving areas and to provide a market to implement the proposed Building Lot Termination program. It is staff's intent to meet the Council's schedule on these critical elements.

In response to the Ad Hoc Agricultural Policy Working Group's recommendation to invest in an education campaign to inform County residents of the importance and location of the Agricultural Reserve, staff worked cooperatively with the Department of Economic Development Agricultural Services Division and sponsored the Montgomery Countryside Alliance in the production of an educational leaflet (Montgomery County Agricultural Reserve Resource Guide). This will shortly be available on an updated Park and Planning website for the Rural Area.

GREEN INFRASTRUCTURE FUNCTIONAL PLAN

The Green Infrastructure Functional Master Plan has restarted after staff was diverted to work on the Growth Policy. A new project manager has been assigned with extensive background in forest resource preservation and the work on preparing data for the alternative mapping scenarios is being completed. We anticipate having alternative Green Infrastructure maps to share with the public and stakeholders in late Spring of FY08.



WATER RESOURCES FUNCTIONAL MASTER PLAN

Work has just begun on this functional plan. We have been meeting with key players from the Executive departments and WSSC who will be partners in preparing the Water Resources Functional Master Plan to fulfill the requirements of HB1141. Staff reviewed the guidance documents and prepared a work program and schedule for completing the plan.



INFORMATION TECHNOLOGY

The Research and Technology Center has made advances in the delivery and application of technology serving both departments. The website redesign, which is 97 percent complete on parks-related pages and 36 percent complete on planning-related pages, was named an "outstanding site" by the international Web Marketing Association. The site received outstanding scores in design, ease of use, copywriting, interactivity, use of technology, innovation and content. The website now has such features as blogs, RSS feeds, and podcasts, and the web team has created a system to allow the public to sign up online to speak before the Planning Board. We have completed Phase I (PA system) and Phase II (display system) of our replacement of the audiovisual system in the MRO auditorium in preparation for video-casting later this fall.

To better support development review with technology, M-NCPPC and the Department of Permitting services have signed an MOU to coordinate Hansen usage. The contract to purchase Hansen 8 is done. The online Development Activity Information Center now has 3,200 development plans online and available to the public – including more than 17,000 files.

The GIS Strategic Plan, which is being coordinated through the Interagency Technology Policy Coordinating Committee (ITPCC), is moving ahead with the RFP for consultant support for Phase I. Phase II is a candidate for a Technology Investment Fund grant. The GIS team has completed its migration to ArcView 9.2 including rewriting maintenance programs, although we are continuing to rewrite some user applications to work in 9.2.

The GIS team received delivery of a new impervious surface layer from Towson University and is working to incorporate the layer and address the issue that the size of layer is making it difficult for staff with standard computers to use. The team is also redeveloping our GIS application that serves visitors to the information counter as a web-based tool, which will be the basis for web-based GIS services for staff and the public. Over the past six months, staff throughout the department have been working to expand the use of 3-D modeling for master planning. The latest effort is the White Flint Sector Plan, employing both Sketchup and ArcView 3D Analyst

The technology team has implemented the new Microsoft Office Suite across both departments, upgraded our firewall to the latest Checkpoint software, added Cabin John and South Germantown Parks to Fibernet, replaced PCs at ITPCC-adopted standards, and worked with a consultant to evaluate PCI compliance. The VOIP phone system implementation is moving forward quickly and it is likely that staff will have new phones this fall. Both departments are moving to Montgomery County DTS as our internet service provider, increasing bandwidth from 1.5 MB to a minimum of 10MB.

MANAGEMENT AND ADMINISTRATION

RECRUITMENT

Since our March report, the Planning Department filled 16 positions including new hires and promotions. The department has 18 of its current positions vacant -- a vacancy rate of 10 percent. Current hiring activities are expected to reduce this number to 7.9 percent in the next several weeks. This number includes vacancies that are created by upward mobility, turnover and the new fiscal year 2008 positions. The department's recruitment "pilot program" for the planner series was so successful that it has become the recruitment methodology for all positions. In both Montgomery and Prince George's Planning Departments, a noticeable number of planners have left for jobs with other local planning agencies who offer more competitive salaries. This has prompted the need to conduct a joint salary study that is just getting underway. We continue to expend our advertising base and are very cognizant of diversity needs.

MONTGOMERY REGIONAL OFFICE BUILDING (MRO)

The department is working on ameliorating the work environment at MRO. We have redesigned work spaces and done minor reconstruction to accommodate new staff and to promote better communication and work place efficiency. Unfortunately, we also experienced major building systems' problems that have required immediate action. These include replacement of broken pipes, resultant carpet and furniture replacements and a new chiller.

REPORT ON DEVELOPMENT REVIEW FEES AND COST RECOVERY

As directed by the Council, the Department has a study underway on the fees and cost recovery of the Development Review Special Revenue Fund for presentation to the Planning Board and Council in the winter.

The team will:

- Determine the development review costs that are appropriate for recovery.
- Determine the associated costs based on the more accurate data. The methods used currently were composed prior to the department migrating to a program budget and instituting a more reliable labor code tracking system.
- Review the current fee structure.
- Review trends in revenues and revenue estimates and forecasts.
- Review the impact on the tax-supported administration fund.
- Review recovery scenarios for policy decisions.
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MASTER PLAN PROGRAM

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REVITALIZING CENTERS, RESHAPING BOULEVARDS, CREATING GREAT PUBLIC SPACES

MASTER PLANS

SUB-PROGRAM 1: CONCEPTS

LEAD DIVISION: STRATEGIC PLANNING

LEAD STAFF: Banach, Zisman

Labor Distribution Codes: 1510

Latest Edits: 9/22/07

Description/Scope: The General Plan...*On Wedges and Corridors*, the 1997 General Plan Refinement, and adoption of align future growth with the existing development envelope. 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, a Framework Report was prepared entitled, *Revitalizing Centers, Reshaping Boulevards, and Creating Great Public Spaces*. The Framework Report chronicles key development trends and emerging demographic, land-use and market changes. It offers 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.

A series of community roundtable discussions were convened---local and national experts reflected on future growth in the County and region, 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 to 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 will present the "lessons learned" from the outreach efforts and examine how the concepts developed in the Framework Report can: a) best relate to the County's revised Growth Policy; b) inform the master planning process; c) reinforce the regulatory process; d) and help guide the Planning Board and the Department towards land use patterns and development design attributes that more closely

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

The Planning Board recently forwarded 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. In addition, the *MD355/I-270 Corridor Study* further refines the concepts presented in the Framework Report. This project will tie these 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 will finalize the results of the *Centers and Boulevards* concept, inform future planning efforts and relate on-going programs including *Growth Policy*, *MD355/I-270 Corridor Study*, *Master Plan Reform*, and *Zoning Ordinance Rewrite* to the planning concepts presented in the Framework Report. This planning effort will bring the Framework Report to a conclusion.

SPECIFIC TASKS/PRODUCTS FOR FY08:

(WORK PROGRAM ELEMENT CLOSEOUT):

- Finalize Framework Report.

- Summarize results of community roundtables.
- Identify lessons learned.
- Explain how the Framework Report informs *Growth Policy, Zoning Rewrite, Master Plan Reassessment,; Design Excellence efforts.*

First Quarter FY08 Progress: Report completed 8/07; awaiting review and transmittal to the County Council.

Budgeted Resources:	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	3.00		0.00	N/A		
Professional Services						
Publications						
Other Operating Expenses						
Chargebacks						
Total						
Revenue Source (Fund): Administration Fund						

MD 355/I-270 TECHNOLOGY CORRIDOR

PROGRAM: MASTER PLANS
SUB-PROGRAM 1: CONCEPTS

LEAD DIVISION: COMMUNITY-BASED PLANNING

Lead Staff: Tallant

Labor Distribution Codes: 1430

Latest Edits: 9/11/07

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

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

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

This project is intended to focus on the community planning and design features that will continue to allow the I-270/MD 355 Technology Corridor to remain a community of choice into the 21st century. This project will communicate a corridor-wide perspective before individual master plans are updated. The project benefits include the following:

- Identifies land use patterns
- Locates planned transportation facilities
- Addresses the needs of future employers including biotechnology and advanced technology employers in a competitive market place
- Fosters transit-oriented development
- Addresses community character
- Coordinates environmental themes

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Complete the project and transmit to the County Council (October 2007).

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

% of milestones completed within target timeframes.

Number of outreach sessions conducted on Concept Plan

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	2.40	N/A	2.40	\$223,633		
Professional Services				\$25,000\$25,000		
Publications						
Other Operating Expenses				\$32,884		
Chargebacks						
Total				\$281,517		
Revenue Source: Administration Fund						

GEORGIA AVENUE

PROGRAM: MASTER PLANS
SUB-PROGRAM 1: CONCEPTS

LEAD DIVISION: COMMUNITY-BASED PLANNING

LEAD STAFF: Afzal

Labor Distribution Codes: 1450

Latest Edits: 8/30/07

DESCRIPTION/SCOPE:

This project will look at the areas along Georgia Avenue between I-495 and Norbeck Road with the intent of creating a unifying framework. It will explore opportunities to improve coordination of planning recommendations and propose a long-term planning vision for the area including the future of the smaller commercial centers.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

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 a unique opportunity to improve the physical environment of the areas along Georgia Avenue.

This project will communicate an area wide perspective before individual master plans are updated. The project benefits include the following:

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

SPECIFIC TASKS/PRODUCTS FOR FY08:

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

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

% of milestones completed within target timeframes.

Number of outreach sessions conducted on Concept Plan

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	0.00	N/A	2.45	\$228,292		
Professional Services						
Publications						
Other Operating Expenses				\$48,034		
Chargebacks						
Total				<u>\$276,325</u>		
Revenue Source: Administration Fund						

GREEN INFRASTRUCTURE

PROGRAM: MASTER PLANS

SUB-PROGRAM 2: FUNCTIONAL PLANS

LEAD DIVISION: COUNTYWIDE PLANNING

LEAD STAFF: Zamore

Labor Distribution Codes: 1120

Latest Edits: 9/22/07

DESCRIPTION/SCOPE: This plan will identify and evaluate existing sensitive and important environmental features, and gaps between them, throughout Montgomery County; to provide support the development of a comprehensive interconnected system. It will include a map of interconnected natural areas of countywide significance, and implementation strategies and recommendations to make the vision a reality. This initiative will provide a countywide understanding of the relative importance of natural resources, and identify opportunities for conservation, mitigation, restoration, and enhancement. Priorities will be established to assist development review, master planning, park acquisition, and budgeting.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

- Set forth important environmental policy choices for the Planning Board and implement the environmental objectives and strategies of the General Plan Refinement of 1993.
- Support the development pattern of the General Plan and Smart Growth initiatives
- Implement recommendations of the latest approved Land Preservation, Parks, and Recreation (LPPR) Plan.
- Streamline the preparation of the Park, Recreation, and Open Space (PROS) Strategic Plan, and complement the Legacy Open Space (LOS).
- 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.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Create a GIS layer showing environmentally sensitive areas covered under existing environmental regulations and guidelines for the County. (Fall 07)

First Quarter FY08 Progress: Completed

- Compile wetland information on a watershed basis. (Spring 08)

First Quarter FY08 Progress: Meetings held with DEP, DEP and WSSC to determine existing information and new work needed to complete the plan

- Analyze natural resource data with public input and create alternative green infrastructure mapping scenarios. (Fall 07-Spring 08)
- Conduct public meetings on alternative Green Infrastructure maps. (Late Spring 08)
- Prepare draft Green Infrastructure Map. (Summer 08)

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

% of milestones completed within target timeframes.

Number of outreach sessions conducted on Functional Plan.

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	2.00	N/A	1.60	\$149,089		
Professional Services						
Publications						
Other Operating Expenses				\$20,667		
Chargebacks						
Total				\$169,756		
Revenue Source: Administration Fund						

COUNTYWIDE WATER RESOURCES FUNCTIONAL MASTER PLAN

PROGRAM: MASTER PLANS

SUB-PROGRAM 1: FUNCTIONAL PLANS

LEAD DIVISION: COUNTYWIDE PLANNING

LEAD STAFF: Symborski

Labor Distribution Codes: 1160 and 1165 for Wetlands

Latest Edits: 9/22/07

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. As the county's land use and zoning authority in Montgomery County, M-NCPPC will be the lead agency in coordinating and developing a Water Resources Functional Master Plan (WRFMP) that 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 WRFMP, however, will serve to develop strategies, goals, and objectives to improve the protection and enhancement of important natural resources such as wetlands, that 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 utilized in developing the WRFMP. These two functional master plans, therefore, will complement and strengthen each other, and work together for enhanced overall environmental benefits for the County.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

- Define an explicit linkage between land use recommendations with water quality and water and sewer capacity in the General Plan.
- Set forth important environmental policy choices for the Planning Board 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.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Determine how state requirements can be fulfilled with current plans, and where additional work is needed. (Fall 07)

First Quarter FY08 Progress: Project charter, timeline and milestones completed.

- Develop, in consultation with other county agencies and the state, tasks to satisfy the requirements of HB 1141 and who will complete them. (Fall 07)

First Quarter FY08 Progress: Meetings held with DEP, DEP and WSSC to determine existing information and new work needed to complete the plan

- Identify wetland partners and roles. (Fall 07)

First Quarter FY08 Progress: State and local agencies have been identified and coordination begun on the plan.

- Collect the data necessary to prepare the Water Resources Functional Plan. (Fall 07- Spring 08)
- Identify gaps in wetland and water quality protection strategies. (Spring 08)

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

% of milestones completed within target timeframes.

Number of outreach sessions conducted on Plan.

