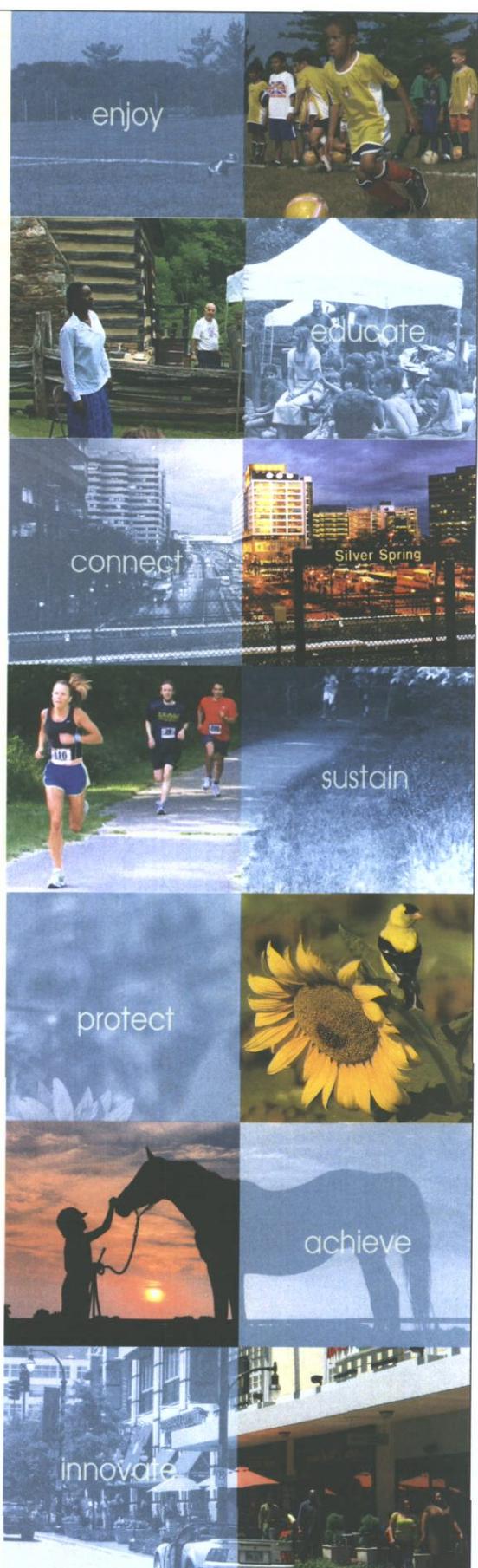


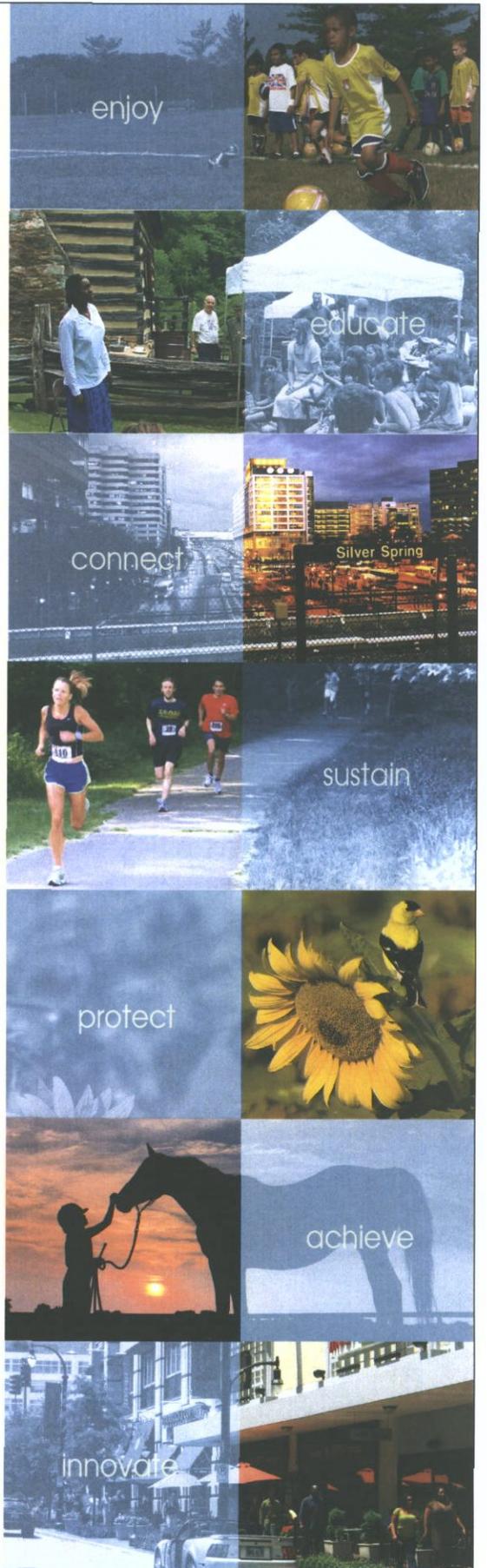
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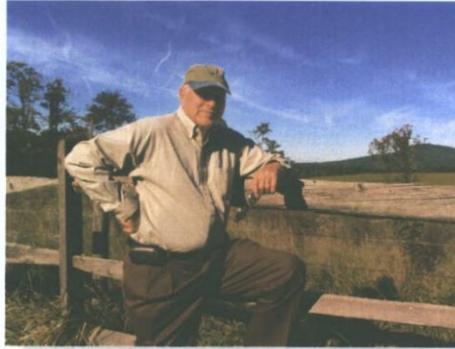


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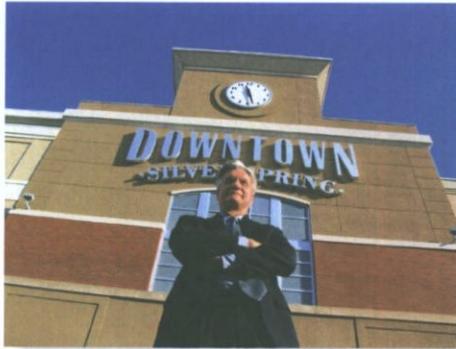
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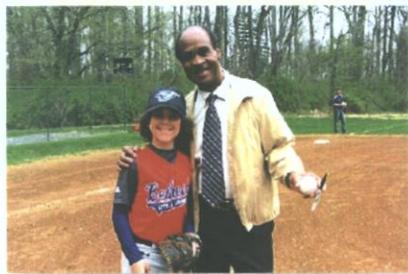
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looking ahead

We are at a second defining moment in setting the course for the future of Montgomery County.

In the 1960s, the County committed to the Wedges and Corridors General Plan. A national emblem of effective planning, it has served the county well.

Following that strong framework, we fashioned the policy tools that guided the County's expansion over the following decades from a largely suburban county of about 300,000 to mature, urban county of close to 1 million residents.

Those tools include our strong and transparent master planning process linked to comprehensive rezoning; one of the nation's first adequate public facilities ordinances enacted by a biannual growth policy; a national model for affordable housing; the development of our central business districts and corridor cities; one of the nation's great park systems; and the nationally admired Agricultural Reserve.

We got a lot of things right.

But we are significantly different than we were a generation ago. No longer a bedroom community of workers in federal agencies in the District of Columbia, Montgomery County has evolved into the economic engine of Maryland. And with a highly educated public and access to some of the nation's best research universities and federal scientific institutions, the County is well positioned to lead in America's knowledge-based economy.



Changing demographics and a limited supply of developable land are shifting the demand for housing from low-density detached homes in homogeneous suburban neighborhoods designed around driving, to higher density, mixed-use urban communities oriented toward walking, biking, and transit.

The implications of global warming, the immanent peaking of oil production, economic restructuring, demographic changes, and a revolution in

information technology and bioscience are rapidly changing what we do, how we do it, who does it, where it is done, and where and how we live.

The future of the county depends on rethinking and reinventing our growth, planning, and development.

Sustainability must be the foundation of our future policy. But sustainable development is not something we "do." It is what will happen when we get the fundamentals right. A generation ago,

we got most of the fundamentals right, but some of the old fundamentals no longer work. We've identified the following concepts as critical to achieving sustainable growth:

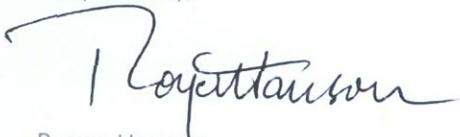
- Energy efficiency
- Environmental conservation and enhancement
- Connectivity
- Diversity
- Livability
- Flexibility

We will elaborate on all of those *fundamentals* in this semi-annual report and in the months ahead.

In planning and building well-connected urban systems, special attention must be given to our parks, trails, and open spaces. A vibrant urban system requires strong networks connecting built and natural environments. As we redevelop our centers, we must establish a finer grid of consistently designed and well-landscaped streets and urban parks. We must continue to connect those centers to biking and hiking systems in stream valley and regional parks for commuting and recreation, and providing for and inviting bikes into our downtowns and uptowns.

The choices we make now are as critical to the next generation as those made some 40 years ago were to this one. We have the opportunity to make the county a model of sustainable growth if we are willing to rethink our approaches and reinvent some of the key policy tools we use.

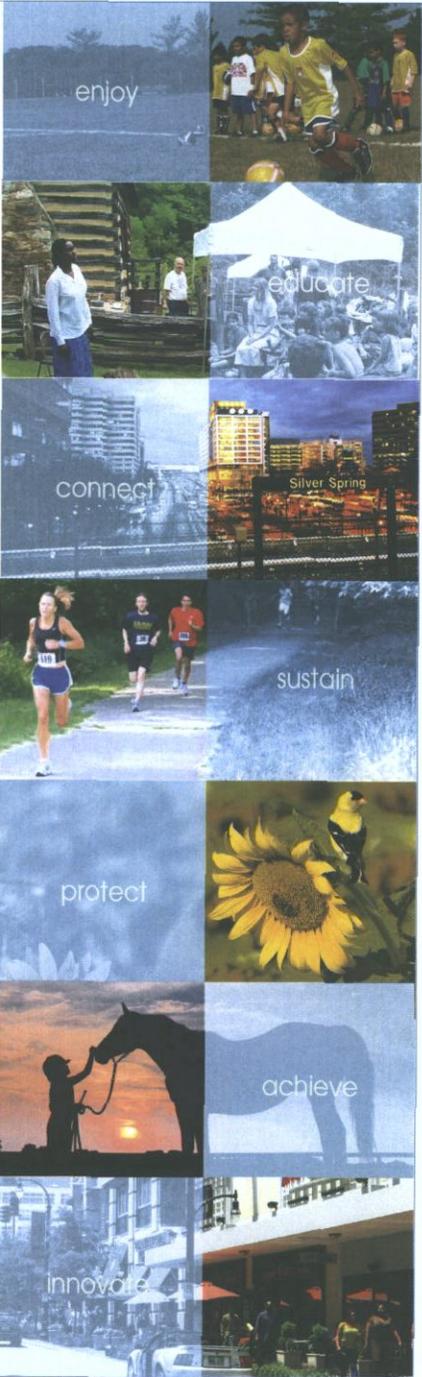
Respectfully,



Royce Hanson

Planning Board Chairman

montgomery county
planning department



setting

Montgomery County, once defined as a Washington, D.C., bedroom community, is now Maryland’s economic force, with a growing, diverse population and a unique identity.