Budgeted Resources:	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	0.00	N/A	1.55	\$144,430		
Professional Services				\$50,000		
Publications						
Other Operating Expenses				\$20,135		
Chargebacks						
Total				<u>\$164,565</u>		
Revenue Source: Administration Fund						

ENVIRONMENT AND ENERGY PLAN: GROWING WISE, GROWING GREEN

PROGRAM: MASTER PLANS

SUB-PROGRAM 1: FUNCTIONAL PLANS

LEAD DIVISION: COUNTYWIDE PLANNING

LEAD STAFF: Clark

Labor Distribution Codes: 1150

Latest Edits: 9/22/07

DESCRIPTION/SCOPE: Comprehensively examine how Montgomery County will be able to meet our ongoing needs – environmental, economic and social – without compromising the ability of future generations to do the same. Engage the residents of Montgomery County in exploring how to address climate change and growth while protecting our food and water supplies, and the ecological processes which assure our quality of life. Identify concrete actions that will improve sustainability and focus on ways to effectively align our environmental goals with our land use plans and growth policies – both countywide and regional.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

- Clearly state the changes to county plans and policies needed to achieve selected goals for sustainability.
- Provide an umbrella that shows how county policies address the environment and energy and how the policies can be coordinated for 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.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Develop scope for the plan to be used for future budget proposals. (Fall 2007)

First Quarter FY08 Progress: Underway

- Identify and summarize all applicable federal, state and local initiatives for preparing Environment and Energy Plans. (Spring 2008)

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

% of milestones completed within target timeframes.

Number of outreach sessions conducted on Plan.

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	N/A	N/A	0.15	\$13,977		
Professional Services				\$50,000		
Publications						
Other Operating Expenses				\$1,949		
Chargebacks						
Total				\$65,926		
Revenue Source: Administration Fund						

HOUSING POLICY ELEMENT OF THE GENERAL PLAN

PROGRAM: MASTER PLANS

SUB-PROGRAM 1: FUNCTIONAL PLANS

LEAD DIVISION: RESEARCH & TECHNOLOGY CENTER

LEAD STAFF: Moritz

Labor Distribution Codes: 2260

Latest Edits: 9/22/07

DESCRIPTION/SCOPE: This project supports expansion of a 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 will assess options for preserving existing supplies of affordable housing and explore specific issues related to the production of new affordable housing units. This project also encompasses the research and analysis resources to support general housing policy review and development. Analyzing County existing affordable housing stock as well as trends and issues in housing, provides the Department and 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, proposed development projects, and regulatory review.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

This work program element will help ensure that the County's policies and plans address the range of housing needs of County residents, and increase and preserve the County's 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 5 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.

SPECIFIC TASKS/PRODUCTS FOR FY08:

Existing Affordable Housing (by December 31, 2007)

The Department will focus attention on existing affordable housing by

- a) Defining "existing affordable housing."
- b) Completing an inventory of the existing stock of affordable housing,
- c) 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.
- d) 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.
- e) Research tools and strategies used by other localities for preserving existing affordable housing and assess their suitability for application in Montgomery County.
- f) 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:

- a) Review development projects that contain MPDUs or other affordable housing units, including requests for special treatment under the MPDU law.
- b) Implement affordable housing impact statements.
- c) Follow up with the Office of Legislative Oversight MPDU report.
- d) Participate in the County Executive's Affordable Housing work group
- e) 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.

- a) By January 1, 2008, propose for Planning Board discussion a draft scope/outline of a Housing Policy Element. This scope will include planned contents of the Housing Policy Element as well as the process for developing the document, including public participation.
- b) 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.

FIRST QUARTER FY08 PROGRESS

Staff has been fully engaged in both the Existing Affordable Housing study and the new housing initiatives. The existing affordable housing study involves a comprehensive analysis of the County's housing during the first half of the fiscal year. The information gained in that study will be the launching point for the development of a housing policy element of the General Plan in the spring and will also support the Battery Lane plan amendment. One staff team is now assembling GIS layers of a wide variety of housing data, demographic data, and related data that may have an effect on home values. These layers will be used to build an inventory of existing affordable housing, understand why certain neighborhoods remain affordable, and identify comparatively affordable housing stock that may be in danger of becoming less affordable. A second staff team is researching best practices in preserving existing affordable housing. Department staff is also supporting the variety of affordable housing initiatives now underway, including the OLO report on the MPDU program and the County Executive's Affordable Housing task force.

PERFORMANCE MEASURES:

% Increase/decrease in available affordable housing stock in FY__.

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	2.40	N/A	3.05	\$284,200		
Professional Services						
Publications						
Other Operating Expenses				\$0		
Chargebacks						
Total				\$351,348		
Revenue Source: Administration Fund						

PURPLE LINE

PROGRAM: MASTER PLANS

SUB-PROGRAM 2: FUNCTIONAL PLANS

LEAD DIVISION: COUNTYWIDE PLANNING

LEAD STAFF: Autrey

Labor Distribution Codes: 1330

Latest Edit: 9/22/07

DESCRIPTION/SCOPE:

This project includes: (1) staff technical review of the Purple Line Alternative Analysis/Draft Environmental Impact Statement (DEIS) to be completed by the MTA in Spring 2008, (2) 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, (3) completion of a Purpose and Outreach Report (estimated Winter 2007/2008) as the first part of the development of a Functional Master Plan, and (4) identification of issues and technical approach for consideration by the Master Plan Advisory Group (ongoing). The Functional Master Plan study limits will include the entire alignment from Bethesda to the Langley Park / Takoma Crossroads area.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

- Develop a Functional Master Plan to guide implementation of the Purple Line alignment.
- Help establish the basis for future Transit Station Area Sector Plans.
- The Functional Master Plan and the respective Transit Station Area Sector Plans will: (1) encourage growth in the Urban Ring in implementation of the General Plan Amendment of 1993 and (2) improve the quality of life by encouraging redevelopment and compact mixed uses to create walkable vibrant communities.
- Supports Council/Board established policies to enhance down-County east-west travel opportunities, increase transit mode split, promote and mixed use development, provide access to jobs, and protect potential alignments.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Provide technical analysis and recommendations for the Board and Council during alternative analysis and selection of a Locally Preferred Alternative,
- MCPB establish Master Plan Advisory Group. Target 10/07.

First Quarter FY08 Progress: Completed per September 27, 2007 Planning Board action.

- Present staff Draft Purpose and Outreach Report to MCPB March 2008
- Provide Briefing to MCPB on Maryland Transit Administration Purple Line Study Nov 2007

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	1.40	N/A	1.45	\$135,112		
Professional Services						
Publications						
Other Operating Expenses				\$21,665		
Chargebacks						
Total				\$156,776		
Revenue Source: Administration Fund						

ICC BIKEWAYS

PROGRAM: MASTER PLANS

SUB-PROGRAM 2: FUNCTIONAL PLANS

LEAD DIVISION: COUNTYWIDE PLANNING

LEAD STAFF: Kines

Labor Distribution Codes: 1135

Latest Edit: 9/22/07

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

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY

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.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Conduct field inventory of potential alignments.

First Quarter FY08 Progress: Completed August 2007 for alignments identified to date.

- Establish interagency working group consisting of staff from M-NCPPC, MCDWPT and MDOT (July 2007).

First Quarter FY08 Progress: Completed August 2007

- Prepare Purpose and Outreach Report and present to Planning Board (September 2007).

First Quarter FY08 Progress: Completed September 27, 2007.

- Advertise and establish citizen advisory committee (October 2007)
- Prepare draft recommendations by December 2007, deliver status report to Planning Board in January 2008
- Schedule and hold public outreach meetings (February 2008)
- Present recommended staff draft master plan amendment for the ICC Limited Amendment to MCPB (May 2008)
- Send Final Draft to MCC (Summer 2008)

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

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

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	0.80	N/A	0.85	\$79,203		
Professional Services						
Publications						
Other Operating Expenses				\$11,042		
Chargebacks						
Total				\$90,245		
Revenue Source: Administration Fund						

HIGHWAYS PLAN UPDATE

PROGRAM: MASTER PLANS

SUB-PROGRAM 2: FUNCTIONAL PLANS

LEAD DIVISION: COUNTYWIDE PLANNING

LEAD STAFF: L. Cole

Labor Distribution Codes: 2430

Latest Edit: 9/22/07

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 book and a map. Due to the length of time to get the information prepared, these documents will be produced in FY09.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY

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.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- 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 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.

First Quarter FY08 Progress: No significant progress yet on any tasks (first due date June 2008)

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	0.00	N/A	0.80	\$74,544		
Professional Services						
Publications						
Other Operating Expenses				\$10,158		
Chargebacks						
Total				\$84,702		
Revenue Source: Administration Fund						

MASTER PLAN FOR HISTORIC PRESERVATION

PROGRAM: MASTER PLANS

SUB-PROGRAM 2: FUNCTIONAL PLANS

LEAD DIVISION: COUNTYWIDE PLANNING

LEAD STAFF: C. Kelly

Labor Distribution Codes: 1140

Latest Edits: 9/22/07

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.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

- 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.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Complete amendment for Planning Areas 10 and 14.

First Quarter FY08 Progress: Survey work begun for 10, finalizing draft amendment for 14.

- Initiate amendment for Planning Areas 12 and 16.

First Quarter FY08 Progress: Survey work begun for 15, finalizing draft amendment for 11.

- Conduct historic preservation support for area master plans including Twinbrook, Germantown, Gaithersburg and Kensington.

First Quarter FY08 Progress: Ongoing support according to Master Plan schedules, Higgins Tavern amendment approved and adopted.

- 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.

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

% of milestones completed within target timeframes.

Number of outreach sessions conducted on Plan.

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	2.80	N/A	3.05	\$284,200		
Professional Services				\$30,000		
Publications						
Other Operating Expenses				\$39,620		
Chargebacks						
Total				\$353,820		
Revenue Source: Administration Fund						

GAITHERSBURG VICINITY AND CENTERS MASTER PLAN

PROGRAM: MASTER PLANS

SUB-PROGRAM 3: CORRIDOR CITY PLANS

LEAD DIVISION: COMMUNITY-BASED PLANNING

Lead Staff: Sturgeon

Labor Distribution Codes: 1210

Latest Edits: 8/30/07

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

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

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

The Gaithersburg and Centers Plan will provide a guide for future development. Master Plan recommendations will focus on building desirable communities, increasing housing opportunities, incorporating transit, expanding open space and parks, and improving connections and access. The Master Plan will help guide development of the Life Sciences Center, the Johns Hopkins University Belward Campus and the Metropolitan Grove area, including stops along the Corridor Cities Transitway. This plan will be concerned with the design and implementation of the Corridor Cities Transitway. It will also be concerned with fostering the design and of high quality communities at the transit station areas.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Continued community outreach and coordination with the City of Gaithersburg.
- Completion of the Staff Draft Plan (Spring 2008).

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

% of milestones completed within target timeframes.

Number of outreach sessions conducted on Plan.

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	5.60	N/A	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						

GERMANTOWN EMPLOYMENT CORRIDOR PLAN

PROGRAM: MASTER PLANS

SUB-PROGRAM 3: CORRIDOR CITY PLANS

LEAD DIVISION: COMMUNITY-BASED PLANNING

LEAD STAFF: Edwards

Labor Distribution Codes: 1220

Latest Edits: 8/30/07

DESCRIPTION/SCOPE:

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

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

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

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Continued community outreach and coordination with the City of Gaithersburg.
- Prepare Staff Draft (Fall 2007).
- Prepare Public Hearing Draft Plan (Fall 2007)
- Complete Planning Board Draft (Winter 2008)
- Transmit to County Council and County Executive (Spring 2008)

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

% of milestones completed within target timeframes.

Number of outreach sessions conducted on Plan.

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	6.20	N/A	5.10	\$475,220		
Professional Services				\$25,000		
Publications						
Other Operating Expenses				\$69,548		
Chargebacks						
Total				\$569,768		
Revenue Source: Administration Fund						

TWINBROOK METRO CENTER SECTOR PLAN

PROGRAM: MASTER PLANS

SUB-PROGRAM 4: METRO STATION AREAS

LEAD DIVISION: COMMUNITY-BASED PLANNING

LEAD STAFF: Kousoulas

Labor Distribution Codes: 1310

Latest Edits: 8/30/07

DESCRIPTION/SCOPE:

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

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

This project supports the general Plan by concentrating development near transit facilities, supporting light industrial resources, and providing for biotechnology and advanced technology employers. This project provides an opportunity to update the master plan completed in 1992. It will provide for the following:

- Increase housing near the Metro station
- Foster the creation of a transit oriented community
- Support the TDR program
- Address capacity and needs for roads, schools and other public facilities
- Address the needs of the light industrial development in the area.
- Create public open space
- Increase green areas
- Improve the design character of the area
- Provide clear urban design and development guidelines

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Continued community outreach and coordination with the City of Rockville
- Prepare Staff Draft (Fall 2007).
- Prepare Public Hearing Draft Plan (Fall 2007)
- Complete Planning Board Draft (Winter 2007/2008)
- Transmit to County Council and County Executive (Winter 2008)

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

% of milestones completed within target timeframes.

Number of outreach sessions conducted on Plan.

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	5.60	N/A	2.75	\$256,246		
Professional Services				\$3,500\$3,500		
Publications				\$2,500		
Other Operating Expenses				\$39,607		
Chargebacks						
Total				\$301,853		
Revenue Source: Administration Fund						

WHITE FLINT METRO CENTER PHASE I

PROGRAM: MASTER PLANS

SUB-PROGRAM 4: METRO STATION AREAS

LEAD DIVISION: COMMUNITY-BASED PLANNING

LEAD STAFF: Rifkin

Labor Distribution Codes: 1310

Latest Edits: 8/30/07

DESCRIPTION/SCOPE:

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

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

This project supports the original goals of the Approved and Adopted North Bethesda/Garrett Park Plan and the General Plan by concentrating high quality development near the White Flint Metro Station. This plan will reflect current county policy and trends in development patterns near Metro Stations.

This sector plan is intended to foster improvement to the character of MD 355 in general, and specifically the White Flint area. This project will provide for the following:

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

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Provide for substantial community participation.
- Complete the Public Hearing Draft of the Sector Plan (Fall 2007).
- Complete the Planning Board Draft (Winter 2007/2008).
- Begin the fiscal analysis by the County Executive (Winter 2008).
- Begin County Council Work Session (Spring 2008).

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

% of milestones completed within target timeframes.

Number of outreach sessions conducted on Plan.