As envisioned in the General Plan, much of the County’s growth trended suburban between 1960 and 1990. Although Metro extended the Red Line to Shady Grove and Glenmont, residents were accustomed to driving to work, shopping, and recreational activities.

Starting in the 1990s, Montgomery County began an evolution. With few remaining large tracts of undeveloped land, suburban development slowed. Today, a lack of land for big houses, high gas prices, and environmental concerns encourage more residents to locate near transit and jobs.

The innovative planning of the General Plan of the ’60s served us well. Montgomery County’s stellar reputation was built, in part, on good planning. Now it’s time to refine that vision as we look ahead embrace change, and build on it to stay competitive in the region and the nation.

Montgomery County has earned an identity. Just how that identity will reflect our values – of sustainability, vigorous economic growth, diversity, inclusiveness, and opportunity – remains our mutual challenge.

the big idea

With change comes the need to refine our ideas about planning, growth, and development.

Most new growth will occur as redevelopment in as large surface parking lots along major roadways, office parks challenged to survive by high energy costs, and tracts positioned by transit ideal for a mix of uses.

We want compact, well-designed, mixed-use urban communities strategically located along transit corridors that showcase opportunities for walking and bicycling.

We want communities that are diverse, energy efficient, focused on environmental conservation, and feature connections between well-landscaped streets, transit stations, jobs, services, promenades, parks, and trails.



Downtown Bethesda provides one of the county’s best examples of active sidewalks.



And we want livable, human places with a variety of housing types and mixed uses that invite people to walk or bike to work, to shop, and to participate in community life without a long commute by car.

In short: More people should have the opportunity to walk to work in the morning and stop along the way for a cup of coffee or to read the newspaper. More workers should venture outside during lunch to enjoy a well-designed public space. And in the evening, more people should be near enough to retail to run errands or stop by school or an after-care program to pick up their children on foot.

We call our new direction in planning growing smarter: sustainable development+design. Growing smarter means rethinking how we manage growth, not just basing it on traffic or school capacity, but on the amenities that enhance quality of place in our community, such as:

- an attractive, active human environment that promotes social interaction along our sidewalks and provides a hierarchy of urban spaces
- centers with lower carbon footprints and buildings that generate power for their energy needs
- density around transit
- quality projects that contribute to a positive perception of our communities
- a range of housing opportunities for all income groups
- development linked to our system of great parks and natural areas
- a network of neighborhoods linked through trails and corridors



Careful redevelopment of historic sites like Silver Spring's National Park Seminary provides a unique sense of place.

When we provide communities with interactive downtowns or areas of relative quiet and repose, we attract a range of residents who create the sustainable growth we seek and generate the need for a diverse range of services.

And as we develop, we must emphasize terrific design in buildings and spaces, leading and inspiring with quality public projects.

getting started

The 2007-2009 Growth Policy laid the groundwork for sustainable growth. For the first time, the policy includes transit options as strategies for developers to overcome congestion caps. In addition, it requires policymakers to set sustainability indicators that measure the county's progress toward achieving healthy and sustainable communities.

Last summer, the Board approved new local and policy area review guidelines recommended by our transportation planners that emphasize those alternatives – transit, bicycling, and walkable environments. In what planners call a true paradigm shift, the new LATR/PAMR guidelines developed in the last six months place transit, walking, and biking on an equal footing with car trips.

what we've done

reorganization

The growing smarter initiative requires us to adapt. To support our vision to create livable communities, the planning director, working with department leadership and the board, reorganized the agency to be more effective and flexible.



Organized in six divisions – including a new urban design and preservation unit – planners better support new and existing functions by expanding and sharing responsibilities.

The department is more efficient, too. A hard look at ways we could do more with less revealed ways to streamline. Now, thanks to a retirement incentive program and the reorganization, we have two fewer division chiefs (three, counting the Commissioners' Office) and one less planning supervisor. We've got a lean, hard-working team that's well-positioned to carry out our innovative new strategies.

Divisions such as community-based planning continue to carry out core responsibilities, envisioning great communities across Montgomery County. We organize our master plan work both geographically and by type, with a focus on corridors (such as the series of I-270 plans), Metro stations, and neighborhoods and centers. Our structure serves the community well, with each new project supporting our integrated growing smarter vision.

By softening traditional lines, the reorganization gives us new flexibility. Now, a community planner is assigned development review responsibilities and vice versa, with new teams tackling diverse work programs. If development applications temporarily plateau, reviewers can deploy to master plan work now familiar to them.

A larger pool of planners trained across divisions ensures that core functions receive the benefit of diverse viewpoints. Cross-training also creates advancement opportunities for staff.



Historic Preservation planners have reviewed hundreds of potential historic resources on the Locational Atlas “wish list.” Just 200 of the original 2,000 remain to be evaluated. Pictured: Wild Acres in Bethesda, recommended as a historic resource in July.

The reorganization enables our growing smarter strategy. Our job is to envision, enable, and create well-designed, appealing communities where people want to live. Master planners envision the communities. Urban designers create design guidelines. Development review planners ensure that each application follows those rules. And throughout, support teams from transportation, environment, research, and historic preservation provide invaluable input.

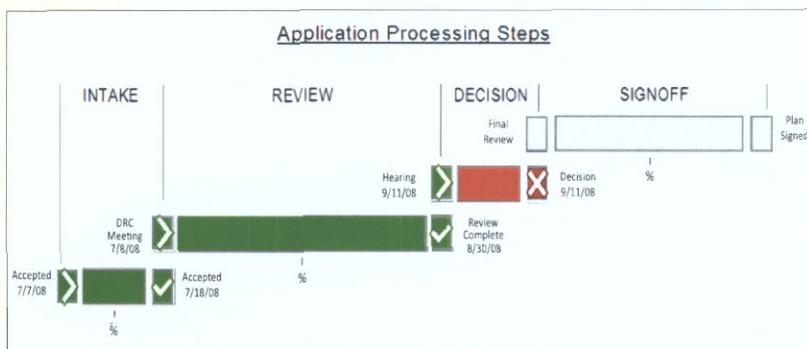
Finally, an integrated communications team – including publication management, mapping and graphics, web, media relations, and outreach – folded into the Management Services Division creates a one-stop shop for spreading the word.

staffing

The retirement incentive and typical turnover have resulted in 17 vacancies, with five more occurring by January 1. Recognizing the FY09 and FY10 challenging fiscal climate, we are carefully evaluating which of those positions to fill. To address the demands of our heavy work program, we are considering alternatives to career staffing such as consultants, interns, and contractual employees. We also are fortunate to attract several talented volunteers.

measuring performance

In response to the Council’s direction, the Department is designing a performance measurement system that reports major outputs and indicators at the program element level. This bottom-up approach is resulting in revised program elements that articulate goals and provide the basis for outcomes we can measure.



Growing smarter depends on effective, timely review of development proposals. To achieve that goal, we have committed to improved project tracking and have

incorporated a series of performance indicators that rate progress toward achieving key work program components.

The department's Hansen database now tracks key milestones on virtually all department projects, from an application for a site plan to development of a master plan.

The Hansen system will identify delays and where those delays occur – whether with planning staff or outside agencies.

We have premiered our improved measuring and tracking system in a few of our units and will expand in the months ahead.

rethinking zoning

Planners are developing a diagnosis of what's wrong with the zoning ordinance, the first step in a comprehensive revision that addresses overlapping regulations, unnecessary districts, and outdated zones. In the end, the revision will feature fewer, more meaningful zones, more tables and diagrams to graphically illustrate concepts, and better *organized content*. The new zoning code will highlight urban design guidelines and sustainability.

In late summer, planners launched a public input process by inviting code users to participate in a roundtable discussion and soliciting input in an online survey. The diagnosis informs the revision, which we will deliver in 2011.

Creating specifications for a zone that regulates mixed uses continues. The Council is completing work on a new Transit Mixed Use or TMX zone the Board proposed to regulate development in transit station areas outside central business districts. The TMX zone supports growing smarter, partly by allowing more density in areas designated as receiving zones for buildable development rights agreements.

master planning

Community planners are incorporating growing smarter and sustainable principles into each plan. Upcoming plans seek to focus mixed-use development in areas that are well-served by public transit. Plans in the I-270/MD 355 corridor seek to address the balance between jobs and housing while enhancing access to transit.

In Germantown, planners are establishing land uses and densities to support future *Corridor City Transitway (CCT)* stations and to create a thriving town center that will serve as a focal point and center of community life for the area. In July, the Board conducted a public hearing on the draft Germantown Master Plan that drew close to 200



Planners have begun working on a master plan amendment for Wheaton's Central Business District and Vicinity.

Plans in the I-270/MD 355 corridor seek to address the balance between jobs and housing while enhancing access to transit.

participants. In September, the Board held worksessions to finalize its draft of the plan. We expect to deliver the plan in the winter.

The White Flint Master Plan, scheduled for transmittal to Council in early 2009, calls for thriving, diverse, urban-style neighborhoods with highest density close to Metro and along Rockville Pike.

Master Plan Schedule

plan	goal	delivery	rationale
Germantown	Spring '08	Fall '08	development of TMX zone
White Flint	Spring '08	Spring '09	include financial feasibility analysis
Gaithersburg West	Spring '08	Summer '09	coordinate with CCT process

Urban designers are crafting design guidelines to help achieve a sense of place in White Flint. Much of their work is focused on transforming Rockville Pike into an urban boulevard with a center median, street trees, and crosswalks near gathering

spaces and retail uses. White Flint planners also are assessing the fiscal impacts of the plan's recommendations.

This winter, expect a new blueprint for the Shady Grove Life Sciences Center as part of the Gaithersburg West Master Plan. Home to Shady Grove Adventist Hospital, Johns Hopkins University Montgomery County Campus, the Universities at Shady Grove, and biotechnology companies, the area has largely achieved the original vision of County leaders. However, Gaithersburg West retains a sprawling, single-use, auto-oriented focus.

The new plan will envision the future of the Life Sciences Center as a more vibrant, dynamic, and walkable community. The plan will recommend a preferred route and station locations for the CCT to place the transit near development.

Staff is working with the Council and its staff toward adoption of the Twinbrook Sector Plan. The effort includes a new TMX zone that accepts additional density from the termination of buildable lots in the Agricultural Reserve.

limited plan amendments

Asked to move quickly, but without compromising quality, planners drafted a limited plan amendment for the Wheaton Sector Plan that covers three properties. Although under the 1990 plan, the properties were designated for office use, the limited plan amendment sent to



Planners are working on a plan that will transform the Shady Grove Life Sciences Center into a more vibrant, dynamic, and walkable area.

the Council in June recommends mixed uses that serve as a transition between the high-density central business district and a residential area. The plan also recommends that the properties be developed under the optional method to increase density and require developer contributions to public space.

The quick response to a critical planning need has encouraged the Council and Planning Board to consider other, similar situations for limited master plan amendments in the year ahead, including areas such as:

- Fenton Street
- Bethesda Metro
- Land uses near proposed Purple Line transit stops

Depending on the Council's priorities for limited plan amendments, the Department may need to re-prioritize its 2010 work program.

regulatory caseload

Development review staff analyzed, researched, and collected comments from other planning divisions, County agencies, and the public to make recommendations to the Board on development applications. The number of plans submitted declined over the past six months compared to the previous year, but many of the projects were more complex and required an innovative balancing of an applicant's intent with the public interest.