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	5.20	N/A	4.10	\$382,039		
Professional Services				\$25,000		
Publications						
Other Operating Expenses				\$56,788		
Chargebacks						
Total				\$463,827		
Revenue Source: Administration Fund						

WHEATON METRO CENTER PLAN

PROGRAM: MASTER PLANS

SUB-PROGRAM 4: METRO STATION AREAS

LEAD DIVISION: COMMUNITY-BASED PLANNING

LEAD STAFF: Afzal

Labor Distribution Codes: 1340

Latest Edits: 8/30/07

DESCRIPTION/SCOPE:

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

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

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

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

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

SPECIFIC TASKS/PRODUCTS FOR FY08:

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

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

% of milestones completed within target timeframes.

Number of outreach sessions conducted on Plan.

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	0.00	N/A	2.65	\$246,928		
Professional Services				\$3,500		
Publications				\$2,500		
Other Operating Expenses				\$37,044		
Chargebacks						
Total				\$289,972		
Revenue Source: Administration Fund						

WHITE FLINT PHASE II

PROGRAM: MASTER PLANS

SUB-PROGRAM 4: METRO STATION AREAS

PROGRAM: MASTER PLANS

SUB-PROGRAM 4: METRO STATION AREAS

PROGRAM ELEMENT 4:

WHITE FLINT PHASE II

(EXECUTIVE BOULEVARD AREA)

Labor Distribution Codes: 1350

LEAD DIVISION:

COMMUNITY-BASED PLANNING

LEAD STAFF: Yearwood

Latest Edits: 8/30/07

DESCRIPTION/SCOPE: This project is intended to consider the redevelopment of the existing office park area located along Executive Boulevard and west of the new White Flint Sector Plan area. The intent is to develop a set of sound policy recommendations that address the need to provide for the renovation, redevelopment and infill of the existing office park. The addition of housing to create a mixed-use area will be a focus of this project.

The scope of this project may be expanded to consider other areas in North Bethesda including the area located east of the existing CSX Railroad Tracks and adjacent to the new White Flint Sector Plan.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

Transforming the existing office park into a mixed-use place near transit is the focus of this project. This project is intended to create a workplace to serve the needs of the 21st century. It will transform an existing office park. This project is located near the White Flint Metro Station.

This project will provide for the updating of an older office park that includes the existing Washington Science Center and other office buildings. This project will also consider opportunities for providing a range of housing including affordable housing and work force housing in close proximity to the White Flint Metro Station.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Review options for the redevelopment of the existing office park with the Planning Board (Winter 2008).
- Begin work on completing the Staff Draft of the North Bethesda/Garrett Park Master Plan (Winter (2008)

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

% of milestones completed within target timeframes.

Number of outreach sessions conducted on Plan.

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	0.00	N/A	2.05	\$191,020		
Professional Services						
Publications						
Other Operating Expenses				\$25,693		
Chargebacks						
Total				\$216,713		
Revenue Source: Administration Fund						

TAKOMA LANGLEY CROSSROADS SECTOR PLAN

PROGRAM: MASTER PLANS

SUB-PROGRAM 5: NEIGHBORHOODS AND CENTERS

LEAD DIVISION: COMMUNITY-BASED PLANNING

LEAD STAFF: Kreger

Labor Distribution Codes: 1360

Latest Edits: 8/30/07

DESCRIPTION/SCOPE: The Takoma Langley Crossroads Sector Plan will be 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.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

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

SPECIFIC TASKS/PRODUCTS FOR FY08:

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*
- *Complete the Purpose and Outreach Report (December 2007)*
- *Complete the Staff Draft of the Sector Plan (Summer 2009)*

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

% of milestones completed within target timeframes.

Number of outreach sessions conducted on Plan.

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	0.00		2.00	\$186,361		
Professional Services				\$3,500		
Publications						
Other Operating Expenses				\$28,148		
Chargebacks						
Total				\$218,008		
Revenue Source: Administration Fund						

KENSINGTON SECTOR PLAN

PROGRAM: MASTER PLANS

SUB-PROGRAM 5: NEIGHBORHOODS AND CENTERS

LEAD DIVISION: COMMUNITY-BASED PLANNING

LEAD STAFF: Boyd

Labor Distribution Codes: 1410

Latest Edits: 8/30/07

DESCRIPTION/SCOPE:

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

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

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

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.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Continue extensive community participation in plan development using master plan advisory committee meetings, meetings with interested community associations, Town of Kensington worksessions and town meetings, and community forums
- Complete the preparation of the Staff Draft Sector Plan

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

% of milestones completed within target timeframes.

Number of outreach sessions conducted on Plan.

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	3.20		1.55	\$144,430		
Professional Services				\$3,500		
Publications						
Other Operating Expenses				\$22,419		
Chargebacks						
Total				\$170,349		
Revenue Source: Administration Fund						

WESTBARD SECTOR PLAN

PROGRAM: MASTER PLANS

SUB-PROGRAM 5: NEIGHBORHOODS AND CENTERS

LEAD DIVISION: COMMUNITY-BASED PLANNING

LEAD STAFF: Daniel

Labor Distribution Codes: 1420

Latest Edits: 8/30/07

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.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

This project will implementation of 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 Plan will identify redevelopment opportunities, neighborhood protection measures, and appropriate zoning for Westbard's general commercial and light industrial areas. Recommendations will also be outlined for affordable housing, urban design, and zoning. Improving the character of River Road will be a major element of this plan. In addition, providing new and development tools that address design quality will also be a significant feature of this plan.

SPECIFIC TASKS/PRODUCTS FOR FY08:

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

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

% of milestones completed within target timeframes.

Number of outreach sessions conducted on Plan.

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	2.50	N/A	0.00	N/A		
Professional Services						
Publications						
Other Operating Expenses						
Chargebacks						
Total				N/A		
Revenue Source: Administration Fund						

BATTERY LANE HOUSING

PROGRAM: MASTER PLANS

SUB-PROGRAM 5: NEIGHBORHOODS AND CENTERS

LEAD DIVISION: COMMUNITY-BASED PLANNING

LEAD STAFF: Daniel

Labor Distribution Codes: 1440

Latest Edits: 8/30/07

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 including the preparation of a new amendment to the Sector Plan for the Bethesda CBD.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

The production of new affordable units should be supplemented by increased efforts to preserve existing affordable housing. The Battery Lane Housing project will begin in the winter of 2007. The staff has already 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 review of 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.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Review options for preserving and enhancing the existing supply of older multi-family dwelling units in the Battery Lane area with the Planning Board (Fall 2007).
- Begin work on completing the staff recommendations that may include the preparation of the Staff Draft Amendment to the Sector Plan for the Bethesda CBD (Fall 2007).

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

% of milestones completed within target timeframes.

Number of outreach sessions conducted on Plan.

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	3.10		1.70	\$158,407		
Professional Services						
Publications						
Other Operating Expenses				\$23,732		
Chargebacks						
Total				\$182,139		
Revenue Source: Administration Fund						

AGRICULTURAL INITIATIVES

PROGRAM: MASTER PLANS

SUB-PROGRAM 6: SPECIAL PROJECTS

LEAD DIVISION: COMMUNITY-BASED PLANNING

LEAD STAFF: MURRAY

Labor distribution codes: 1110

Latest Edit: 10/2/07

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

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

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

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

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Implement recommendations from the Ad Hoc Agricultural Working Group.

First Quarter FY08 Progress: Per one recommendation of Working Group, partnered with Montgomery Countryside Alliance to produce "Montgomery County Agricultural Reserve Resource Guide"

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

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	3.30		2.50	\$232,951		
Professional Services				\$3,500		
Publications						
Other Operating Expenses				\$36,301		
Chargebacks						
Total				\$272,751		
Revenue Source: Administration Fund						

MASTER PLAN REASSESSMENT

PROGRAM: MASTER PLANS

SUB-PROGRAM 6: SPECIAL PROJECTS

LEAD DIVISION: STRATEGIC PLANNING

LEAD STAFF: Banach, Carter, Moritz, Stesney, Edwards, Daniels, Barron

Labor Distribution Codes: 1105

Latest Edits: 9/13/07

DESCRIPTION/SCOPE: During the past three decades, Montgomery County has developed a fine tuned community master-planning program. The County has continually sought to refine the County's 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 County 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 will explore how the notion 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 better inform the proposed Zoning Ordinance Rewrite and the development of form-based standards. The Zoning Code Rewrite closely links to the Department's Master Plan Reassessment. The goal is to 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.

The Department believes that 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 realm) and a Zoning Code drafted to achieve the form of development envisioned in the master plans. To do this, a Zoning Code must articulate building form—architectural style, appearance, and function.

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 of form-based standards; c) expand community outreach approaches to more effectively inform the master plan process with civic, business, institutional, and countywide/regional 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 practice survey regarding how other localities inform and develop their master plans, will help shape alternatives and recommendations. A "panel of elders" comprised of local planning experts and practitioners will be part of this effort.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY: 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 the County's Master Plans will reap large dividends.

As a much greater proportion of our future development activity 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 in a more timely fashion

This project will yield a modified process to produce Master Plans, a prototype of a new Master Plan document, and offer new approaches to better implement Master Plan visions and design objectives through the Zoning Ordinance.

SPECIFIC TASKS/PRODUCTS FOR FY08: By December 31, 2007, a report will be presented to the Planning Board that evaluates and streamlines the County's master plan content, process, and outreach. The report will then be transmitted to the County Council. The report will include:

- A summary of interviews and focus groups activity.
- Current Conditions Summary outlining approaches used in master plan preparation, content and outreach, and identifying emerging land-use challenges.
- Findings of a nationwide best practices survey.
- 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.
- Proposals outlining various resource management approaches, including
- 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.

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

Number of small area master plans and amendments completed by the Planning Board in 12 months.

Number of zoning text amendments requested for changes in land use in a 12-month period.

Success of outreach methods to better reflect regional, countywide, civic, business, institutional and non-traditional perspectives in master plans.

Availability of interactive master plan documents and products.

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	0.00		2.20	\$204,997		
Professional Services						
Publications						
Other Operating Expenses				\$38,516		
Chargebacks						
Total				\$243,513		
Revenue Source: Administration Fund						

INVENTORY OF RELIGIOUS INSTITUTIONS

PROGRAM: MASTER PLANS

SUB-PROGRAM 6: SPECIAL PROJECTS

LEAD DIVISION: STRATEGIC PLANNING

LEAD STAFF: ZISMAN

Labor Distribution Codes: 1520

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

This project involves two phases conducted throughout FY 08. Phase 1 will: a) update the 1997 Inventory of Religious Institutions, which includes a written survey of religious institutions about land use and related issues; b) develop a GIS data base; c) more fully explore how existing land use policies, zoning ordinances and regulations help or hinder growth plans by interviewing religious leaders and other stakeholders; d) research and document land use issues associated with religious institutions; and e) examine nationwide best practices for improving outreach to religious communities and accommodating their growth in urbanizing communities. Phase 2 will: a) analyze local and regional demographics trends to estimate the demand for services provided by religious institutions; b) provide 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) prepare a final report and present to the Planning Board and County Council.

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

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Update the 1997 Inventory of Places of Worship and Religious Institutions.
- Survey religious institutions about land use and related issues, particularly expansion.
- Conduct interviews with religious leaders, zoning attorneys, developers and civic representatives to more fully understand challenges to growth.
- Analyze regional/local demographics to estimate expansion demand for religious institutions and their services,
- Identify existing land use policies, ordinances and regulations that affect expansion—develop policy impact matrix.
- Conduct a nationwide review of best practices for responding to growth of religious institutions in urbanized areas.

First Quarter FY08 Progress: The Religious Institution Inventory and Report was completed on July 1, 2007; the documents were presented to the Planning Board and transmitted to the County Council

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	2.10		0.00	N/A		
Professional Services						
Publications						
Other Operating Expenses						
Chargebacks						
Total				N/A		
Revenue Source: Administration Fund						

INFILL HOUSING

PROGRAM: MASTER PLANS

SUB-PROGRAM 6: SPECIAL PROJECTS

LEAD DIVISION: COMMUNITY-BASED PLANNING

LEAD STAFF: O'Quinn

Labor Distribution Codes: 2245

Latest Edits: 8/30/07

DESCRIPTION/SCOPE: This project is intended 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 intended to create new legislation including a comprehensive set of Zoning Text Amendments. The primary purpose is to maintain and enhance the character of existing neighborhoods.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

The staff will work with an established Task Force established by the County Council to provide specific recommendations. This project will focus on preserving the character of existing neighborhoods. An up-to-date, objective and thorough analysis of housing data and trends will provide public officials with the information needed for decision-making on in-fill housing issues.

SPECIFIC TASKS/PRODUCTS FOR FY08:

The Task Force with the staff of the Planning Department will complete the review of the issues and establish a legislative framework. In addition, legislation including Zoning Text Amendments will be prepared for transmittal to the County Council for final action.

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

Complete review of issues and prepare recommendations with the Infill Housing Task Force (Fall 2007).

Budgeted Resources:	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	1.00		0.40	\$37,272		
Professional Services						
Publications						
Other Operating Expenses				\$4,962		
Chargebacks						
Total				\$42,234		
Revenue Source: Administration Fund						

SPECIAL PROJECTS

PROGRAM: MASTER PLANS

SUB-PROGRAM 6: SPECIAL PROJECTS

LEAD DIVISION:

LEAD STAFF:

Labor Distribution Codes: 1540 and 2230

Latest Edits: 9/22/07

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

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

In 1998, the Planning Board recognized the importance of creating resource capacity within the department to deliver priority projects in an integrated and expedited fashion. The capacity to prepare special studies or assessments, not envisioned or anticipated in the annual budget, was and is recognized as a Planning Board priority. This initiative provides centralized, broad strategic assessment of general policy and planning issues that benefit the County, its people, and its future. Special Projects in the past have included: 1) The Countywide Ballfield Policy Plan; 2) I-95 Corridor Strategic Assessment of Interjurisdictional Issues; 3) Legacy Open Space Plan; 4) Transportation Policy Report Community Outreach; 5) Housing Montgomery, 6) Employer Assisted Housing Program for the Parks Department and Countywide Employer Model; 7) Park and Planning Headquarter Consolidation Need Assessment, 8) Looking Ahead, Park in the Future Report; 9) A Framework for Planning in the Future: Revitalizing Centers, Reshaping Boulevards, and Creating Great Public Spaces.