Personnel	Rec'd	Brought to PB	Pending
Preliminary	49	45	112
Project	0	3	7
Site	37	36	38
Forest Conservation	51	36	74
Mandatory referrals	37	12	16

Development review staff continued to work to prepare draft resolutions on Planning Board decisions. In the last six months, the Board approved 37 resolutions and expects 31 more in the coming weeks.

development review special revenue fund

Responding to improvements required in response to the violations uncovered in Clarksburg, the Council at the end of 2006 established a Development Review Special Revenue Fund to pay for an increase in the number of staff reviewing applications. The fund was intended to define the costs of development application reviews, including staff review time; support from research, transportation, and environmental staff; administrative and technical support; legal advice; and a portion of the department's overhead.

As of August 31 projected revenues for FY09 are \$666,450, which is \$1,143,550 or 63% below the needed budgeted revenues.



The Board approved a site plan for 112 townhouses next to Strathmore Hall Arts Center after environmental planners brokered a noise abatement agreement and recommended planting of a 3-acre urban forest using native species.

No seed money was provided for the fund because County officials anticipated an accumulating balance. But that has not proven to be the case. By the end of FY08, the Development Review Special Revenue Fund performed as follows:

- Revenue generated from development applications dropped more than 46% from FY07.
- The number of applications filed dropped only 2 percent within the same time frame.
- In FY08, the average per application fee was \$4,472, down 45 percent below the FY07 average, which was \$8,156.
- In FY08, the Planning Department requested and received a special appropriation of \$749,000 to offset the revenues losses in the fund.
- Revenue from fees was lowered from \$3.2 million in FY08 to slightly over \$1.8 million in FY08.

To accommodate this reduction, the Department transferred nearly \$1.8 million from the Administration Fund. However, it is difficult to predict FY09 revenues. In the first two months of the fiscal year, funds collected amounted to only \$109,445, which, when projected out, would indicate that FY09 fees would be only \$656,670 or 36% of projected fee revenue.

Yet in September, development review fees totaled \$323,282, which would become \$432,727 over three months or \$1.7 million for the year – just \$79,090 less than anticipated in the budget. With only three data points on the trend line – July, August and September – it is difficult to estimate. Given current economic conditions, we still assume that projecting \$1.8 million in fee revenue may be too high, although we will continue to monitor the fund closely.

The Planning Board and Planning Department continues to believe that the Development Review Special Revenue Fund should be merged with the Administration Fund.

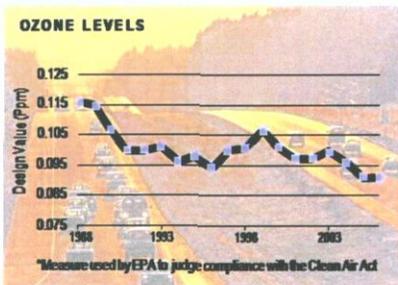
legal activity

Given the number of decisions the Board makes each week, the number of lawsuits filed against the Board continues to keep the agency's legal staff extremely busy.

Case type	Planning	Parks
Cases filed with MNCPPC named as a party	6	3
Administrative appeals: 5	Other: 4	
Other active cases	10	1
Administrative appeals: 4	Other: 7	
Other active cases resolved	4	5
Administrative appeals: 4	Other: 5	

healthy and sustainable communities

Following Council's direction in the 2007 Growth Policy, environmental planning staff delivered recommendations for a countywide Healthy and Sustainable Communities project that sets environmental policy goals and indicators, or ways to measure progress. The Board approved the full set of recommendations in September, part of an process that will help policymakers and community members judge how their policies, programs, and actions contribute to achieving goals such as clean air and water.



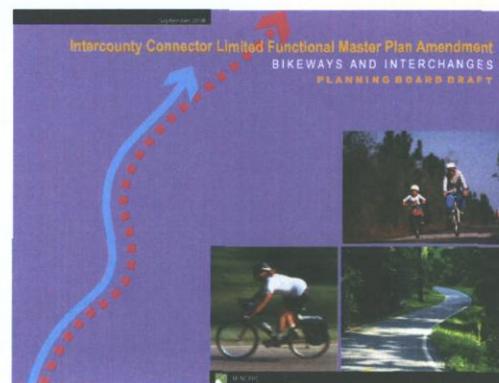
The report, drafted in a partnership with the County Department of Environmental Protection, evolved from public input gathered at a Healthy and Sustainable Communities workshop in June. We also welcomed comments contributed online at the Planning Department's website where

people could submit comments – and view what others said – on each of six indicators.

The report, which was transmitted to the Council in September, specifies six goals and recommends a number of indicators that will help measure the County's collective efforts toward reaching those goals. We see the project as a starting point and will work with the County Executive to create more indicators to measure our mutual goals.

icc bikeways

Interest in a proposed shared-use path for hikers and bicyclists along the Intercountry Connector peaked in July at a well-attended public hearing. In September,





The Silver Spring Green Space plan seeks to formalize guidelines and identify sites for public spaces within the Silver Spring Central Business District.

the Planning Board adopted staff recommendations for combining new bike paths with bike routes along existing roads and delivered its draft to Council. The proposed route reflects planners' concerns about building new hard-surface trails through environmentally sensitive areas and provides a series of routes that meets the needs of all trail user groups and ability levels.

designing green

At the center of our growing smarter initiative are vibrant public spaces that draw people and solidify communities. With our new Urban Design Division, we expand our ability to achieve quality public spaces and buildings.

Planners tackled the need for public space in downtown Silver Spring in a draft Green Space plan presented to the Planning Board in April. The plan visualizes potential green spaces using 3D technology that enabled aerial "fly-throughs" of surrounding streets. The approved Green Space Plan ultimately will guide planners reviewing project applications in the Silver Spring Central Business District. Many of those applications will come with public amenity requirements that developers might fulfill by contributing to one of the green spaces envisioned in the plan. The Green Space Plan will help fulfill the original vision of the 2000 Silver Spring CBD Sector Plan for a green downtown.

protecting farms

In keeping with the recommendations of the Council-appointed Ad Hoc Agriculture Advisory Group, planners and the legal staff worked on proposed legislative changes to Montgomery County Code Chapter 2B to include provisions for a Building Lot Termination (BLT) program. These amendments complement other proposals sent to the Council in 2007.

Although more than 50,000 acres are protected through TDR easements in the Agricultural Reserve, those easements limit uses and the number of allowable homes permitted in the RDT Zone. In most cases, property owners are allowed one house per 25 acres, meaning that a substantial number of potential building lots remain viable in the Reserve.



The Planning Board has recommended changes to Chapter 2B to help implement a BLT program. To preserve land for farming and prevent fragmentation in the Reserve, planners and County leaders are seeking some method of compensating landowners for the value of those buildable TDRs. The BLT program is a major tool to help accomplish that. Much of the planners' work focused on establishing recommendations for densities that would be permitted for BLT easements and how much each BLT would be worth in commercial and residential areas.

reaching out

The success of our work depends on our ability to inform residents and property owners of our efforts. We have built upon efforts to make board actions transparent through online live broadcasting, posting agendas and streamlined staff reports online, and noticing meetings in major publications and through press releases.

Continuing our successful collaboration with County Cable Montgomery, we produced several more episodes of Montgomery Plans as a way to educate residents about in-depth planning topics.

In response to our call for photos as part of our new Great Communities photo contest, we received close to 150 entries that we will use to build our library of images.

As part of the contest, we built public support for and knowledge of planning as the underpinning of what makes great communities. Many of the photo contest entries appear on the cover and throughout the report.

what's next

The Planning Department looks forward to a busy six months, as staff delivers two master plan drafts and progresses on six more. Planners have begun intensive analysis in preparation for the 2009 Growth Policy, drawing on our best ideas for responsible development following grow smarter principles. All of the projects will occur in the context of a reduced budget and leaner staffing.

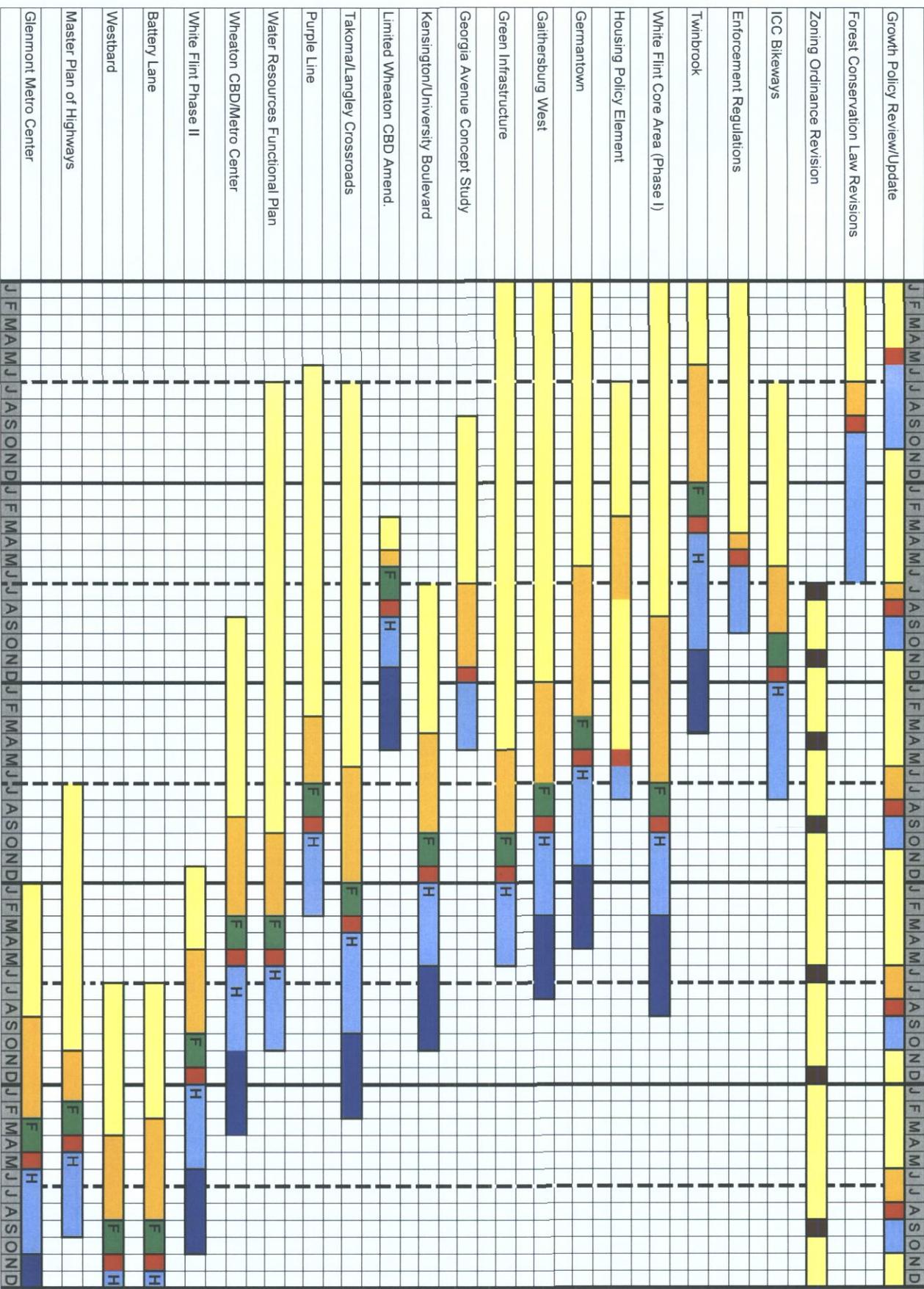
The Planning Department is up to the task, however. Energized by a reorganization that both strengthens teamwork approaches and provides more opportunities for individuals, staff stands ready to tackle the challenges ahead.