SPECIFIC TASKS/PRODUCTS FOR FY08 INCLUDE:

SilverPlace: 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 existing site at 8787 Georgia Avenue to create a mixed-use project that satisfies the Commission's long-term facility need for consolidated headquarter space for park and planning activity, 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 a new headquarters facility. A wide range of public meeting will augment these efforts.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Conduct and support community outreach meetings.

Budgeted Resources:	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	2.90		2.65	\$247,095		
Professional Services						
Publications						
Other Operating Expenses				\$71,379		
Chargebacks						
Total				\$318,475		
Revenue Source: Administration Fund						

ZONING TEXT AMENDMENTS/SUBDIVISION TEXT AMENDMENTS

PROGRAM: PLAN IMPLEMENTATION

SUB-PROGRAM 1: REGULATORY POLICY DEVELOPMENT

LEAD DIVISION: DEVELOPMENT REVIEW

Lead Staff: Russ/Conlon

Labor Distribution Codes: 2210

Latest Edits: 9/19/07

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.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY: 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, thereby 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 in the County.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Ensure that all proposed ZTA's are considered by the ZTA Advisors group 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.

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

Number of ZTAs processed.
Average time per ZTA.

Budgeted Resources:	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	7.30		2.25	\$209,656		
Professional Services						
Publications						
Other Operating Expenses				\$34,644		
Chargebacks						
Total				\$244,300		
Revenue Source: Administration Fund						

GROWTH POLICY

PROGRAM: PLAN IMPLEMENTATION

SUB-PROGRAM 1: REGULATORY POLICY DEVELOPMENT

LEAD DIVISION: RESEARCH & TECHNOLOGY

LEAD STAFF: Moritz

Labor Distribution Codes: 2250

Latest Edit: 9/22/07

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

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

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 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.

SPECIFIC TASKS/PRODUCTS FOR FY08:

This project will:

- 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 annual update of Growth Policy, to include: transportation analysis, the school test, pipeline maintenance, and Highway Mobility Report data collection and analysis

FIRST QUARTER FY08 PROGRESS:

During the July Growth Policy discussions, the County Council expressed support for several of the key concepts in the Planning Board's 2007-2009 Final Draft Growth Policy: developing a Sustainable Quality of Life indicators program, growing a culture of design excellence, basing impact taxes on the marginal cost of the transportation and school facilities needed to support growth. The Council continues to debate the Planning Board's proposals on the school and transportation adequacy tests. In late July, the County Council gave the Planning Board a set of issues for further analysis. We conducted the necessary analysis to be able to provide the requested information in time for the Council to resume Growth Policy discussions on October 1. In the past month, the Department entered into an agreement with the University of Maryland to sponsor two graduate fellowships; one of these graduate students is focusing her attention on the sustainable quality of life program. Staff is also supporting the Council's Infrastructure Financing Working Group.

Performance Outputs and Baseline Indicators:

Number of sustainability measures ready for data gathering.

Budgeted Resources:	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	5.60		4.60	\$428,630		
Professional Services				\$70,000		
Publications						
Other Operating Expenses				\$90,027		
Chargebacks						
Total				\$588,657		
Revenue Source: Administration Fund						

ZONING ORDINANCE REFORM

PROGRAM: PLAN IMPLEMENTATION

SUB-PROGRAM 1: REGULATORY POLICY DEVELOPMENT

LEAD DIVISION: DEVELOPMENT REVIEW

Lead Staff: Krasnow/Wilson

Labor Distribution Codes: 2205

Latest Edits: 9/19/07

DESCRIPTION/SCOPE: This multi-year project is designed to reorganize, revise and reformat the Zoning Code. This efforts 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: Targeted Priority Form-Based Code Amendments; Phase 2: Initial Analysis
- Phase 3: Code Diagnosis; Phase 4: Code Reformatting and Reorganization
- Phase 5: Substantive Code Revisions and Code Adoption; Phase 6: Code Computerization

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY: 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 effectively 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 provides in those areas designated for development, and that the Agricultural Reserve is adequately protected.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Phase 1: Prepare and adopt targeted priority form-based code amendments that will facilitate the 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.
- 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 for-based 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.
- 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.

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

% of project milestones completed in targeted timeframe.
Number of outreach meetings.

Budgeted Resources:	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	0.00		2.30	\$214,315		
Professional Services				\$250,000\$ 250,000		
Publications						
Other Operating Expenses				\$33,399		
Chargebacks						
Total				<u>\$497,714</u>		
Revenue Source: Administration Fund						

ROAD CODE

PROGRAM: PLAN IMPLEMENTATION

SUB-PROGRAM 1: REGULATORY POLICY DEVELOPMENT

LEAD DIVISION: COUNTYWIDE PLANNING

LEAD STAFF: L. COLE

Labor Distribution Codes: 2260

Latest Edit: 9/22/07

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.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

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

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Propose to Montgomery County Council areas defined as Urban and Rural for classification applications (Nov 2007).
First Quarter FY08 Progress: Completed per Planning Board September 27, 2007 action.
- Present to Board locations of potential application of Urban Arterials (Jan 2008).
- Participate in the Committee developing Executive Regulations for Road Code completed (June 2008).

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	0.00		0.70	\$65,226		
Professional Services						
Publications						
Other Operating Expenses				\$9,093		
Chargebacks						
Total				\$74,319		
Revenue Source: Administration Fund						

SPECIAL EXCEPTIONS

PROGRAM: PLAN IMPLEMENTATION
SUB-PROGRAM 2: LAND USE REGULATION

LEAD DIVISION: DEVELOPMENT REVIEW

Lead Staff: Wilson

Labor Distribution Codes: 2105

Latest Edits: 9/19/07

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. Such review must show that the proposed use will not 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.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY: Special Exceptions are examined by staff for conformity with public policy as set forth in the applicable Master Plans, the General Plan, the Zoning Ordinance, the Forest Conservation Law, and other Planning Board policies. 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

SPECIFIC TASKS/PRODUCTS FOR FY08:

- 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 (Ex. Will the special exception require a traffic study?).
- Streamline the staff report format to eliminate redundancy.
- Work towards 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.
- 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.

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

Number of Special Exception Processed.
 % processed within targeted timeframes

Budgeted Resources:	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	10.50		6.10	\$568,400		
Professional Services						
Publications						
Other Operating Expenses				\$89,271		
Chargebacks						
Total				\$657,671		
Revenue Source: Administration Fund						

REZONING, LOCAL MAP AMENDMENTS

PROGRAM: PLAN IMPLEMENTATION

SUB-PROGRAM 2: LAND USE REGULATION

LEAD DIVISION: DEVELOPMENT REVIEW

Lead Staff: Wilson

Labor Distribution Codes: 2110

Latest Edits: 9/19/07

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.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY: 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.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Document the local map amendment process in a manual that will supplement the recently created development review manual that currently covers only preliminary, project and site plans.
- Work towards 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).
- 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.

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	7.30		4.15	\$386,698		
Professional Services						
Publications						
Other Operating Expenses				\$60,172		
Chargebacks						
Total				<u>\$446,870</u>		
Revenue Source: Administration Fund						

PRELIMINARY PLANS/SUBDIVISION PLANS

PROGRAM: PLAN IMPLEMENTATION

SUB-PROGRAM 2: LAND USE REGULATION

LEAD DIVISION: DEVELOPMENT REVIEW

Lead Staff: Conlon

Labor Distribution code: 2115

Latest Edits: 9/19/07

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

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY: 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.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- 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.
- 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 making sure that the list of adjoining and confronting property owners is updated every six months.

First Quarter FY08 Progress: Manual approved by Planning Board on September 20, 2007; being transmitted to Council for Method 2 review.

- By the end of FY08, ensure that all subdivision staff are using Hansen for Stage Progression.
- Have all subdivision resolutions to legal no more than three weeks after the Board's hearing.
- 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.

PERFORMANCE OUTPUTS AND BASELINE 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.

Budgeted Resources:	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	18.70		15.05	\$1,402,364		
Professional Services						
Publications						
Other Operating Expenses				\$241,344		
Subtotal				\$1,643,708		
Chargebacks				(\$1,189,995)		
Total				<u>\$453,713</u>		
Revenue Source: Administration Fund; Development Review Special Revenue Fund (Fees)						

PROJECT AND SITE PLANS

PROGRAM: PLAN IMPLEMENTATION

SUB-PROGRAM 2: LAND USE REGULATION

LEAD DIVISION: DEVELOPMENT REVIEW

Lead Staff: Kronenberg

Labor Distribution Codes: 2120 (Project) 2125 (Site)

Latest Edits: 9/19/07

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

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY: 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.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Train all new staff in the use of Hansen and enter all necessary data in a timely manner.
- Develop a streamlined staff report format, working with the Board and legal to determine the information that should be included.
- 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.
- 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.
- Complete landscape and lighting guidelines.

PERFORMANCE OUTPUTS AND BASELINE 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.

Budgeted Resources:	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	15.10		13.25	\$1,234,640		
Professional Services				\$50,000		
Publications						
Other Operating Expenses				<u>\$217,375</u>		
Subtotal				\$1,502,015		
Chargebacks				(\$1,047,670)		
Total				<u>\$454,345</u>		
Revenue Source: Administration Fund and Development Review Special Revenue Fund (Fees)						

REGULATORY PLAN ENFORCEMENT

PROGRAM: PLAN IMPLEMENTATION

SUB-PROGRAM 2: LAND USE REGULATION

LEAD DIVISION: DEVELOPMENT REVIEW

Lead Staff: Seely

Labor Distribution Codes: 2130 2154 (Forest. Conserv. Viol.)

Latest Edits: 9/19/07

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, MNCPPC 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.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY: 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.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Continue to work closely with DPS to ensure the smooth transition of site plan inspections, as required by the Memorandum of Understanding.
- Work with legal staff on the development of Enforcement Rules of Procedure.

First Quarter FY08 Progress: Public Hearing scheduled by Planning Board for October 25, 2007.

- Using Hansen, accurately document all pending violation issues.
- 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.

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

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

Budgeted Resources:	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	2.10		5.50	\$512,492		
Professional Services						
Publications						
Other Operating Expenses				\$104,877		
Subtotal				\$617,369		
Chargebacks				(\$434,882)		
Total				<u>\$182,488</u>		
Revenue Source: Administration Fund and Development Review Special Revenue Fund (Fees)						

HISTORIC AREA PERMITS

PROGRAM: PLAN IMPLEMENTATION
SUB-PROGRAM 2: LAND USE REGULATION

LEAD DIVISION: COUNTYWIDE PLANNING

Lead Staff:

Labor Distribution Codes: 2135

Latest Edits: 9/22/07

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.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

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

SPECIFIC TASKS/PRODUCTS FOR FY08:

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

First Quarter FY08 Progress: Conducted 87 reviews and 12 preliminary consultations

- Review and process approximately 100 Historic Preservation tax credit applications for eligibility prior to submission to Montgomery County.

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

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

Budgeted Resources:	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	4.00		3.45	\$321,472		
Professional Services				\$9,000		
Publications				\$6,000		
Other Operating Expenses				\$53,758		
Subtotal				\$390,230		
Chargebacks				(\$306,800)		
Total				<u>\$83,430</u>		
Revenue Source: Administration Fund and Historic Preservation Special Revenue Fund (Grant)						

ENVIRONMENTAL REVIEW AND FOREST CONSERVATION

PROGRAM: PLAN IMPLEMENTATION

SUB-PROGRAM 2: LAND USE REGULATION

LEAD DIVISION: COUNTYWIDE PLANNING

LEAD STAFF: Pfefferle

Labor Distribution Codes: 2150, 2151, 2152, 2153, 2154

Latest Edits: 9/22/07

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.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

- 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.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Expand public outreach on the forest conservation law.

First Quarter FY08 Progress: Underway

- Implement recommendations of the M-NCPPC Forest Conservation Task Force. (Fall 2007)

First Quarter FY08 Progress: Submission by appointment, site visits for all NRI/FSD's and triage to determine order of review have been completed, several others are well underway and three are awaiting actions of others

- Submit revised forest conservation law to County Council. (Fall 2007)

First Quarter FY08 Progress: Completed

- Begin revision to forest conservation regulation. (Fall 2007)

First Quarter FY08 Progress: Underway

- Restart efforts on updating the trees technical manual. (Fall 2007)

First Quarter FY08 Progress: Underway

- Reduce average NRI/FSD review times by 1/3. (Spring 2007)
- Respond to potential forest conservation violations within one business day. (Winter 2008).
- Develop and implement a program to create new forests with funds collected by in-lieu fees. (Winter 2008)
- Provide assistance in park related reforestation and afforestation for the ICC. (Fall 2007)

First Quarter FY08 Progress: Completed

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

Number of Environmental Reviews.

Number of Forest Conservation Reviews

Average amount of time per review

% of reviews done within targeted timeframes

Budgeted Resources:	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	7.40		7.30	\$680,217		
Professional Services						
Publications						
Other Operating Expenses				\$122,829		
Subtotal				<u>\$803,046</u>		
Chargebacks						
Total				<u>\$803,046</u>		
Revenue Source: Administration Fund						

BIKEWAYS IMPLEMENTATION

PROGRAM: PLAN IMPLEMENTATION

SUB-PROGRAM 2: LAND USE REGULATION

LEAD DIVISION: Countywide Planning

LEAD STAFF: Kines

Labor Distribution codes: 2160

Latest Edits: 9/22/07

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.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

- 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.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Support Bikeways and trails implementation through 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.

First Quarter FY08 Progress: No significant progress yet on any tasks (no due dates – all assumed to be June 2008)

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	0.80		0.30	\$27,954		
Professional Services						
Publications						
Other Operating Expenses				\$3,897		
Subtotal				\$31,851		
Chargebacks						
Total				<u>\$31,851</u>		
Revenue Source: Administration Fund						

PRIVATE DEVELOPMENT AND PUBLIC PROJECT COORDINATION

PROGRAM: PLAN IMPLEMENTATION

SUB-PROGRAM 3: PROJECT COORDINATION

LEAD DIVISION: ALL DIVISIONS

Lead Staff:

Labor Distribution Codes: 2220

Latest Edits: 8/30/07

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.