Planner and team leader Callum Murray on the October Montgomery Plans.

Schedule: Master Plans and Major Projects

Master Plan & Major Projects 2007 2008 2009 2010 2011



2007 2008 2009 2010 2011

montgomery county
department of parks

enjoy

educate

connect

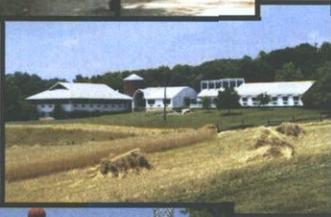
Silver Spring

sustain

protect

achieve

innovate



The Facts...

We are the custodians of 408 parks on more than 33,000 acres of parkland comprising over 10 percent of the County's land. Assets, facilities, and infrastructure that we manage directly, or manage through a variety of arrangements with others, include:

- over 500 lakes, ponds and stormwater management facilities and devices
- 457 miles of streams
- 305 tennis courts
- 296 athletic fields
- 289 playgrounds
- 208 basketball courts
- 189 miles of paved and natural surface trails
- 114 picnic areas
- 110 historic structures
- 120 campsites
- 31 park activity buildings
- 2 miniature trains
- 2 indoor tennis facilities
- 2 boat rental facilities
- 3 indoor and open-air ice rinks
- a variety of event centers
- 5 stables and equestrian centers
- 2 public gardens
- 2 scenic parkways
- 3 dog parks
- 4 golf courses
- 4 nature centers
- 2 miniature golf courses
- one SoccerPlex
- one splash park
- one agricultural history park
- hundreds of miles of paved and natural surface trails.

As one can tell from this list, we have far more recreational amenities than any other entity in Montgomery County with resultant high demand for our programs and services.

The Good...

With astonishing progress, a responsive and more professional approach to managing and operating parks and recreational facilities has been spreading throughout the agency, following a friendly split two years ago from the Planning Department. We are developing strong operational practices for what it takes to run a large and successful urban and suburban park system. This is making a big difference in accountability and results.

Our approach has shifted to systems and protocols for managing assets efficiently, empowering staff while holding them accountable, encouraging dialogue with users, respecting our partners, and responding quickly to the public. Over the last six months we have:

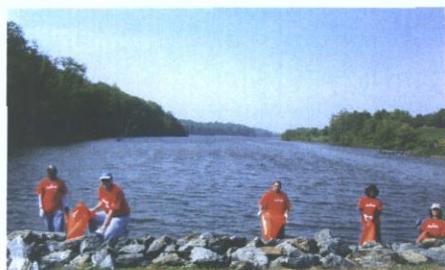
Better Systems

- Developed a steady stream of useful, clean data from our SmartParks system and use it to manage our work program and deploy our staff efficiently
- Improved our response time to the public with dedicated phone lines (answered in person) for reporting complaints, ideas, questions, repair needs, criminal activities, and the like
- Completed another "How Are We Doing?" survey of park users, primarily at our Enterprise facilities, and are using results to measure and guide performance
- Gotten a handle on the wide variety of leases, partnerships, special uses and similar arrangements for use of parks facilities and areas for both public and private purposes -- something we have long sought to accomplish
- Given historic properties long-overdue attention from the trained professional staff we were delighted to bring aboard last year.

Real Performance Measures

- Revised our measures to include more outcome and program evaluation to steer us in long- and short-term service evaluations
- Started to build measures for each of our budget program element categories
- Used the ongoing Infrastructure Assessment Project, funded by County Council, to take the enhanced information provided from industry standards of maintenance for facilities and components in parks to a new level – we are adding them to SmartParks as maintenance targets to more efficiently





schedule maintenance and analyze maintenance frequency. By monitoring performance against these standards we can adjust resources as appropriate.

Leveraging Resources

- Added our own new programming for event centers and other park sites, moving us from passively waiting for someone to rent our facilities to proactively creating opportunities to invite the public for use – and garnering more revenue eventually
- Upgraded our extremely popular volunteer program to provide automated registration and training, and it continues to prosper, up 5 percent over the last reporting period with over 62,000 hours – equal to \$1.2 million in manpower
- Generated dozens of staff and citizen ideas to save money, and we're putting many in place
- Attained some savings through our retirement incentive through attrition in the short term that can help us absorb a portion of the unfunded work years
- Figured out how to shave costs on our third-party support events (such as the 4th of July) by creative use of overtime-avoidance scheduling and billing protocols
- Introduced a new fee structure for athletic fields, after long and thoughtful negotiation
- Celebrated a banner year for grants and donations managed by Parks staff – \$2.3 million in FY08!

See appendices for additional details within several of our managed program elements. More still needs to be done, but we are encouraged so far and hope to keep momentum going forward where we can.

New park acquisitions continue with the other sources of funding we have available, many in sensitive and desirable areas, and we continue to show excellent progress on our Capital Improvement Program.

Overall, during the time since our last report, we have a significant number of successes to celebrate and surprising new challenges to face. Nearly 85 percent of County residents report regular use of parks – a big number. Our customer surveys indicate a great satisfaction with what we are doing and what we offer, but complaints about the effect of budget cuts on park conditions are likely to rise. Our goal is continuous evaluation, reevaluation, and improvement.

The Bad...

As with other County agencies, the impacts of the FY09 budget cuts have already started to slow – and in some cases curtail completely – various services, programs, and activities we offer to the public.

- We are required to keep nine percent of our vacant positions unfilled: almost 70 jobs, so we worry about eventual decline in service delivery.
- Our greenhouses had to be shut down on July 1 due to a 25 percent cut in horticultural services, reducing the number of flowers and other plantings we can supply to our parks.
- Response time to actually handle service requests for repairs after they are reported is getting longer as fewer staff with fewer resources are available, and costs rise for materials.
- Overtime reductions are resulting in fewer staff available during weekends and evenings, our system's peak hours of use.
- Requirements to generate additional revenue are putting more strain on users and have nearly eliminated our ability to honor requests for fee reductions or waivers, even for worthy causes.

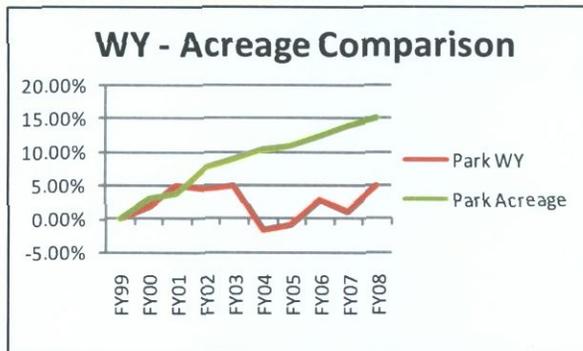
The citizens who use parks are really beginning to notice. (According to a major recent survey, that includes 85 percent of the County's population, or more than 800,000 people.) Letters, emails, and phone calls are coming in from unhappy park users and neighbors noticing that park land isn't being mowed as regularly or trash isn't being picked up as quickly on weekends or after large games.

We fully expect an increase in these calls as we try to operate on a FY09 budget that is \$1.6 million below our estimate of a same-services budget. Things we did last year we cannot do this year at all. We know all operational agencies are struggling with similar constraints, but parks are often the first impacts they see immediately since we are located throughout the community and people take such a personal interest in their neighborhood's "back yard."

Table 3: Community Participation

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

Moreover, and most ironically, the very success we are having in preserving and protecting land with other funds makes budget challenges greater. Parkland acreage continues to grow at a rate greater than work years or inflation-adjusted budgets. More than



60 parks have been added in the last 10 years, many with labor-intensive requirements, such as historic structures or dilapidated improvements that have major costs to remove.

We are lucky in having some beautiful new amenities in developer-built parks, such as Arora Hills and other worthy new additions, mostly up-County. Built at relatively no cost to the taxpayer, we leverage this public value by committing planning, maintenance, policing, and

other staff to their perpetual upkeep and paying for utilities and other costs.

No matter how acquired, all parks and trails have associated utility, repair, and other costs, and require ongoing maintenance and policing by our Department. And then there's the deteriorating infrastructure and aging facilities we cannot ignore, especially with the data now streaming in from our inspections and assessments. Deferred maintenance just means big infrastructure problems in the future. Getting ahead of this is important – without a big push on this backlog, we'll never catch up.

In a time of shrinking financial and budgetary resources, when use of our facilities continues to rise, how do we ensure our popular amenities are safe, functional and well-maintained?

The Ugly...

To work within our approved budget, we had to implement some very tough and unpopular choices. All these are choices with repercussions. We presented these choices in a tiered budget presentation to the County Council last spring, and the cuts are based directly on Council's priority guidance. Here are more details about the real impacts of the primary service reductions in our approved FY09 budget, and how we are addressing them:

Maintained Open Space

This may be the hardest workload category to explain, but the one that has the biggest daily impact on our citizens. We consider the

care of these spaces to be one of our core missions. These are the park areas most widely used by the public – not those under a formal permit system for organized activities, but the great open spaces used for picnicking, throwing Frisbees, watching games, or simply for enjoying the outdoors and the natural surroundings. They include most neighborhood and urban parks. The problem: a large reduction here is already affecting the care and maintenance of these parks.

We lost several workyears and \$450,000 in this, our largest expenditure program. The fix: initially, we have had to curtail the frequency of litter collection, weeding, and mowing. For example, no-mow areas have been delineated so a leaner staff can be deployed to the most crucial tasks. Our goal is to tinker with the correct formula of maintenance coverage in parks so that we get the most from our remaining workforce. Plus, we are examining the purchase of more efficient park vehicles, looking at routes and schedules, and cutting back on unnecessary expenditures. The problem: the Park Police Division will no longer be actively patrolling a number of parks which are reporting a low level of crime or police activity for the past twelve months. The fix: we will adjust if we receive a citizen complaint in any of the locations, and the need for proactive patrols will be continually reassessed.



Horticulture

The problem: this program took a whopping 25 percent cut this year, and may be the most sharply felt by the public. Three greenhouses at Pope Farm were shut down effective July 1st. We reduced the annual planting in the parks. Landscaping crews were downsized and the annual flower bed maintenance will be noticeably reduced and ultimately eliminated in some areas as plants deteriorate. The proposed composting program in parks has been deferred. The interior plant program was eliminated in most of our buildings. The fix: we are seeking ways to keep our parks as beautiful as we can under the circumstances, and will likely change the flower beds to use perennials, mulch, or turf in an effort to maintain the long-term appearance of the parks.

Park Buildings

Activity buildings, small recreation buildings, ancillary structures – whatever you call them, residents hate to see them deteriorate or



go away, even though there was a deliberate decision made years ago to phase them out of parks and concentrate on bringing all those uses into the new Recreation Department Community Centers or the County's Regional Centers. However, their presence in the landscape of the communities and the sense of place they create in parks is valued by many. The problem: as each building reaches the end of its road, we have had to make difficult decisions. We asked during last year's budget deliberations for money to fix them up where necessary, market those with possibilities, and develop a protocol for those beyond hope of repair. That money did not come, so we are stuck with a status quo situation as they continue to decline. The fix (maybe): a new idea we are exploring involves a different kind of replacement structure, to be funded through a special CIP initiative for park-like replacement structures that can serve as community focal points yet not compete with the County's other centers for public use. Meanwhile, we struggle to keep existing park buildings open and occasionally need to close them down when they become unsafe.



The Enterprise Solution

Enterprise facilities, programs, and activities continue to be extremely popular, tracking close to one million visitors in FY08. From ice-skating classes and tennis clinics to summer camps and miniature train rides, we have an assortment of affordable recreational activities and valuable programs for Montgomery County communities. But even with the success of new initiatives and programs, we continue to see expenditures outpace revenue growth. Though many facilities are able to cover operating expenses, as expected, we find reasonable public user fees cannot also cover debt service, increasing utility costs, and the capital reinvestment needed to sustain or upgrade these services. Our Enterprise Task Force has presented a draft report to the Montgomery County Planning Board and Park Commission, and based on comments received, we are refining those recommendations and developing new options for an upcoming presentation to the County Council.

Park Infrastructure and Facility Management

The care and oversight of our system's infrastructure is one of the most critical functions the Department manages. Though more attention has certainly been focused on this area of operations over the past few years, a great amount of work remains to be done to ensure our system's valuable assets remain safe, functional, and well-maintained.

Our situation is not unique. According to the latest Report Card for America's Infrastructure published by the American Society of Civil Engineers (ASCE), "Many of our nation's public parks, beaches and recreational harbors are falling into a state of disrepair...These facilities are anchors for tourism and economic development and often provide the public's only access to the country's cultural, historic and natural resources...there is great need for maintenance, replacement and construction of new infrastructure in our nation's state and municipal park systems."

In 2005, Montgomery Parks took the first step toward addressing this problem. A nationally respected facility management consultant was hired to conduct detailed facility condition assessments of our park infrastructure and assets, and to develop best practices to maintain, repair, and replace infrastructure to meet targeted service conditions.

Parks is heavily a land and facilities agency. As custodians of over 400 parks on more than 34,000 acres of parkland comprising 10 percent of the County's land area, the Department manages a wide array of assets, facilities, and infrastructure. Our popular amenities are supported by water and sewer lines, septic fields, roadways, bridges, parking lots, and the like, many of which Park staff manage. Although not always as "top of mind" as facilities or infrastructure, a significant portion of our resources are also dedicated to caring for the natural environment including trees and forests, streams, meadows, and natural areas. Many of the lessons learned from our focus on facility management are also applicable to what we call our "maintained open spaces."

The Past Six Months

To-date we have assessed the following facility groups: park activity buildings and selected leased buildings (ancillary buildings),



playgrounds, hard surface trails, and enterprise facilities. Similar to the findings of the ASCE on a national basis, the results in Montgomery County indicate significant backlogs in deferred maintenance and replacement for all the groups assessed thus far, a total of more than \$10,000,000.

Facility Group	Inventory	Current Replacement Value (millions)	Deferred Maintenance & Replacement Backlog (millions)
Park Activity & Leased Buildings	43 buildings; 140,000 square feet	\$11.5M	\$1.9M
Playgrounds	289 playgrounds; 1.4 million square feet	\$18.7M	\$1.7M
Hard Surface Trails	55.6 miles; 2.3 million square feet	\$26.8M	\$5.1M
Enterprise Facilities	33 buildings, 294,000 square feet	\$35.7M	\$1.4M
Total		\$92.7M	\$10.1M

Where possible and practical, funding to address these needs has already been programmed into our operating and CIP budgets.

In an effort to more efficiently manage our assets with the resources currently at our disposal, the Central Maintenance Division has reengineered its approach to work planning and execution. Its work program is now divided into three main components: routine preventative maintenance (RPM), service requests, and projects. RPM is the practice of visiting a facility at regularly scheduled intervals to perform service. Service requests are initiated by a customer, generally involve only one trade, and cost less than \$3,000. The third category represents projects that typically require more than one trade and cost more than \$3,000.

The primary objective is to develop and track a project schedule for each fiscal year that supports the priorities of departmental management. This approach will ensure more efficient use of resources by Central Maintenance management and maximizes the productive work time of maintenance staff. The secondary objective is to capture accurate project information so we can better predict future maintenance needs and reduce reactive maintenance. Work history data is paramount to effectively planning for the future needs of our customers.

In the past six months Central Maintenance staff has completed 1,200 RPM work orders and 1,900 service requests at a total cost of \$738,000. They have also completed 77 projects including nine unscheduled emergencies at a cost of \$1.1 million.

In addition to the hundreds of park facilities maintained by the Department, our property managements office oversees a variety of other facilities. These include the rental of 52 park houses and leases for 28 agricultural properties for crops, grazing, or hay; five equestrian centers; 11 communication facilities including cell towers, fiber optics, and radio towers; six Montgomery County group homes; 21 public/ private partnerships; five life-estates; five ancillary buildings; and various office space and other leases – and these numbers keep growing. In the past six months, efforts have continued to restructure our lease agreements to more effectively manage our leased assets.

Current areas of focus for leased facilities include:

Agricultural Leases: Agricultural lease agreements with local farmers are essential to our stewardship of land between the date rural land is acquired and the date park development or reforestation begins. Agricultural leases consisting of 1,060 acres are all located in the Northern Region of Montgomery County. Leases are negotiated at fair market rates. Farmers are required to respect stream buffers, observe limits on pesticide use, and meet other environmental standards. These leases generate approximately \$35,000 annually in revenues and save more than \$35,000 in annual maintenance costs that would be incurred if the land was the sole responsibility of the Department.



Equestrian Facilities: We continue to plan and implement improvements at Rickman Horse Park, Wheaton Stables, and Callithea Farm in pasture management and waste storage/recycling to ensure protection of the Chesapeake Bay watershed. With the help of the Maryland Department of Environment, Maryland Department of Agriculture, Montgomery County Soil Conservation District, and the University of Maryland Extension, Montgomery County Department of Parks equestrian facilities are setting new standards in environmental protection, land stewardship, facility management best practices and insuring safe and healthy facilities for the public. Significant improvements have been made to the grounds of the Wheaton Riding Stables.



Following inclusion in the CIP budget of \$250,000 for improvement to historic Meadowbrook Stables, a project manager and team have begun the process of permitting, selecting contractors, and scheduling major improvements to Meadowbrook Stables, including structural reinforcement of the hay loft, installation of a fire suppression system, and upgrading of electrical systems.

Park Rental Homes: In recent months, the staff has continued to achieve a level of care for maintenance of 52 park rental homes which meets or exceeds the regulations for the County's rental housing standards. All park rental houses are inspected and maintained with a focus on environmental stewardship and safety. All houses receive a comprehensive hazardous building materials survey, along with annual inspections and a long-range care plan is developed for each one.

Park rental homes are removed when they reach the end of their lifecycle. The Property Management fund is limited to what repairs can be supported by excess revenue. Any excess revenue is generally used to maintain a property in compliance with regulatory requirements such as lead-free certification for rental homes; this revenue is not adequate to perform larger projects such as roof replacements, foundation repairs, and major renovations. The park house inventory must be continually evaluated against the resources available to maintain the houses.

In FY08, six dilapidated residential properties were demolished. Two properties were removed from the Little Bennett Regional Park consistent with the recommendations of the approved master plan. The demolition of four buildings in Spencerville (formerly the Grauel Estate) is complete. The Commission acquired the 22+ acres, located in the Special Protection Area (SPA) of the Upper Paint Branch Watershed, in November 2007. The demolition site will become a meadow area and contribute to the health of the Upper Paint Branch SPA.

Historic Properties: Accessible ramps will be installed at Poole's General Store and House as a means to travel back and forth from the store to the residence. The Historic Preservation Commission approved the drawings on June 25, 2008. Also completed this summer was a lead-based paint abatement and re-painting of the exterior of the store and house. Drawings are underway to stabilize the Darby Store, located in Darnestown. The Darby House will be repainted and the roof will be repaired. In Silver Spring, Woodlawn Manor has undergone lead-based paint abatement and repainting.

Ancillary Buildings: Property Management is working closely with the tenants of several ancillary buildings to review the recent facility condition assessments and respond to community concerns. Currently in discussion are Maydale Nature Center, Westmoreland Hills, BCC Nursery, BCC Over-60's Counseling, and Ednor Park.

Wisconsin Place: A lease agreement is being negotiated with the developers of Wisconsin Place to lease the community center being constructed in that development. The Montgomery County Department of Recreation will operate the facility.



Challenges and Lessons Learned

Effective care of all of our assets requires applying industry standard practices, including a detailed inventory of assets, application of routine and preventative maintenance standards and practices, forecasted renovation and lifecycle replacement intervals, and budgeting and assignment of resources to do the work.

Our consultant's work to date indicates a backlog of more than \$10 million in deferred maintenance and replacement for just a relatively small portion of park assets. Many park facilities are nearing or over 50 years old and are beyond or reaching the end of their lifecycle. So the question becomes: in a time of shrinking resources, when use of our facilities continues to rise, how do we secure the funding necessary to ensure our popular amenities are safe, functional, and well-maintained for public use?

We must also be more thoughtful about how buildings and other infrastructure come into the system. Hundreds of acres of parkland are acquired annually, much of it with an existing structure that does not serve a mission-critical purpose.

In a time of shrinking resources, when use of our facilities continues to rise, how do we secure the funding necessary to ensure our popular amenities are safe, functional, and well-maintained for public use?

We need a more effective approach for managing our lease agreements. In the past, lease contracts were executed on a case-by-case basis, with most lease amounts falling well under market rates and lessee maintenance agreements falling well behind schedule. Leases need to be evaluated to determine the correct value and partners either need to be held accountable for their end of the agreement or released.

Looking Ahead

Additional planned improvements for Wheaton Riding Stables include removal of deteriorated fencing and regrading of the riding area near Glenallen Avenue, replacing footing in indoor arena with dust-free footing (a health concern for workers and park users), renovating an erosion-prone paddock, and constructing a waste containment facility. Improvements in structural integrity and fire prevention at Meadowbrook Stables are scheduled to be completed by fall 2009.

Property Management staff filed for the demolition permit for the house at Hillmead Neighborhood Park on June 11, 2008. The permit process and pre-demolition work are underway, and it is estimated that demolition will occur in approximately 1-2 months from now.

Future facility groups to be assessed include parking lots, athletic fields, stormwater facilities, office buildings, park rental houses, gazebos and picnic shelters, lakes and dams, restroom buildings, and historic buildings. As with the others, each assessment will identify the backlog of deferred maintenance and capital renewal, and provide recommended life cycle and ongoing maintenance programs.

We are forming a Facilities Management Division as an effort to further enhance our ability to manage our assets. This will consolidate the units of SmartParks, Property Management, and Athletic Field Maintenance. It will continue the evolution of SmartParks from a work order management system to a more valuable asset management tool to plan, budget, and track the care of our park facilities and infrastructure.

Partnerships, Volunteers and Grants

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

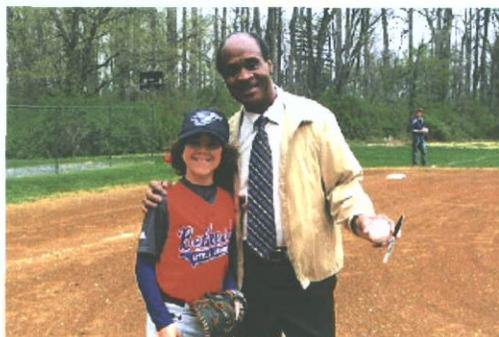
The Past Six Months

Partnerships: An official web presence was established in February 2008 to support the Public/Private Partnership process. This has streamlined the process by providing easier public access to the program's guidelines and application process.