HOW DOES THIS PROJECT BENEFIT MONTGOMERY COUNTY:

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.

SPECIFIC TASKS/PRODUCTS FOR FY08:

The following projects represent the major projects included in the coordination efforts:

- Input into regulatory cases to ensure the proper timing of public facilities and private development
- Participation in the technical teams developing the Master and Sector Plans underway in FY 08.
- Continue the Implementation efforts described in the Shady Grove Implementation Plan
- Olney Town Center implementation project
- 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

PERFORMANCE MEASURES:

Complete Master Plan Status Report (Winter 2008)

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	7.20		4.55	\$377,380		
Professional Services						
Publications						
Other Operating Expenses				\$76,420		
Subtotal				\$453,801		
Chargebacks				(\$71,953)		
Total				<u>\$381,848</u>		
Revenue Source: Administration Fund and Development Review Special Revenue Fund (Fees)						

CAPITAL PROJECTS

PROGRAM: PLAN IMPLEMENTATION

SUB-PROGRAM 3: PROJECT COORDINATION

LEAD DIVISION: ALL DIVISIONS

Lead Staff:

Labor Distribution Codes: 2310

Latest Edits: 8/30/07

DESCRIPTION/SCOPE:

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

HOW THIS PROGRAM BENEFITS MONTGOMERY COUNTY

- 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

SPECIFIC TASKS/PRODUCTS FOR FY08:

- 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.
- Identify unbuilt projects in master plans.
- 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.

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

Number of Capital Projects Reviewed.

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	3.30		1.65	\$153,748		
Professional Services						
Publications						
Other Operating Expenses				\$25,108		
Subtotal				\$178,856		
Chargebacks						
Total				<u>\$178,856</u>		
Revenue Source: Administration Fund						

MANDATORY REFERRALS AND ANNEXATIONS

PROGRAM: PLAN IMPLEMENTATION

SUB-PROGRAM 3: PROJECT COORDINATION

LEAD DIVISION: COMMUNITY-BASED PLANNING

LEAD Staff:

Distribution code: 2320, 2340

Latest Edits: 8/30/07

DESCRIPTION/SCOPE:

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

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY: Mandatory Referrals, abandonments and annexations provide the opportunity to coordinate the 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.

SPECIFIC TASKS/PRODUCTS FOR FY08:

Staff reports and Planning Board comment to all funding agencies.

First Quarter FY08 Progress:

For ICC Mandatory Referral --

Continued interagency coordination as identified in Planning Board status reports in May, July, September, and October and County Council status report in September. Technical highlights include:

- Execution of MOU for Trolley Museum relocation June 29.
- Impact reduction of 2.5 acres of forest in Upper Paint Branch Stream Valley Park through revision to limits of disturbance for parkland per Planning Board action September 6.
- Furtherance of Casey 6 property selection as Western Maintenance Facility site via pre-preliminary plan and preliminary plan reviews for Casey 6 / Casey 7.

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

Number of reports issues.

Average amount of time per report.

Budgeted Resources:	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	3.30		4.70	\$437,948		
Professional Services						
Publications						
Other Operating Expenses				\$62,117		
Subtotal				\$500,065		
Chargebacks						
Total				<u>\$500,065</u>		
Revenue Source: Administration Fund						

RESEARCH

PROGRAM: INFORMATION RESOURCES PROGRAM
SUB-PROGRAM 3: PUBLIC INFORMATION

LEAD DIVISION: RESEARCH & TECHNOLOGY

LEAD STAFF: George

Labor Distribution Codes: 3100

Latest Edit: 9/22/07

DESCRIPTION/SCOPE: The Research program provides information and analysis to support the decision making process 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 the County's population and employment.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

The Research 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.

SPECIFIC TASKS/PRODUCTS FOR FY08:

SPECIFIC OBJECTIVES FOR FY08:

This project will:

- Participate in the MWCOC forecasting process.
- Conduct the 2008 Census Update Survey.
- Develop the County's Economic Forces Report
- Support Master Planning Efforts with economic, demographic and land use information and analysis.
- Analyze the county's housing stock and develop housing policies for the Planning Board and County Council.
- Track current and future development and land use by refining the development pipeline and updating the County's development capacity.

FIRST QUARTER FY08 PROGRESS

In the past months, Research has continued to provide economic and demographic support to the Department, County government, and residents. Our reports, presentations, and analysis are continually refreshed on the web page which serves as a distribution point both internally and externally. Recent demographic research and analyses have included creating a profile of the labor force for the County's Education Committee, continued reporting from the last Census Update Survey and preparing for the next survey, and supporting survey development within the department. Research supported master planning work with extensive economic, demographic and land use analysis for the I-270 Corridor study and the Germantown, Twinbrook, and White Flint planning efforts. Transportation support includes providing information and analysis for the proposed Purple Line. We are enhancing our development tracking procedures and refining the development pipeline with better linkages to the Hansen system and GIS. This information is used extensively throughout the department. We continue participating in the Metropolitan Washington Council of Government's forecasting program, with current work involving revisions to the traffic analysis zones. In our continued study of the County's economy, we just completed an analysis of the impact of the construction industry and released a "Housing Bulletin" tracking the latest trends in our housing market.

Budgeted Resources:	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	N/A		2.80	\$260,905		
Professional Services				\$260,000		
Publications						
Other Operating Expenses				<u>\$71,758</u>		
Subtotal				\$592,663		
Chargebacks						
Total				<u>\$592,663</u>		
Revenue Source: Administration Fund						

INFORMATION SYSTEMS/ GEOGRAPHIC INFORMATION SYSTEMS (GIS)

PROGRAM: INFORMATION RESOURCES PROGRAM

SUB-PROGRAM 3: PUBLIC INFORMATION

LEAD DIVISION: RESEARCH & TECHNOLOGY

LEAD STAFF: Scattergood/Schlee

Labor Distribution Codes: 3150

Latest Edit: 8/29/07

DESCRIPTION/SCOPE: The IS/GIS 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 land based and geographic data in the county.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

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 provides for the tracking and monitoring of growth.

SPECIFIC TASKS/PRODUCTS FOR FY08:

This project will:

- 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

FIRST QUARTER FY08 PROGRESS

- *The GIS Strategic Plan is being coordinated through the ITPCC; the RFP for the consultant support for Phase I has been released; Phase II is a candidate for a TIF grant.*
- *An MOU has been signed to coordinate Hansen usage between MNCPPC and DPS.*
- *Contract to purchase Hansen 8 is in final stages of review.*
- *Development Activity Information Center now has 3,200 development plans online and available to the public – more than 17,000 files.*
- *Completed migration to ArcView 9.2 including rewriting maintenance programs. We are continuing to rewrite some user applications to work in 9.2.*
- *Received delivery of impervious surface layer from Towson University and making available to users. Working to address issue that size of layer is making it difficult for staff with standard computers to use.*
- *Expanding use of 3-D modeling for master planning. Latest effort is the White Flint Sector Plan, employing both Sketchup and ArcView 3D Analyst*
- *Redeveloping our GIS application serving visitors to the information counter as a web-based tool, which will be the basis for web-based GIS services for staff and the public.*
- *Holding regular users groups meetings and regular training classes.*

- *Developed applications to support TDR research effort.*

Performance Outputs and Baseline Indicators:

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

Budgeted Resources:	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	7.40		7.30	\$610,331		
Professional Services				\$125,000		
Publications						
Other Operating Expenses				\$167,461		
Subtotal				\$902,792		
Chargebacks						
Total				<u>\$902,792</u>		
Revenue Source: Administration Fund						

WEBSITE

PROGRAM: INFORMATION RESOURCES PROGRAM
SUB-PROGRAM 3: PUBLIC INFORMATION

LEAD DIVISION: RESEARCH & TECHNOLOGY

LEAD STAFF: Moritz/Goodwin

Labor Distribution Codes: 3200

Latest Edit: 9/22/07

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.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

Expectations are now 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.

SPECIFIC TASKS/PRODUCTS FOR FY08:

This project will:

- 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 M-NCPPC staff on how they can provide better and more Web content.
- Begin webcasting video of Planning Board meetings.

PERFORMANCE OUTPUTS AND BASELINE INDICATORS:

- Amount of new content provided.
- Change in the number of Website visitors.
- Change in purchases made online.

FIRST QUARTER FY08 PROGRESS

- Rollout of new web design is 97 percent complete on Parks-related pages and 36 percent complete on Planning-related pages.
- Website redesign wins "outstanding site" from international Web Marketing Association. The site received outstanding scores in design, ease of use, copywriting, interactivity, use of technology, innovation and content.
- Create system to allow public to sign up to speak before the Planning Board online.
- Created in-house ordering system for Homeowner Association mailing lists and labels.
- Completed Phase I (PA system) and Phase II (display system) of replacement of audiovisual system in auditorium; launch of videocasting planned for later this fall.
- Created photo library as a shared staff resource.
- Website now using such features as blogs, RSS feeds, and podcasts.

Budgeted Resources:	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	7.40		7.30	\$279,541		
Professional Services				\$10,000		
Publications						
Other Operating Expenses				\$76,884		
Subtotal				\$366,425		
Chargebacks						
Total				<u>\$366,425</u>		
Revenue Source: Administration Fund						

INFORMATION SERVICES

PROGRAM: INFORMATION RESOURCES PROGRAM
SUB-PROGRAM 3: PUBLIC INFORMATION

LEAD DIVISION: DEVELOPMENT REVIEW

LEAD STAFF: Rorie

Labor Distribution Codes: 1530

Latest Edits: 9/19/07

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.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

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.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Establish a Development Review Service Coordinator position to improve responsiveness to the public, applicants, and others.
- Improve response times for calls received on the general information line to ensure that each caller has been contacted within 24 hours.
- Ensure that personnel are reaching out to the public to explain how information can be retrieved through the Hansen Dynamic Portal.
- Work closely with the new technology team to establish a file protocol.
- Establish a more secure file management system.
- Implement a new Point-of-Sale system for documents sold at the counter

PERFORMANCE OUTPUTS AND BASELINE INDICATORS;

Number of customers served.
% of requests responded to within 24 hours.
Number of general information presentations conducted.

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	6.90		6.60	\$614,990		
Professional Services						
Publications						
Other Operating Expenses				\$171,504		
Subtotal				\$786,495		
Chargebacks				(\$365,301)		
Total				\$421,194		
Revenue Source: Administration Fund; Development Review Special Revenue Fund (Fees)						

WORK PROGRAM MANAGEMENT

PROGRAM: MANAGEMENT AND ADMINISTRATION

SUB-PROGRAM 1: GOVERNANCE

LEAD DIVISION: DIRECTOR'S OFFICE

LEAD STAFF: Wright, Banach, Carter, Davis, Dolan, Krasnow, Moritz

Labor Distribution Codes: 5000

Latest Edits: 9/22/07

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

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

Using the best practices in management and leadership, this program serves to respond to promote stakeholder satisfaction, particularly from the public, 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 assures transparency, maintains fiduciary responsibility and earns public trust.

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Develop work priorities for FY09.

First Quarter FY08 Progress: Work priorities discussed with Montgomery Planning Board July 2007.

- Complete an analysis for policy and fiscal consideration of development review costs and fees.

First Quarter FY08 Progress: Study underway.

- Develop program elements measures.

First Quarter FY08 Progress: Key performance outputs and baseline indicators identified and included on program element descriptions.

- Develop outcome measures at programmatic level.
- Develop protocol for method and timing on work program reporting and implement.

First Quarter FY08 Progress: Work programming reporting on a bi-monthly basis to the Planning Board and Semi-Annually to the County Council.

- Develop protocol for staff training and development.
- Align diversity in service delivery and staffing; develop action plan and implement.

First Quarter FY08 Progress: Departmental effort underway for updating and revitalizing Department Diversity Plan including timelines and success measures.

PERFORMANCE OUTPUTS AND BASELINE 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.

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	N/A		10.60	\$1,006,348		
Professional Services						
Publications						
Other Operating Expenses				\$183,640		
Subtotal				\$1,189,988		
Chargebacks						
Total				<u>\$1,189,988</u>		
Revenue Source: Administration Fund						

WORK PROGRAM SUPPORT

PROGRAM: MANAGEMENT AND ADMINISTRATION

SUB-PROGRAM 1: GOVERNANCE

LEAD DIVISION: ALL DIVISIONS

LEAD STAFF:

Labor Distribution Codes: 5010

Latest Edits: 8/3/07

DESCRIPTION/SCOPE: Work Program Supports provides for 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.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY:

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

SPECIFIC TASKS/PRODUCTS FOR FY08:

- Develop publication standards and protocols.
- Employ method and timing improvements for reporting on administrative operations.
- Conduct support staff training and development particularly in customer services.
- Develop document management protocols.
- Develop and implement a staff orientation program.

PERFORMANCE OUTPUTS AND BASELINE 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.

Budgeted Resources:

	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	N/A		14.05	\$1,383,728		
Professional Services				\$225,000		
Publications				\$10,000		
Other Operating Expenses				\$227,971		
Subtotal				\$1,846,700		
Chargebacks				\$26,100		
Total				<u>\$1,872,800</u>		
Revenue Source: Administration Fund						

INFORMATION TECHNOLOGY

PROGRAM: MANAGEMENT AND ADMINISTRATION

SUB-PROGRAM 2: AGENCY SUPPORT

LEAD DIVISION: RESEARCH & TECHNOLOGY

LEAD STAFF: Mobayeni

Labor Distribution Codes: 4600

Latest Edit: 9/22/07

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.

HOW THIS WORK PROGRAM ELEMENT BENEFITS THE COUNTY: The Information Technology work program benefits the county in two major ways: by providing information technology to our staff so that they can achieve their work program initiatives and 2) we provide internet-based access to our land-use data repository. The Department also participates in interagency technology coordination.

SPECIFIC OBJECTIVES FOR FY08:

The Technology Team will:

- 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 the use of technology among department 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).