The Public/Private Partnership Committee has approved a variety of partnerships including Dogtopia, Inc., a Bethesda-area pet store, to install five new mutt mitt waste bag dispensers in and around the following parks: Waverly-Schylkill Neighborhood Park, Viers Mill Local Park, Winding Creek Local Park, and an athletic field off Boiling Brook Parkway. The estimated value of this project is \$2,000. Dogtopia, Inc. will collect the waste three times weekly for a period of five years.

Development/management proposals have been received from potential partners at two park locations: South Germantown and Laytonia. These would be major facilities and are under review and evaluation.

Recently, the Public/Private Partnership Committee approved a partnership arrangement with The Bethesda Little League (BLL), the first little league in Montgomery County. In April 2008 the BLL had its first game at North Chevy Chase Local Park on Jones Bridge Road in Bethesda. An adopt-a-field agreement was executed for a one-year term, with two additional year options. BLL installed the following items: a six-foot chain link outfield fence; a solar powered, portable scoreboard; foul poles; a storage and/or concession shed; sponsor banners on the outfield fence; and a flagpole. The Department completed improvements to the field and bleachers, and provided signage to accommodate the partnership.



Grants and Donations: In FY08, the Department received grants and donations totaling \$2,360,217. The donations included \$508,099 from individuals, associations, corporations and

In FY08, a total of 62,363 volunteer hours were spent on park projects and staffing, up 5% over FY07. This equates to about \$1.2 million in added manpower for the department.

partners for commemorative gifts, greening projects, and other approved projects; \$20,170 for Non-Native Invasive Plant Removal from the Capital Crescent Coalition; and \$100,000 for the Pauline Betz Addie Center from the Montgomery County Tennis and Education Foundation. Grants brought in a total of \$1,852,118 including an additional grant award from the State Highway Administration for the Rock Creek Trail Hiker-Biker Bridge and a \$75,000 grant for floating docks at Black Hill Regional Park from the Waterway Improvement Program of the Department of Natural Resources.

In May 2008, the Department of Parks leveraged a \$100,000 donation from the Montgomery County Tennis and Education Foundation for the Cabin John Indoor Tennis facility. This donation paid for renaming the facility to the Pauline Betz Addie Tennis Center at Cabin John Regional Park, including all related signage, a commemorative 22-foot timeline of Addie's accomplishments, and the renaming event. The event attracted over 500 people to celebrate this honor with Pauline Betz Addie, including special guest Billie Jean King. The donation will also be used to cover the costs of a market study, a feasibility study to develop six new indoor tennis courts, and a facility plan.

Volunteer Services: Volunteer Services has finished another great year of leveraging park staff resources with outside volunteers. The Department has recently completed its first year of a new department-wide volunteer management software system. This system allows volunteers to register and receive training more easily and enables us to better monitor volunteer use in the parks. In FY08, a total of 62,363 volunteer hours were spent on park projects and staffing, up five percent over FY07. This equates to about \$1.2 million in added manpower for the department.

Challenges and Lessons Learned

Partnerships: Partnerships can be a valuable resource to leverage funding for park projects and services. But it is important to note that each partnership requires staff resources to collect, evaluate, develop, and implement. As we have learned, partnerships must always aim to balance the public benefit with the internal resources needed to sustain them. This lesson has taught us to be selective and more proactive about potential partnerships.

Grants and Donations: Grant and donation opportunities may become scarce as the federal, state, and local economies are constrained. The

declining housing market has severely affected funds available in Program Open Space funding, causing us to limit programming these funds and in some cases possibly deferring projects if this funding source is not restored. Sometimes, we find that partners or potential partners have received State grant funding on their own for projects that require a match from us, funding we do not have. This can create confusion, bad feeling, and misunderstanding. In some case we have been notified after the fact that a partner received such funding for an unapproved project on parkland, creating a dilemma for park management, the Commission, and elected officials.

Volunteer Services: The department is fortunate to have many friends groups and other organized groups that support our mission. Many are formally affiliated with our Department but there are some that are not. These groups perform a wide range of activities on behalf of the Department, but some of these functions are performed without the knowledge of the Department and are not sanctioned. We remain concerned about liability and well-meaning but erroneous incursions onto the public land. Staff is in the process of exploring ways to formalize these relationships to improve communication and control impact.



Looking Ahead

Partnerships: The public/private partnership program has been well received by the public and continues to receive an average of approximately two to three unsolicited partnership proposals each month. In the coming months, staff will explore the development of a corporate sponsorship program to support Park programs, services, and activities. Among the items that should be ready for Commission review in the next six months are another facility renaming proposal, a pavilion proposal, several curatorship projects, and other proposals.

Grants and Donations: The grants and donations program continues to grow and increase each year. The Department will increase its efforts and become more proactive in the pursuit of more and larger grant funds to support parks and park resources. We also intend to step up our contacts with State legislators to assure that any potential State grants are fully vetted before approval.

Volunteer Services: Volunteer Services will be working with staff to formalize existing partnerships with a variety of community-based organizations, like friends groups, to ensure their activities are approved, safe, and in support of Department objectives.



Urban Parks

Montgomery County is becoming more densely developed and new compact forms of growth are being encouraged. This changes the type of parks we are accustomed to producing and managing, and raises interesting questions about use and programming. To keep pace with this new vision, staff is developing the Countywide Urban Parks Plan (CUPP), which is projected for completion in FY09. Staff is scheduled to discuss the Plan Objectives, Outreach Strategy Recommendations, and Plan Schedule with the Planning Board this winter. This plan will reexamine and redefine the role of urban parks in community life.

The Past Six Months

Park staff has continued to work on framing a new vision for urban parks through studies of parks in community master plans and park concept plans. Ongoing studies include:

- White Flint Sector Plan
- Germantown Master Plan
- Wheaton Sector Plan
- Silver Spring Green Space Study, and
- Battery Lane Urban Park Concept Plan.

New studies underway include the Gaithersburg West Master Plan and the Takoma Crossroads Sector Plan.

Challenges and Lessons Learned

Four key issues have emerged from the CUPP process:

1. ***When should an open space in an urban area be “elevated” to a public park?*** Through work on master plans for White Flint and Germantown, staff has been able to develop recommendations for Planning Board review that identify which open spaces rise to the level of public parks based on their role in community life.
2. ***How are urban parks different?*** Staff continues to find that urban parks are spaces that are active, not dormant, and that contribute significantly to the life and character of the surrounding urban area. Each community’s needs are different; to be successful, each urban park should respond



to the needs of its users. For example, at Battery Lane, the community wants to focus on getting children outside and active, retaining the active play courts and improving the playground; while at Wall Park in White Flint, a more intergenerational park has been requested.

3. ***What is the best approach for managing urban parks?*** As centers of community life, urban parks are really “24/7” amenities. Management and maintenance of urban parks are critical issues and likely to impact how parks are designed and programmed. Through the Battery Lane Urban Park concept planning process, staff has met with park managers and the Bethesda Urban District to explore partnering with urban districts. Additional meetings with development staff, park managers, and urban district staff are ongoing to explore this topic and develop a possible template for partnership for other urban parks.
4. ***How do we plan for urban parks?*** The additional issue that has emerged is that the Parks “needs assessment data” attained through the Park, Recreation and Open Space (PROS) Plan doesn’t focus on smaller planning areas nor on the recreation and open space needs of urban populations. To address this concern, staff has begun to meet with staff of other urban jurisdictions to learn how urban park needs are assessed around the region and the country.

Looking Ahead

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



Staff will continue working on urban park recommendations for specific master, sector, and concept plans, with an emphasis on community outreach and investigation into lessons learned in other jurisdictions responsible for planning urban parks.

Athletic Fields

Thousands of people enjoy our 296 park athletic fields, and hundreds of organizations use them to offer a wide variety of recreational programs for players of all ages.

Close to 10 percent of our operating budget – almost \$9M in FY09 – is allocated to maintain our heavily used athletic fields. This includes mowing, lining, dragging, seeding, aerating, fertilizing, renovations, equipment and machinery, administration and permitting, police patrols, and utility costs. The high cost of maintaining these fields is largely due to the amount of use they receive. In FY08 our athletic fields saw more than 130,000 hours of permitted use.

Our challenge is to find the right balance between use and renovation to satisfy customer demands for higher levels of field time and field quality.

The Past Six Months

In June 2008, a new Athletic Field Use Permit Policy was adopted to establish an orderly and fair procedure for the reserving and using park athletic fields. New guidelines for rest and renovation were introduced to better balance the high level of use with the maintenance, renovation, and rest necessary to protect long-term playability and ensure user safety. Almost constant maintenance is necessary to keep our fields in acceptable condition.

Our new Athletic Field Inspection and Evaluation (AFIE) program kicked off in August as promised. The AFIE program provides for regular, standardized inspection of all fields returning to play from the annual turf renovation program (typically 10-12 fields per year). After renovation these fields should be in the best condition possible and will therefore provide a solid baseline against which to measure the rest of our inventory. Each field will be evaluated at the time it is closed (prior to renovation) for comparison purposes, and then regular inspections begin the following year when the field is returned to play.

Evaluations are a combination of visual inspection, mechanical measurements, and photographic cataloging. The evaluation categories include turf coverage, wear patterns, field depressions, and soil compaction. Twenty-one fields were evaluated in August 2008: 12 were fields closing for renovation and the remaining nine were being



...cards ask field users to rate their satisfaction with the fields, the reservation process, and customer service. Results to-date show that 91 percent were satisfied with the location of the fields they received, 90 percent with the safety of those fields, 74 percent with the condition of the fields, and 67 percent with the quality of fields they received.

returned to play. The data collected from these evaluations will help staff determine the effects of current use levels and see if current or increased levels of field maintenance can really have an impact.

Park staff recently proposed a change to hourly fees for athletic fields to offset increasing maintenance and utilities costs, generate additional funds to improve field quality, discourage use violations by larger organizations, make field time available to new groups, and bring Park fees in line with other jurisdictions. The increase in user fees should also satisfy the Council's request for a \$100,000 offset in the FY09 Department of Parks budget. The Planning Board should render their decision in October 2008.

As part of the AFIE program, field users were sent a survey card with the traditional Permit Office mailing in August. The response rate to-date is four percent. These cards ask field users to rate their satisfaction with the fields, the reservation process, and customer service. Results to-date show that 91 percent were satisfied with the location of the fields they received, 90 percent with the safety of those fields, 74 percent with the condition of the fields, and 67 percent with the quality of fields they received.

The application process was ranked excellent by less than half of the respondents; clearly this is an area for improvement. Permit staff, however, were rated excellent in both courtesy and helpfulness by 92 percent and 89 percent of respondents respectively.

Two synthetic turf fields are planned at Fairland Regional Park and Montgomery Blair High School. Both projects are currently in the design phase. Staff is working closely with the Montgomery County Department of Permitting Services to develop innovative, lower-impact stormwater management solutions that are environmentally sound and will save project costs. A Memorandum of Understanding that provides for additional community use of the Montgomery Blair field is being developed and will need to be agreed upon by the Planning Board and the Board of Education prior to construction of the field. Synthetic turf fields were recently installed at the SoccerPlex by our partner, Discovery, in the South Germantown Recreational Park and these fields were an instant success.

Challenges and Lessons Learned

The cost of utilities, supplies, and materials is continuing to increase, requiring more resources from an operating budget already stretched

thin due to the FY09 budget cuts. Should the hourly field fees be approved by the Planning Board, we will generate additional revenue to help offset these increases. However, as money grows tighter, we may see a decline in permitted field activity as a result of the fee increase. Given that \$100,000 is required as a general offset for our FY09 budget, the additional revenue generated may be insignificant when weighed against the alarming 10 to 40 percent increases in the costs of supplies and materials for field maintenance.

It is important to note that overuse is a very real problem. With the kind of use our fields see, additional resources may not ultimately have any measurable impact on field quality. The AFIE program will help us answer that question. In the meantime, however, we should explore alternatives, such as introducing artificial turf fields, removing field overlays, or constructing new fields in the County.



According to a business case recently produced by Montgomery County Public Schools, "Artificial turf fields provide the functional equivalent of six natural grass fields. Over a ten-year time span, the cost of installing a high quality artificial grass infill surface is similar to the cost of installing and properly maintaining a natural grass surface. Considering that a single artificial grass infill surface provides the equivalent level of usage and opportunity a six natural grass fields, the savings are immediate and significant over the ten-year life of the field." As overuse continues to be an issue, we want to move forward now with our two selected park fields at Blair and Fairland.

Looking Ahead

The Permit Office is streamlining the application and reservation processes for athletic fields. By January 1, we hope to be able to reduce permit paperwork considerably by improving online functions and issuing electronic field permits. Should the Planning Board approve the new hourly field fees, these processes will be altered to accommodate the new fee structure in time for the 2009 spring/summer season. Athletic field surveys will continue to be sent with each seasonal mailing and the data will be reviewed, analyzed, and used to improve permitting processes and identify areas for field improvement. The AFIE program will continue as planned, with the

next round of inspections for our nine recently renovated fields occurring in November 2008.

Our goal for the installing the synthetic turf fields is to increase field availability at a lower cost and secure funding to install these fields as soon as possible.

We intend to begin more concentrated discussions on how to manage the increasing demand for athletic fields with all stakeholders, including staff, user groups, and policy-makers to identify a common, long-term vision. A field user forum will be scheduled in coordination with appropriate stakeholders to begin this dialogue.



Enterprise Facilities

Enterprise facilities, programs, and activities continue to be extremely popular, tracking close to one million visitors in FY08. From ice-skating classes and tennis clinics to summer camps and miniature train rides, these facilities provide an assortment of affordable recreational activities and valuable programs for communities in Montgomery County.

Even with the success of its new initiatives and programs, however, the Division continues to see expenditures outpace revenue growth. Though many facilities are able to cover operating expenses, it remains clear that user fees cannot also cover debt service, increasing utility costs, and the capital reinvestment needed to sustain or upgrade these services.

The Past Six Months

ParkPASS, the Department's online program and class registration system, managed by the Enterprise Division, now serves all 14 Enterprise facilities, our four nature centers, and Development Review's information counter. Individual special events and programs offered by other internal divisions and offices have also taken advantage of the quick and easy online registration system throughout the year. This system is also used to send online updates and notices to ParkPASS account holders and track facility finances. The overall number of ParkPASS accounts now tops 36,000, up 36 percent over last year.

We were able to successfully leverage a \$100,000 grant to rename the Cabin John Indoor Tennis Center and develop a plan to expand the number of courts. In partnership with the donors – the MCTA and the USTA – we hosted a very successful renaming ceremony on May 1, 2008, which was attended by Billie Jean King, as well as many local celebrities, politicians, and patrons. More than 500 people were present to celebrate the new Pauline Betz Addie Tennis Center at Cabin John Regional Park and honor one of the sport's greatest female athletes. These courts were recently resurfaced with some help from Program Open Space funding (they had not been resurfaced since their installation in 1971). As a requirement of our grant, an independent market analysis study was recently completed



Every single seasonal park venue including the trains, carousel, campground, and boating operations, experienced an increase in revenue from four percent to 35 percent over last summer.

to determine the potential future demand for additional courts for the Pauline Betz Addie Tennis Center. The findings will be reported to the Planning Board in the fall.

New dasher boards were installed in the Cabin John Ice Rink's NHL rink. The old dasher boards, installed in 1991, will replace the older dasher boards at the Wheaton Outdoor rink. This will improve the appearance at both rinks.

This summer, the Division offered a variety of summer programs including camps, tennis lessons, and ice skating lessons. Every single seasonal park venue including the trains, carousel, campground, and boating operations experienced an increase in revenue from four percent to 35 percent over last summer. To improve service to the almost 90,000 patrons it serves, a new train engine rolled into Wheaton Regional Park.

Attendance at the successful women's weekend retreat at Rockwood Manor was up seven percent over last year. In all, 214 women have attended these retreats. Revenues were also up, 28 percent over last year.

The Enterprise Fund Task Force Report was presented to the Planning Board in September for their review and comment. A memo and presentation outlining the Task Force Findings and the Department's recommendations are now being prepared for the County Council.

To help control utility costs, the Enterprise Division is working with an energy consultant to review its largest utility users, the ice rinks, and the indoor tennis facilities to identify cost-saving opportunities. Several of the consultant's recommendations have already been implemented and others are in process.

Challenges and Lessons Learned

In FY08, the Enterprise Fund had a deficit of \$600,000, due primarily to closing the Wheaton Indoor Tennis facility for the whole year and the Pauline Betz Addie Tennis Center for five months, along with skyrocketing utility costs. Enterprise reserves are below required levels and the Enterprise Fund is projecting a loss in FY09 as well.

The Task Force on the Enterprise Fund supports amending the Fund policy to fund all capital costs and debt service from tax receipts, but maintain the current accounting model. This one amendment would allow the Enterprise Fund to reach its reserve requirement and perform much needed deferred maintenance on our facilities.

The Enterprise Division has already begun to implement changes in our policies, personnel, and programs to improve the financial outcome of our operations. Changes to facility management and programming structure are being implemented to maximize revenue while continuing to provide outstanding, affordable activities and programs for our patrons. Our new programs have been well received, and additional programming is being created to maximize revenue and *increase attendance at Enterprise facilities.*

These changes are likely to increase operating efficiencies and profitability, but the reality remains: user fees alone cannot also cover debt service, increasing utility costs, and capital projects. We are fortunate that the Enterprise Fund policy of complete sustainability did in fact work for a while under a very unique set of circumstances; it is time to accept that this policy is no longer viable.

Looking Ahead

The Enterprise team will continue to identify and act on opportunities to increase use, awareness, and market share in the coming months and years. Greater attention will be paid to developing and adhering to a business model for facility operations, balanced with the continuing need to provide affordable recreational opportunities for our customers.

The new Wheaton Indoor Tennis facility will be completed in November after a closure of 17 months. The grand re-opening will take place shortly thereafter, and we will work with the Montgomery County Tennis Association, County government, and other involved stakeholders to program and market this newly renovated, air conditioned facility.

The splash playground is extremely popular and at times is filled to capacity, causing us to turn away patrons, while the two 18-hole mini golf courses next door are underutilized. We hope to better use the limited space we have at this facility by eliminating one of the mini-golf courses and expanding the more popular splash playground. We are also exploring the possibility of making the mini-golf course an easier, putt-putt type course rather than the fairly difficult championship level course it is now; this would make the golf course more attractive to the captive audience currently visiting the splash park and likely have a significant impact on attendance and revenue.



The event centers are wonderful venues for gatherings of up to 120 people, and Rockwood Manor is one of our more popular sites. We believe by expanding a section of Rockwood to include a larger room for receptions (perhaps with a dance floor), we would be able to attract even more social events to this site. But this would require a significant investment of funds, so no decision has yet been made to move forward.

Woodlawn Manor is a historic home and suitable for gatherings of 15-20 people. Almost all patrons rent a tent and have outdoor functions.



A permanent outdoor tent pad would ensure our patrons a stable, dry location to hold a tented function, thereby making Woodlawn more appealing as a rental location and generating additional revenue.

In the next six months, we will also be working with a new vendor, Biz Bash, to market our event centers to businesses in the Washington area for meetings and events. This effort includes a premium website listing as well as advertising in their magazine, which is sent to 1,200 event planners in the area. We hope to tap into this business niche market to increase our patronage and

exposure. Corporate sponsorship opportunities for all facilities are also being explored.

The Enterprise Division continues to provide a variety of popular, fun, and educational activities and programs for our citizens. The challenge remains to provide these unique revenue producing programs in an economically depressed climate. The upcoming discussion on administering the Enterprise Fund will have significant impact on the opportunities we will be able to provide to Montgomery County citizens in the future.

Trails

There are currently more than 200 miles of paved and natural surface trails in our park system. Our paved trails offer all patrons safe and *convenient access to the natural environment* where they can enjoy a wide variety of activities such as hiking, biking, walking, running, and bird watching. Paved trails also provide scenic, accessible connections to recreation facilities and urban areas, as well as a green commuting alternative to driving. Our extensive network of natural surface trails allows for improved stewardship and interpretation of our natural and cultural resources, and provides patrons with an opportunity to more closely connect with nature. Strollers, skaters, bicycles, wheelchairs, horses, walkers, leashed pets – all share the trails during daylight hours.



The Past Six Months

Between May and July 2008, more than 600 emails, pro and con, were received concerning the safety improvements made on the Montgomery Parks portion of the Capital Crescent Trail (CCT). These improvements were primarily marking lane separations, developing signage and printed materials for all users, and installing a 15 mph speed limit on our Maryland section to match the 15 mph limit on the D.C. portion of the trail. These safety improvements were highly publicized and made in collaboration with the Coalition for the Capital Crescent Trail. They garnered both strong criticism from elements of the bicycling community and a show of support from other user groups, and the Coalition hosted a well-attended public forum for discussion. A trail safety brochure was created to educate all users on proper use of the trail, and is being handed out by park staff and Park Police.

The Park Police received a Pedestrian Safety Grant from the Maryland Highway Safety Office that will provide for 80 hours of overtime enforcement at trail/roadway intersections. A portion of this grant will be used for enforcement throughout the Park system, but the majority of the funds will be used to address continuing safety concerns along the CCT.

The project to pave the trail connector between Little Falls Trail and the CCT was recently completed. A number of repairs identified in the Infrastructure Condition Assessment report for the Sligo Creek Trail

We have discovered that mixed-use trails are a good idea in areas of low use, but problematic when congested.

from New Hampshire Avenue to University Boulevard were completed, and efforts to address the remaining repairs on hard surface trails continue as funding allows.

There are a number of other trail projects currently in progress. The construction of the Matthew Henson Trail continues and sections will soon be made available to users and bicycle commuters. Park staff hopes to host an opening event for the full trail in May 2009. The natural surface trail projects in process include:

Constructing a new 70-foot bridge at Hoyles Mill Road with 100 feet of boardwalk for the Hoyles Mill Trail, scheduled for completion in November

2. Developing four gravel parking lots in Little Bennett Regional Park per master plan recommendations, scheduled to be completed in September
3. Continuing trail construction on the Muddy Branch Greenway in Blockhouse Point Conservation Park.

Challenges and Lessons Learned

Our Trail Crew and Park Managers are taking additional steps to educate and improve the experience of the trail users. We hope to use the lessons learned from the CCT experience and apply these to our other heavily used trails. We have discovered that mixed-use trails are a good idea in areas of low use, but problematic when congested. We expect additional demand for trails dedicated solely to bicycle commuter use will increase.