FIRST QUARTER FY08 PROGRESS

- Implemented new Microsoft Office Suite across both departments.
- VOIP phone system implementation is moving forward quickly; likely that staff will have new phones this fall.
- Upgraded firewall to latest Checkpoint software.
- Moving to Montgomery County DTS as our internet service provider, increasing bandwidth from 1.5 MB to a minimum of 10MB.
- Adding Cabin John and South Germantown Parks to Fibernet.
- Worked with consultant to evaluate PCI compliance.
- Continuing to make progress on disaster recovery/continuity of operations.
- Replacing PCs at ITPCC-adopted standards.
- Document management RFP is under development.
- Conducted first meeting as ITPCC chair.

Performance Outputs and Baseline Indicators:

- Network uptime
- Computer training
- Help Desk response time
- Adequate desktop PCs

Budgeted Resources:	FY07		FY08		FY09	
	WY	\$	WY	\$	WY	\$
Personnel	N/A		5.00	\$465,902		
Professional Services				\$305,000		
Publications						
Other Operating Expenses				\$545,640		
Subtotal				\$1,316,542		
Chargebacks				(\$62,000)		
Total				<u>\$1,254,542</u>		
Revenue Source: Administration Fund; Development Review Special Revenue Fund (Fees) Enterprise Fund (Fees)						

DEPARTMENT OF PARKS

DEPARTMENT OF PARKS OVERVIEW

The Department of Parks is pleased to submit its semi-annual report highlighting work programs, projects, and initiatives for the period of April-October 2007 that may be of particular interest to the Council. This report includes the following topics:

The Department received 29 new positions with the adoption of the FY08 operating budget, several of which were key to implementing a new organizational structure. Our foci over the first months of the new fiscal year have been the implementation of the new structure and recruitment and selection of key staff. In this period of transition, we felt it would be useful to provide the Council with a snapshot of our current organizational chart with incumbents in senior management positions (see chart following this overview section).

Another focus has been evolution and improvements to our **program-based operating budget**, which the Department submitted for the first time in FY 08. We continue to have three main programs; Administration of Parks, Park Services, and Stewardship of Natural and Cultural Resources. These three programs are further divided into seven sub-programs, which in turn, encompass 36 program elements, such as playgrounds, archeological and historical site management, trails, and nature centers.

The continuance of the program budget requires us to focus on service delivery and results for park programs, as opposed to needs of individual organizational units. This will help us deliver our services more effectively. We are adjusting resource allocation among programs to further our established priorities, and creating new initiatives in support of programs.

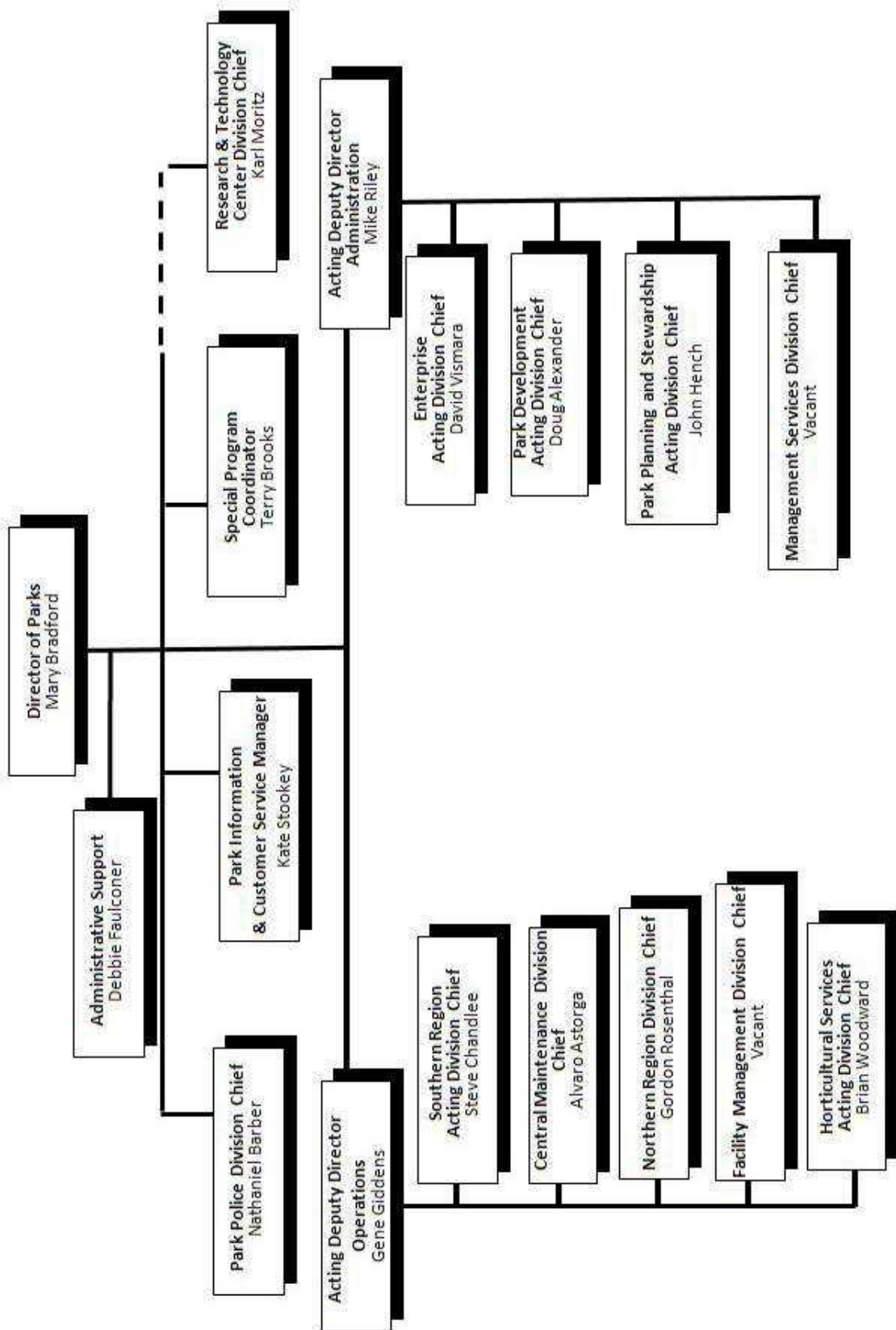
Maintaining park infrastructure remains a continued priority and concern. There was a boom in facility development in many of our 400 parks in the 60s, 70s, and 80s, and many of those facilities are reaching, or are past, their lifecycles today. Several of the topics in this report deal with that issue.

Continued and improved stewardship of the natural and cultural resources in the parks also remains a priority. For example, we are establishing a new program titled “streams” in our budget to focus our work on protecting the hundreds of miles of streams that traverse park property. Care and adaptive reuse of our historic properties, management of invasive plants, and oversight of impact to parkland from adjoining development will remain important for the Department. The acquisition of parkland also remains a priority. Since April 2007, eleven parcels totaling more than 86 acres have been purchased.

Finally, we will continue to improve our **customer service and outreach efforts** to raise awareness about our programs, facilities and services and increase use and loyalty. Initiatives will include producing publications in languages other than English; improving access to information through more user-friendly telephone and web systems; customer service and cultural competency training for key Department staff; improving our user data collection and analysis mechanisms; developing innovative programming to appeal to our diverse constituency; exploring and implementing technological solutions to increase efficiencies; and expanding the distribution of our Park maps, Program Guides, and other informational materials to reach a broader audience. As part of this, we will adapt the public outreach involvement procedures in our planning process as we seek earlier and more inclusive community participation in the management of parks.

Organizational and Leadership Structure

The Montgomery County Department of Parks (as of October 2007)



URBAN PARKS

Parks for Tomorrow, an element of the PROS Plan, identifies the need to “provide a system of urban parks and open spaces that are attractive, safe, and accessible and serve the needs of our diverse communities.” The Countywide Urban Parks Plan, already underway with a completion date of FY09, will:

- Amend the definition of urban parks to better reflect the important role urban parks play in community life;
- Evaluate how the pattern of urban parks in Montgomery County relates to existing and proposed urban growth areas;
- Propose the types of activities and amenities that are best suited for urban parks to help guide future development and redevelopment of urban parks;
- Explore innovative ways to finance the acquisition of urban parks when dedication is not an option and identify maintenance and management strategies that are cost-effective and efficient;
- Develop guidelines for determining whether urban open spaces should be owned and managed as public parks or owned and managed by other entities (such as homeowners associations or development districts); and,
- Include urban park goals in area master plans, including those that can be implemented through the recently introduced zoning text amendment, if adopted, to allow a payment as an option to providing public use space within the CBD’s.

The Countywide Urban Parks Plan, already underway with a completion date of FY09, will explore best practices for urban park development and management.

Ten parks have been identified as “case studies” for this planning effort. These parks include ones that are located in planning areas now under master plan review, parks that are currently in the CIP for redesign and renovation, and parks that are to be provided by developers as part of regulatory review. The lessons learned from planning for these parks will form the basis for the Countywide Urban Parks Plan.

In conjunction with Community-Based Planning, park staff has prepared a draft urban park and open space concept for the White Flint Master Plan that will include transforming Wall Local Park into a more urban park and providing additional green spaces for future residents, as well as a draft urban park and open space concept for the Germantown Master Plan that reflects a new vision of residential and employment uses for the core. The issues of urban parks in White Flint and Germantown will be discussed as part of the community master plan process.

In addition, the recently introduced Zoning Text Amendment (No. 07-10) revising the CBD, TOMX, and RMZ zones, broadens the public use space provisions in the optional method in the CBD zones to allow both required and optional public use space to be located off site, or for developers to make a payment of a fee-in-lieu. The amendment would promote the combining of public use space or amenity

commitments from several developments in the CBD's, and provide for a fund that would be use for amenities including park facilities. If adopted, Park and Planning staff will work out detailed Board regulations for implementing the payment system.



ENTERPRISE FUND REVIEW

The Enterprise Fund ended FY07 with a net *increase* in revenue of \$418,637, as compared to FY06 which ended with a net *decrease* of \$687,934. For FY07, the following sections experienced an increase in revenue: Indoor Tennis (7%), Event Centers (12%), and Park Facilities (20%).

An Enterprise Task Force was established to review and develop a new direction for the Enterprise Fund. The Task Force consists of staff from the Enterprise Division, Northern Region, Southern Region, Prince George's Park and Recreation, Department of Finance, and Department of Human Resources. The task force has met regularly over the past few months and is considering the following recommendations:

- Use Prince George's County Parks and Recreation philosophy for Montgomery County Parks Enterprise facilities;
- Change current Enterprise policy to increase facility profitability by removing the obligation to debt service and return revenues back to facilities;
- Absorb Enterprise facilities into the Park Fund by reorganizing Parks and Enterprise personnel;
- Create incentives for Park staff to increase revenues;
- Move Enterprise programs into areas where programs would have the most opportunity to succeed (Enterprise fund, Special Revenue Fund, Park Fund).

The Enterprise Fund ended FY07 with a net increase in revenue of \$418,637. A Task Force report containing recommendations to increase facility profitability and provide new direction for the Fund will be ready in mid-October.

The Task Force expects to complete its report in mid-October. After review by the Director of Parks, the findings will be presented to the Montgomery County Planning Board and the Montgomery County Council as part of the FY09 budget process.



MANAGING USE ON ATHLETIC FIELDS

Neighborhood complaints about ballfield usage problems have decreased significantly as a result of several actions taken by the Department of Parks. These include: 1) park regulation signs posted in English and Spanish, 2) the park ranger program, 3) additional park police patrols, 4) educational sessions with coaches, and 5) distribution of information at special events catering to user groups.

Park Ranger Program: The park ranger program has been the most successful effort in mitigating use problems. As of September 25, 2007, the rangers conducted 3,422 park checks. Rangers visit problem fields frequently, educating users on appropriate behavior and permitting procedures, and check for use in wet weather. This past season began in March with four rangers. In July the number dropped to two, where it remains. Current funding will cover the current complement of seasonal rangers through October 2007.

Complaints about ballfield usage problems have decreased significantly. User forums, a year-round Ranger Program, fee changes, and penalties for non-use of fields are likely to be proposed.

The Department would like to develop a year-round, career Ranger Program, based on the successes observed thus far. This would include the hiring of two full time career employees supplemented by additional seasonal positions. Ongoing discussion and planning meetings will develop a blueprint for a formal Ranger Program. This blueprint will specify all aspects of the program including the recruitment of qualified personnel, their deployment in the park system, and the organizational structure and location of the program.

Park Police: The Park Police continue to conduct directed patrols at specific locations as needed. These directed patrols are determined through the collaborative efforts of many resources, including but not limited to crime analysis, citizen complaints/reports and employee observations. Patrol commanders utilize intelligence-based policing which considers all sources of information to assist in the deployment of officers.

Signage and Education: Educating players may be the most important way to reduce problems at fields. Increased signage and distribution of permitting information in multiple languages will continue, targeting events and gatherings. Starting in FY08, pre-season user forums will be held to ensure formal and informal user groups are aware of field use rules, regulations, and procedures.

Scheduling and Fee Issues: Organizations often take advantage of our low field fees to tie up fields for an entire season, yet leave them empty, attracting large groups of unpermitted and unregulated users. In partnership with CUPF and MCRD, the Department of Parks is exploring solutions to decrease non-use of permitted fields. Options include instituting an hourly fee, a penalty for non-use, and a deadline for notifying the permit offices if fields will not be used. The partners plan to host a user forum in the Fall to discuss these alternatives and make a decision.

ATHLETIC FIELD MAINTENANCE

School Fields: Parks continues to maintain 172 athletic fields at 71 elementary, middle and high schools. The current maintenance contract is set to expire December 31, 2007, which is also when the funding ends; we were only funded for half a year. We are working with MCPS to identify funding for the remainder of the year. A new skinned infield has been installed at the new Rocky Hill Middle School and a new backstop and skin are planned for Parkland Local Park in conjunction with the newly renovated Parkland Middle School. We are hopeful that the funding issues will soon be resolved and the maintenance of the athletic fields will continue uninterrupted. The Department of Parks will continue to provide this service to the schools.

Parks continues to maintain 172 athletic fields at 71 elementary, middle and high schools in the County. We are working with MCPS to identify funding for the remainder of the year.

Park Fields: Much of the summer was spent preparing for the annual turf renovation projects, which were begun in mid September. Ten local park soccer fields have been closed for renovation and will reopen on September 1st 2008. This year, both our Natural Resources Division and a contractor are performing needed renovations. In May, a Bermuda grass field was installed in a football field at Martin Luther King Recreational Park. This is the first Bermuda grass field in our inventory and we are anxious to see how well it performs next year. A new cricket field with a brand new pitch was established at Calverton Galway Local Park. The two infields at Capital View Homewood Local Park and two infields at Layhill Local Park were renovated this summer as well. In addition, the Maryland Soccer Foundation, our partner at the Maryland Soccerplex, is installing an artificial turf field.

We will be replacing the backstops and associated fencing on the last two fields at Damascus Recreational Park, completing the replacement of all the major fencing in that park.

Fields that were renovated and returned to play as of Sept. 1, 2007	Fields currently closed for renovation that will return to play as of Sept. 1, 2008
<ol style="list-style-type: none"> 1. Gunners Lake LP #1 2. Argyle LP #2 3. Manor Oaks LP #2 4. Norwood LP #4 5. Timberlawn LP #3 6. Calverton Galway LP #4 7. Parklawn LP #2 8. Big Pines LP #1 9. Moyer Road LP #1 10. Bowie Mill LP #2 	<ol style="list-style-type: none"> 1. Flower Valley LP #1 2. Gunners Lake LP #2 3. Dufief LP #1 4. MLK RP #4 (closing April 1st) 5. MLK RP #3 (football closed April 07') 6. Bradley LP #1 7. Southeast Olney LP #1 8. Pleasant View LP #1 9. Glenfield LP #2 10. Nolte LP #3

STEWARDSHIP OF NATURAL AND CULTURAL RESOURCES

As of July 1, 2007, the newly formed Park Planning and Stewardship Division took full responsibility for the cultural resources stewardship program, including its 157 built and archaeological sites. Many of these buildings were inherited in a state of benign neglect; some so severe, like the Darby Store, that emergency stabilization measures had to be instituted. The County Council recognized the challenge of managing all of these various cultural properties, and provided new resources in FY08. A Cultural Resources Manager has been hired to build and manage the cultural resources program, and a Public Historian/Volunteer Manager will be hired shortly.

The transition of this program from the Planning Department to the Department of Parks began in April 2007, and the following benchmarks have already been achieved:

Many of the 157 built and archaeological sites were inherited in a state of benign neglect. The challenge is how to address the backlog of maintenance problems in these historic structures.

- Historic Structure Report for Riley Farm/Uncle Tom's Cabin was completed September 30;
- RFP for the Brainard Warner property is complete and will be issued in October 2007;
- Water's House Barn Feasibility study was completed;
- Woodlawn Barn Visitors Center MOU is in negotiation with the SHA and an RFP should be issued in Fall 2007;
- Kingsley School opened to the public on September 29, 2007;
- An exhibit on the County's milling history is on long-term loan to the Department, intended for placement at the Hyattstown Mill;
- Blockhouse Point was host to tours and a dig for a group of archaeological professionals;
- A proposal was received from the National Park Service to document the WSSC water filtration buildings and mount a public exhibit on their history;
- The Red Door Store, The Darby House and Store, and the Joseph White House are ready to be offered as public/private partnership opportunities in Fall 2007;
- Emergency stabilization study on the Darby Store is complete;
- Emergency/life safety study on Meadowbrook Stables is complete;
- Plans are underway to convert the Nathan Dickerson House in Lois Y. Green Conservation Park and the Ziegler Log House in Little Bennett Park into park offices.

One problem that continues to be very challenging is how to adequately address the backlog of maintenance problems in the historic structures that the Department owns (over 157 cultural resources in parks). Hazardous materials remediation, improperly functioning well and septic systems, and water infiltration are all sample problems that plague these aging buildings.

We anticipate the need for more resources in the upcoming budget cycle in order to build upon the tremendous progress the Department has already made. The CIP for the Restoration of Historic Structures PDF will propose an increase in its level of effort to raise the profile of the cultural resources program and return vacant buildings to life. The need for additional staff with greater expertise in historic buildings, interpreters, and maintenance workers will be factored into the FY09 Operating Budget.

As a final note, the Council should know that if no suitable public partner is found for projects such as Brainard Warner, the Department is prepared to conduct its own Feasibility Study, but the sizeable funds necessary to rehabilitate that building as our own project would have to be identified.



INFRASTRUCTURE CONDITION ASSESSMENT PROJECT

The Report of the Council's Inter-Agency Infrastructure Maintenance Task Force in March 2005 reported that M-NCPPC did not have a complete facility inventory and assessment of major infrastructure in its park system. Subsequently, funding was included in the Park's operating budget for this effort.

During FY07 the Department of Parks worked closely with Facility Engineering Associates (FEA), an engineering and consulting firm who specializes in facility condition assessments. FEA is assisting the Department in verifying the current inventory and conducting a condition assessment of the inventory. The project will establish criteria for life-cycle replacement of infrastructure, provide enhanced planning tools for the CIP, and establish improved standards for preventative maintenance.

The contract with Facility Engineering Associates will establish criteria for life-cycle replacement of infrastructure, provide enhanced planning tools for the CIP, and establish improved standards for preventative maintenance.

In the first year of the contract we completed four out of sixteen facility groups: Recreation Buildings, Ancillary Buildings, Playgrounds, and Hard Surface Trails. The data accumulated from this effort is being transferred to the new Capital Planning and Condition Assessment module of the Facility Focus (SmartParks) System. Inspections of the Enterprise facility buildings are complete and we expect a final report on this facility group in the next few months.

The long-term goal of this project is to establish a complete inventory assessment of all park components and continuously keep the information updated. The information, data and business processes developed under this project will be transferred to the new facility management function to more effectively coordinate uniform maintenance and development standards throughout the park system.

The current GASB guidelines recommend inventory inspections every three years. We are currently developing a strategy and timeline for completing the remaining facility groups and keeping the data current. The strategy will likely move through the assessment of the inventory by geography, focusing on facilities that are most widely used by the public and have the greatest need for capital investment. Our FY09 Operating Budget request will include funding to continue this process.

The Capital Planning and Condition Assessment module will help us to better quantify our long-term capital and maintenance requirements to adequately maintain our park inventory. It will also provide a more expedient process to accumulate and research customer service requests from the SmartParks Service Center.

STRATEGIC PLAN FOR PARK ACTIVITY CENTERS

An assessment of the park recreation and ancillary buildings was conducted by parks department staff in conjunction with a study by Facility Engineering Associates (FEA), a consultant to the Department of Parks. This study confirmed what we already knew; that many of the recreation buildings are underutilized and will require major repairs. As a result of the study, the recreation buildings were sorted into four preliminary categories: **Continue and Improve; Evaluate and Market; Transfer or Demolish; and Assess Historical Priority**. A staff report was presented to the Montgomery County Planning Board on June 28, 2007 outlining the assessment's findings and preliminary staff recommendations. Originally called a "functional plan" the Planning Board directed staff to consider this instead as a strategic plan for the future of the park activity centers.

Five recreation buildings were identified as being possible candidates for demolition or transfer to another public agency. These were placed in the **Transfer or Demolish** category. One recreation building was placed in the **Assess Historical Priority** category and is being assessed to determine its historical significance.

The remaining eighteen recreation buildings were placed in one of two categories: **Continue and Improve** or **Evaluate and Market**. It is believed that the underutilization in these buildings is at least partly due to lack of awareness. As a result, a three-year marketing campaign will be developed to increase awareness and use of these public buildings. After three years, the use and condition of these buildings will be reevaluated.

Public concern over the five buildings being considered for demolition or transfer has resulted in a lengthier community outreach and public participation program than originally proposed, and results of that could well alter our preliminary recommendations. Staff has already attended a number of community meetings regarding the study and will sponsor a county-wide "Town Hall" meeting in October. A webpage, www.ParkPlanningandStewardship.org, has been developed to inform the public about the study and solicit feedback.

Our hope is to return to the Planning Board in February 2008 with a progress report containing recommendations that balance community need and input with the reality of the building condition assessment results.

*A dedicated webpage,
www.ParkPlanningandStewardship.org,
has been developed to inform the public
about the study and solicit feedback.*

*Our hope is to return to the Planning
Board in February 2008 with a progress
report containing recommendations that
balance community need and input with
the reality of the assessment results.*

FUND FOR CAPITAL RENEWAL/LIFECYCLE REPLACEMENT

With the growing park inventory and the rising cost of infrastructure replacement, it has become abundantly clear that we must begin researching alternatives to pre-fund infrastructure lifecycle replacements of park facilities. We are currently exploring options to fund future infrastructure replacements. Funding lifecycle replacements is a particular challenge for the local park inventory given current spending affordability guidelines.

Some of the options currently being considered are:

Reserve Policy: Establish a Reserve Policy within the Park Fund to reserve a percentage or dollar amount of fund balance for infrastructure maintenance and renewal

...it has become abundantly clear that we must begin researching alternatives to pre-fund infrastructure lifecycle replacements of park facilities.

Appropriate Pay-as-you-Go (PAYGO): Budget a specific amount of PAYGO as a transfer from the Park Fund to the CIP each fiscal year. The PAYGO funds would sit in an undesignated PDF in the CIP until the funds are needed in another PDF for infrastructure replacements.

Increase Mandatory Tax Rate in Article 28: Currently, Article 28 established a mandatory tax rate for park operations at 8/10 of a cent real property and 2 cents personal property per \$100 of assessed property. Article 28 could be amended to increase the mandatory tax rate by 1/10 cent for infrastructure maintenance and replacements. This increase would generate approximately \$1.4 to \$1.5 million per year. *Note: This option would provide a constant funding stream for local park projects.*

Increase Bonding Authority – Local and Non-Local: Dedicate a portion of Park and Planning and County bonding authority for infrastructure replacements. This would secure funding for local and countywide infrastructure replacement projects over and above the approved CIP projects.

Developer Amenity Fund: The Board is currently considering the development a Developer Amenity Fund that can used to fund both new amenities and park improvements. Sector and Master Plans may recommend infrastructure renovations that could be funded with Developer's fee-in-lieu of providing amenities. *Note: This option is a viable option, though the current draft of the Zoning Text Amendment is limited to Central Business Districts and would mostly be recommended for new amenities.*

These are just some of the options being explored. We will continue to research further options and look forward to the findings of the County's Infrastructure Financing Committee.

CAPITAL IMPROVEMENTS PROGRAM

The Park Development Division is responsible for the implementation of the Capital Improvements Program (CIP) from the acquisition of parkland through the design, construction and renovation of park improvements on over 33,000 acres of parkland. Highlights of the 200+ active development projects over the past six months are listed below.

Facility Plans Completed

Darnestown Square Urban Park: The urban park will include seating areas and interpretation of the town history, local Civil War events, and an on-site historic cemetery.

More than 200 active development projects are currently underway, and are managed through the Capital Improvements Program (CIP) by the Park Development Division.

Magruder Branch Trail: This includes a one-mile extension to the existing Magruder Branch Trail. The trail will extend north to the Damascus Town Center, providing a continuous five-mile hiker biker trail connection to Damascus Recreational Park.

Detailed Design in Progress

Takoma-Piney Branch Local Park: Design for the renovation is 40% complete. Renovation includes a new playground and asphalt play area, basketball courts, volleyball courts and maintenance road, and a new loop path. Entrance features will be added as well as lights at the Darwin Avenue parking lot. An open shelter and portable toilets will replace the existing shelter and attached restrooms. One of the three tennis courts will be replaced, and a portion of the other two used as a storm water management facility. The remaining area will be converted to a skateboard park. Construction is expected to begin in summer 2008.

East Norbeck Local Park: Design is nearly 50% complete. This project includes the addition of 15 acres to the existing park to provide more recreation facilities and expand the undersized parking lot. New facilities include a path network connecting the parking lot to the facilities, a natural surface trail, picnic pavilion, restrooms, lighted tennis courts, lighted basketball court, playground, soccer/lacrosse field, and expanded and realigned baseball and softball fields that do not overlap.

Broad Acres Local Park: Detailed design is nearly complete. This project will include a new soccer field, trails, multi-purpose court, and a new park entrance.

Fairland Recreational Park: Detailed design has begun for the conversion of an existing turf soccer field to artificial turf. The storm water management concept has been approved. Construction is expected to begin in the summer of 2008. We are currently preparing the Request for Proposal (RFP) to begin design of a synthetic turf field and related storm water management facilities.

Rock Creek Pedestrian Trail Bridge: Detailed design is complete. This project provides for a grade separated crossing for the Rock Creek Hiker-Biker Trail over Veirs Mill Road at its intersection with Aspen Hill Road. Staff is in the process of obtaining the required permits from all of the regulatory agencies and final approvals from the Maryland State Highway Administration. The project will be advertised for construction this winter; construction is expected to begin in the early part of 2008.

Construction Projects in Process

Wheaton Indoor Tennis Facility Renovation and Facility Plan for Ancillary Building Replacement: The renovation is underway. The existing roof fabric, HVAC system, and indoor lighting will be replaced. The staff is working on a facility plan, which proposes replacing the existing ancillary building with a new one at the same location, and will present the Plan to the Planning Board on October 2007.

Arora Hills Local Park: In development by the Artery Group, this project is 50% complete. The park includes a baseball field, a softball field, a basketball court, two picnic shelters with a pavilion and a pergola, two tot lots, parking, and landscaping. The park is expected to be completed this winter.

Cabin John Indoor Tennis Facility Renovation: The contracts for the lighting and ceiling work are being reviewed. The work is expected to begin in October 2007 and be completed around mid-November 2007.

Lake Needwood Dam Remediation and Design for Dredging project: Phase I, which consists of a double line grout curtain, is 95% complete and will be finished toward the end of October 2007. The Phase II portion, the downstream filter blanket, has been bid and staff is in the process of processing a contract for this work. We anticipate starting this work toward the end of October 2007 and completing around January 2008. The staff is also working with a consultant on preliminary engineering designs for dredging the forebay and upper portion of the lake. The Planning Board will review the dredging plan in November 2007.

RECRUITMENT, HIRING AND LAPSE

The current vacancy rate for September 2007 is 9.97 percent for the Park fund, up from 5.68 percent in July 2007. The temporary spike in the vacancy rates for August and September 2007 is due to the 29 newly budgeted FY08 positions, most of which are targeted to be filled during the period of October – December of 2007.

Division chiefs and other hiring managers have been diligently working to quickly fill vacancies as they occur. They are utilizing proactive hiring methods including anticipating vacancies before they occur and filling multiple vacancies through a single recruitment effort.

It is very likely that the department will need a supplemental appropriation to cover personnel costs, since the vacancy rate will probably continue to trend below budgeted lapse of 7.5%, as it had for the fourth quarter of FY07.

A number of process improvements are resulting in a more efficient and effective recruitment effort which may be the reason that our vacancy rates have been decreasing over most of the past six months.

Some of the improvements already started include:

- On-location access to CAS recruiter and increased usage of strategic recruiting resources;
- Changes to required documents and forms, eliminating duplication, clarifying processes and allowing for on-line completion;
- Ads posted on Commission website within 24 hours after receipt with working titles; and,
- A comprehensive chart of vacancy status sent weekly by recruitment.

Improvements to be completed in the near future (90-120 days) include:

- Capacity to view applications electronically as soon as they are received by CAS-Recruiting;
- Elimination of duplicative paperwork/unnecessary steps in internal recruitment processes;
- Creation of tools and templates to assist hiring managers in developing position descriptions, advertisements, interview questions and techniques, best practices, etc.;
- Development and promotion of full range of diverse recruiting resources;
- Stronger, more targeted promotion of career opportunities via internet, college recruiting, community events and job fairs; and,
- Sourcing prospective employees using internet and other resources to find highly qualified candidates.

It is very likely that the department will need a supplemental appropriation in FY08 to cover personnel costs, since we expect the vacancy rate to trend below budgeted lapse of 7.5 percent, as it had for the fourth quarter of FY07. In January, the Management Services Division will assess the need for a supplemental appropriation and will make a recommendation to the Director regarding the amount that will be requested, if any.

SILVERPLACE

The SilverPlace project is a public-private development which will consolidate Park & Planning staff into one new headquarters building located on the current site of the Montgomery Regional Office (MRO). Excess land will be developed with condominiums, rental apartments, and retail space by the Commission's private partner, SilverPlace, LLC. Thirty percent of the residences will be marketed at affordable housing rates.

In the last six months, staff has:

- Negotiated a Memorandum of Understanding between the Commission and SilverPlace, LLC along with development and cash flow schedules (Planning Board approval pending);
- Examined project funding mechanisms and prepared draft budgets;
- Continued community outreach efforts about the project including community meetings, mailing of a project bulletin, and development of a project website;
- Advanced the space needs study, the Program of Requirements, to approximately 95% completion based on the original development plan proposed by SilverPlace, LLC amended to accommodate the Commission's revised space needs projection;
- Initiated a parking planning study to determine prospective parking demand and supply;
- Entered into negotiations with the Silver Spring Parking District to acquire property adjacent to the MRO site; and,
- Identified the need to revise the original development plan and expand community outreach efforts.

This public-private development will consolidate Park and Planning staff into one new headquarters building. Expanded community outreach efforts, including a design charrette, will kick off in the next six months.

In the next six months, staff expects to:

- Complete items outstanding as of September 30, 2007:
 - Obtain Planning Board approval of the Memorandum of Understanding, development schedule, and cash flow schedule (approval *as owner*, not regulator);
 - Finish formulation of budget estimate for supplemental appropriation required to take the project through the schematic design phase (Planning Board approval required to advance the supplemental appropriation through County Council);
 - Conclude the Program of Requirements (Planning Board approval *as owner* required);
 - Complete the parking planning study;
 - Conclude negotiations with the Silver Spring Parking District; and,
 - Obtain Planning Board approval *as owner* of proposed Parking District land acquisition, if any;

- Expand community outreach efforts and revise the original development plan to address community concerns and provide a more efficient headquarters building than originally proposed:
 - Initiate a public participatory process (e.g., design charette)
 - Produce alternative development plans incorporating the completed Program of Requirements;
- Obtain County Council approval of the schematic design supplemental appropriation;
- Negotiate a Development Services Agreement with the Commission's private sector partner (Planning Board approval *as owner* required);
- Conduct due diligence activities (e.g., surveys, natural resources inventory, environmental studies, geotechnical analyses, traffic study, title report, etc.); and,
- Continue evaluation of project funding mechanisms.

PUBLIC/PRIVATE PARTNERSHIPS

The Public/Private Partnership Program was created to receive, evaluate, manage, and guide the development of Park System facilities and programs in partnership with private entities. The Department's partnership projects provide new, enhanced, and/or upgraded park facilities, services, and programs above and beyond what the Commission could provide on its own.

During the past six months, the Department of Parks has created a Public/Private Partnership Committee (PPPC) which meets monthly in order to review and evaluate both solicited and unsolicited partnership proposals and monitor the progress of existing partners. The PPPC reviews the annual progress of each existing partner and manages each existing partner's annual report to the

The newly formed Public-Private Partnership Committee has received, on average, 2-3 unsolicited partnership proposals each month.

Planning Board. The PPPC drafted, in cooperation with the Commission's Legal Department and the Commission's Prince Georges County Department of Parks and Recreation, a new Commission-wide Public/Private Partnership Policy. This Policy was reviewed by both the Montgomery County and Prince George's County Planning Boards independently and formally adopted by the Full Commission on September 19, 2007.

The PPPC has received, on average, approximately 2-3 unsolicited partnership proposals each month and has reviewed approximately 8 unsolicited projects of various partnership types ranging in size and complexity from a small baseball little league group wishing to use 2-3 of the Department's baseball fields to unsolicited development proposals to develop an entire 52 acre undeveloped regional park. The PPPC has also drafted and obtained Planning Board approval to release two Requests for Proposals (RFP) for Laytonia Recreational Park Development and South Germantown Recreational Park Tennis Site. Both are scheduled for release in early October 2007.

The Department of Parks currently has approximately: 14 on-going public/private partnership projects; 10 county agency/county agency projects; 4 proposed concession projects; 2 memorial donation projects, and 130 park historic buildings in need of creating new partnerships and/or curatorship partnership projects.

The PPPC is currently developing an online PPP application form for prospective partners. The PPPC is also developing a PPP checklist with examples to clarify exactly what information the Commission will require to review and evaluate. The Department's objective is to make it as simple as possible to apply for and obtain an answer of support and encouragement or rejection of a proposal within a reasonable period of time. The Department hopes to highlight on its website many of our current public/private partnership successes as well.

WISCONSIN PLACE COMMUNITY CENTER

Wisconsin Place is an eight acre mixed-use development located in Chevy Chase on Wisconsin Avenue between Willard and Western Avenues. It is currently under construction and will include residential, retail, and office development.

As a condition of approval in 2003 through the optional method of development, the project includes as a primary amenity a 20,500 gross square foot community center. The community center was supported by the 1998 Friendship Heights CBD Sector Plan. It will include a multi-purpose gymnasium, exercise and fitness room, activity rooms, meeting rooms, and indoor playground. Per the approved site plan for Wisconsin Place, the developer is required to construct the community center and lease it to M-NCPPC, and M-NCPPC is to identify the operator.

M-NCPPC has been in discussions with the Executive Branch regarding the Recreation Department serving as the operator, and is of the understanding that the Recreation Department will operate the community center as long as resources are made available to fund its fit-out, operations, and maintenance. The developer is required to construct/install the building core and shell including interior walls, all utilities, passenger elevator, HVAC system, fire protection/sprinkler system, and plumbing. The tenant will need to fund and install various tenant improvements and furniture, fixtures and equipment including a security system, telephone system, computer network wiring, gymnasium equipment, exercise equipment, indoor playground, and office furniture.

Neither the County nor M-NCPPC has funding for this project. We are working collaboratively with the developer to develop a schedule and cost estimate for the fit-out, operating, and maintenance costs to open and run the community center.

The developer is prepared to complete and open the community center in the fall of 2008. The Commission and County intend to work collaboratively to bring a request for funding to the Council in the next several months to fit-out, operate, and maintain the community center.

INTER-COUNTY CONNECTOR

The State Highway Administration (SHA) has contracts in place to design and build the Inter County Connector (ICC). The Parks and Planning Departments have consolidated their efforts to review and monitor this project. Over the past six months the following actions have been taken:

- Fourteen preliminary investigations of Environmental and Community Stewardship projects;
- Execution of an MOU for the Trolley Museum relocation;
- Impact reduction of 2.5 acres of forest in Upper Paint Branch Stream Valley;
- Furtherance of Casey 6 property selection as Western Maintenance Facility site;
- Construction of NW-128 wetland creation site planting completed;
- Parkland required for the construction of contract A transferred (first section of the ICC to be built – from I-270 to Rt. 97);
- Prepared MOU for Woodlawn Barn;
- Negotiations are ongoing for portions of the Llewellyn Fields recreational park that will be built by State according to Record of Decision (ROD);
- Negotiations and scope of work for Rock Creek Trail Improvements continue;
- Several field investigations with SHA and Parks staff initiated to establish reforestation guidelines and accepted practices;
- Upper Rock Creek SPA/SWM concepts reviewed by County and M-NCPPC staff; and,
- M-NCPPC staff provided technical assistance to the box turtle advisory group (BTAG) which has resulted in a comprehensive box turtle relocation and study program.

In recognition of the important resources affected by the ICC, the State has offered a package of compensatory and stewardship mitigation projects, which include a number of community stewardship projects and more than 40 environmental stewardship projects.

In recognition of the important resources that will be affected by the construction of the ICC, the State has offered a package of compensatory and stewardship mitigation projects. This package includes a number of community stewardship projects (CS) and more than 40 environmental stewardship projects (ES). These projects will primarily address existing watershed concerns by restoring stream systems, retrofitting inadequate stormwater management systems, reforestation, and wetlands creation.

Highlights of the ongoing work effort required in response to the community stewardship, environmental stewardship, and compensatory mitigation projects are:

- Parks and Planning staff attends monthly Inter-Agency Working Group (IAWG) meetings which ensures coordination with all the federal and state permitting agencies;
- Environmental Project Monitor (EPM) attends Environmental Management Team (EMT) meetings with state and their general consultants;
- SHA consultants and Parks and Planning staff attend monthly ES/CM project meetings;
- EPM attends weekly task force meetings with design build contractor (ICC constructors) and state consultants to provide for “over the shoulder” review;
- Parks and Planning staff and EPM attend Preliminary Investigations (PI) of ES/CM and CS projects to provide input and direction for the concept and design of these projects and work closely with designer to protect the park and natural resources;
- Coordinating, monitoring and supervising treatment of invasive plants at wetland creation site NW-128, the first ES project constructed with M-NCPPC staff direction and inspection;
- EPM performs regular field visits to monitor geotechnical boring and surveying activities on or adjacent parklands;
- Regular correspondence and coordination between EPM and ICC Environmental Construction Manager; and,
- Regular communication with Park Police concerning ICC activities on or near parkland.

As construction of the ICC mainline commences, additional resources may be required for design review and construction inspections in areas abutting parkland. This is due to 45 unanticipated environmental and community stewardship and construction mitigation projects that are part of the ROD for construction. Additional resources are essential for the review, design, and construction oversight and monitoring of these projects on parkland. The level of coordination for the ICC mainline is more substantial than previously thought due to the controversial nature of the ICC, the need for information sharing, and the high level review of the impact on natural resources. As the ICC project progresses, multiple projects are in design or under construction at the same time. This requires more resources to provide timely review of project design simultaneously with inspection oversight of the many different construction activities happening in the field.

Moving forward, the ICC work program will include: design review and construction oversight of ES/CM projects; continued negotiation and coordination with SHA on CS projects; monitoring and oversight of mainline construction; transfer of the remaining parklands for contracts B and C; and, coordinating the SPA review requirements with SHA. Full notice to proceed on contract A is anticipated in Fall 2007.

LOOKING AHEAD

In the next six months, the management team of the Department of Parks will be revising the program budget matrix to be more precise and identify key performance measures. In addition we will focus on several key policy issues that will warrant further discussion in the coming months.

Over the next six years, there will need to be continuing discussion as to:

- What should be the key priorities of the Department of Parks?
- What will the balance be between Stewardship of Natural Resources and Park Services?
- How do we target an effort directed at specific populations such as youth, ethnic groups, seniors, the disabled, and others?
- How should we keep the public more deeply and fully involved in our planning processes to avoid surprises or unresponsive decisions?
- What is the ultimate goal for the size of the park system? Is there an upper limit on acquisition when the acreage of parks is in balance with the long-term needs of the community and the economic base of the County?
- How will we deal with and enforce against encroachment and the push for private use?
- In addition to the acquisition of land, what are the long-term needs of the system with regard to facilities as Montgomery County reaches build out?
- What are we prepared to sacrifice if budgets grow tighter, if anything?
- What more could be done to acknowledge, improve or address the intertwined relationship between the Department of Parks and the Department of Recreation?
- How will we measure how well we are doing, optimum costs, and staffing priorities?

Continued discussion is needed to address how the Department balances stewardship and recreation, improves community participation, and identifies departmental priorities, as well as to determine how the Department should support broader public policy goals.

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

Some public policy issues that warrant further discussion include:

- Environmental protection, air quality, litter, Chesapeake Bay protection;
- Forest conservation;
- Social policy: ethnic group inclusion; youth issues including gangs, at risk youth and obesity; seniors;

- Urbanism and redevelopment;
- Land use – open space and buffering;
- Economic development;
- Historic preservation;
- Housing policies;
- Naming policies and the public/private balance;
- Public health;
- Community educational goals; and,
- Agricultural preservation.

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

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

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