How to deal with speed violations on trails is a challenge throughout the country. The Park Police are actively investigating the most cost-effective and efficient method for speed monitoring and control on the CCT and other trails throughout the County. Small pole-mounted speed displays are being considered for rider awareness and to combat the absence of a requirement to have speedometers on bicycles. Staff is reviewing trail safety and "Share the Trail" programs from around the region to identify other innovative ways to deal with multiple user groups and mitigate user conflicts.

The Infrastructure Condition Assessment project has quantified the backlog of trail maintenance and repairs. Hard surface trails were estimated to have more than \$5,000,000 in deferred maintenance and replacement needs, with a current replacement value of \$29,000,000.

We now have a better understanding of the gaps in funding and staffing to adequately maintain our trail system.

Looking Ahead

A comprehensive study of the safety and management of the Capital Crescent Trail has been ordered, and the final report should be completed soon. Once received, Park staff will review the report, share it with interested parties, and begin to implement recommendations as appropriate.

As a result of a constituent inquiry, we are developing permits for bicycle commuters whose travel on park trails may extend into periods before or after sunset, when park use is generally prohibited. This is particularly important as the daylight hours grow shorter in the autumn, and will provide notice to Park Police and park managers that the permit holder has a valid reason to be in those parks outside of operating hours. This new permit system will be ready shortly.

Future projects for natural surface trails will include the Muddy Branch Greenway Trail Bridge and a 70-foot Continental Steel Bridge in Blockhouse Conservation Park.

Future CIP and operating budgets must begin to bridge the gap in resources to improve the condition of the older trails and provide the ongoing maintenance necessary to increase the life and safety of our hard surface trails. They are among the most popular of park features.



Green Management

The Department of Parks remains dedicated to finding sustainable, green practices that improve operational efficiencies while reducing impact on the beautiful, natural spaces we are pledged to protect. In particular, we are focusing on recycling, energy consumption measures, and fleet and fuel efficiencies.

In 2003, a comprehensive energy management system was implemented and internal recycling practices were expanded. We



are closely monitoring energy use in all facilities and buildings, and are introducing environmentally friendly, cost-saving measures wherever possible. We continue to facilitate and encourage proper trash and recycling practices in all parks. We are also taking steps to improve fleet and fuel efficiencies and reduce the Department's carbon footprint.

Green management practices are becoming more and more a part of the way Montgomery Parks does business.

Recycling

The Past Six Months

The Department has continued to expand its recycling program. Close to 50 percent of all trash containers now have adjacent recycling containers, up from 20 percent six months ago. All athletic fields and vending areas at nine regional and recreational parks – Wheaton, Cabin John, Martin Luther King, Jr., South Germantown, Olney Manor, Fairland, Ridge Road, Damascus, and Ovid Hazen Wells – have now been equipped with recycling containers.

Challenges and Lessons Learned

According to some of our park managers, separate recycling containers are actually being used for the purposes intended in many areas, an improvement over a similar attempt to install such containers years ago. Comingling of trash remains an issue in some areas, but it appears trash separation is much more familiar to users today.

Looking Ahead

The Department hopes to expand the recycling program in FY10 and FY11. The establishment of improved employee awareness

and participation programs is also planned for next year. Special event permits are being revised to require user groups to obtain recycling containers for their activities, which park staff will help to administer. The next phase of the recycling program is to install recycling containers adjacent to trash cans at all local and recreational park locations. *This expansion is, of course, dependent upon having the necessary resources, so the rollout may experience some delay.* Regardless of the extent of the rollout, the public education campaign to promote usage will be an important factor in the success of this program.

Energy Consumption

The Past Six Months

Staff is implementing a number of cost and energy saving measures in lighting. Five recreational facilities and parking areas have been retrofitted with T-5 lighting. These bulbs are roughly three to four times more effective than a standard fluorescent bulb of similar wattage. *Automatic time clocks have been installed at all athletic fields* and motion sensors have been installed in all park facilities. LED bulbs have been installed at all maintenance yards that were scheduled for improvements this year. The Department will be installing solar lights at Black Hill. These improvements are expected to generate about a 50 percent reduction in lighting-related energy consumption. *Replacement of low efficiency HVAC systems with high efficiency systems has been completed at Shady Grove, Sligo Creek/Dennis, Owens Park, and Olney Manor Park.* Water conservation measures such as the installation of waterless toilets and low-flow water fixtures have been completed at several rental facilities.

Challenges and Lessons Learned

The Department will begin calculating energy savings from all sources on a semi-annual basis, instead of on an annual basis, to allow for more up-to-date assessments of improvement efforts. Although a contractual arrangement for an energy consultant has been very successful, Parks should consider making this a full-time responsibility to achieve optimal energy savings.

Looking Ahead

Better water conservation is next. We are committed to expanding water conservation programs in regional parks and maintenance yards and implementing energy retrofitting programs Countywide. HVAC

These improvements are expected to generate about a 50 percent reduction in lighting-related energy consumption.

systems will be replaced at Black Hill, Agricultural History Farm Park, and Seneca Lodge. Continuous evaluation of green management practices is critical. We are undertaking a number of studies to assess the “heat island effect” of major buildings to determine appropriate actions (white roofs, solar panels, etc.), to identify steps to meet LEED Silver Certification for existing buildings, and to explore the possibilities of using rain water (run-off) for land irrigation and other uses.

Fleet and Fuel Efficiencies

The Past Six Months

In an effort to decrease its carbon footprint, the Department has increased bio-diesel usage from 34 percent to 62 percent over the past six months. Biodiesel fuel is a clean burning alternative fuel that comes from 100 percent renewable resources. Biodiesel is biodegradable and non-toxic, and is usually blended with petroleum and other fuels. The Department was able to resolve a number of issues affecting use, including change in viscosity in cold weather and ensuring that car manufacturer warranties would still be enforceable.

We are conducting quarterly assessments of vehicle use and mileage to determine opportunities for cost savings and greater efficiencies. In addition, Central Administrative Services initiated a pilot program using “zip cars” to replace Commission-owned vehicles. The Department will be reviewing the results of this program and will review other alternatives to reduce the fleet.

The Department purchased 10 hybrid vehicles and participated in Montgomery County’s Fleet Emissions Reduction Study (emissions reduction directly affects energy reduction). Fuel conservation tips have been distributed to division chiefs for dissemination to staff. A Fleet Green Technology Study was commissioned by the Department to ascertain our carbon footprint and make further recommendations to make the fleet more efficient and green.

Challenges and Lessons Learned

The Department will need to increase funding for biodiesel to cover the higher cost fuel (the cost of biodiesel is more expensive than regular fuel by about \$.10-\$.15 per gallon). The use of biodiesel fuel also requires increased maintenance for diesel engines, fuel tanks, and fueling equipment.

We are currently reviewing the Fleet Green study to determine areas of applicability and how best to implement recommendations. The Department will need to be strategic in its decision-making, as there is currently limited funding to replace aging diesel powered vehicles and equipment that have the highest emissions.

Looking Ahead

The Department is projecting 100 percent biodiesel use for all diesel vehicles by the end of FY09 and is working with distributors to arrange delivery of small quantities of biodiesel as needed.

Using annual mileage statistics, we will make decisions on fleet reduction. Any future fleet purchases will be approved by senior management only with appropriate justification. A cost-benefit analysis will be done to determine if the “zip car” program should be adopted at some locations.

The Department is replacing vehicles with hybrids and other alternative fueled vehicles as they become more available. We will continue to study and implement Fleet Green Study recommendations, as appropriate.



Cultural Resources

The Department is responsible for the stewardship of 157 historical and archaeological resources within parks. We are beginning to make progress on priority sites, many of which had been at risk of “demolition by neglect.” The Adopted FY09-14 CIP approved an increase in the level-of-effort project “Restoration of Historic Structures,” which has helped jump start much needed restorations and improvements.

The Past Six Months

A museum manager was recently hired to guide interpretation and manage the large corps of volunteer trail guides and docents who provide educational programs at Oakley Cabin, the Underground Railroad Experience Trail, the Josiah Henson Site, and the Bussard Farmstead. The cultural resources team has also increased the Department’s knowledge base of its historic holdings, establishing construction dates of five buildings through dendrochronology, conducting research at archives using primary resources, building our oral history library, and developing complex historic themes for interpretation. Key accomplishments include the completion of the Historic Structures Report for the Josiah Henson Site



and the establishment of the Josiah Henson Site Advisory Committee. Staff wrote and presented several tours of the Henson site, welcoming 1,000 visitors to the site in this six-month period.

The archaeology program created a new, self-guided Blockhouse Point brochure in July 2008, targeting national Civil War heritage tourists. The number of archaeology program summer campers continues to increase (a 21 percent increase in summer campers overall with a 91 percent increase in those attending aftercare) while the number of high school archaeology club programs remains strong at 54 sessions per year.

Cultural resources efficiencies are very high, and we benefit greatly from 879 volunteer hours for our interpretive program and 8,200 volunteer hours for our archaeology program annually. The total gain of 9,079 hours of annual volunteer work equals 4.41 work years in annual savings. We are pursuing other efficiencies by employing high school students in the Montgomery County Conservation Corps to do the current restoration of the Kingsley School.

Challenges and Lessons Learned

One challenge in implementing our program is the lack of specialized in-house services for historic rehabilitation. The Department does not currently have a career preservation architect, a dedicated project manager for historic sites, or a historian. At present, the Commission routinely retains the services of large-scale architecture and engineering firms – generalists – but these firms lack the skills required of historic rehabilitation projects and we have had problems. The lesson learned is to find the specialist from the start, not insist that the generalist find the specialist. Though progress will certainly be made with use of contractors and the limited in-house resources we have, it will continue to be slow, and many sites will remain at risk of “demolition by neglect.”

Looking Ahead

As we move ahead, our primary goal is to reduce the number of vacant historic buildings by developing interpretive programs, including some that generate revenue. These programs will either be managed by Parks or through partnership with external groups who can provide rehabilitation funds and good ideas for adaptive reuse (Red Door Store, Darby House and Store, Joseph White, and Brainard Warner). More sites also will be interpreted through archaeology (Josiah Henson, the Paint Branch Valley) since they offer significant opportunities for interpretation in slavery, the Civil War, and milling history. The overall focus will be on implementing the plans and projects scheduled in the Restoration of Historic Structures PDF in the Capital Improvement Program budget.

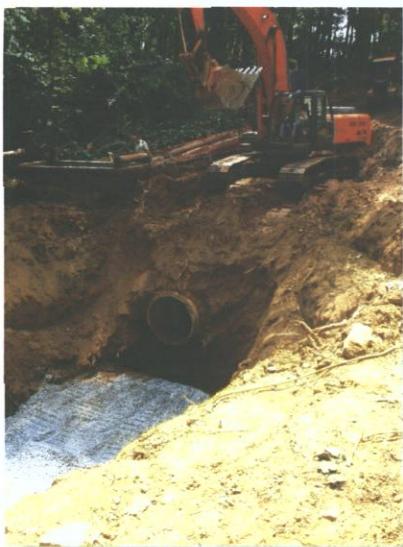
We will also be expanding our interpretive programming at the Josiah Henson site and at Little Bennett Park (Ziegler Log house, Kingsley School, Wims Baseball Field). We will be preparing outreach kits for public, private, and home school students. Various revenue-generating programs will be implemented in stages beginning in FY10 and FY11 and could include reasonable entrance fees at some sites, Girl and Boy Scout badge programs, curriculum-based field trips, in-service teacher workshops, archaeological mystery digs, farmers’ markets, and movie nights.



Emergency Response

The Department of Parks continues to provide a timely and systematic approach to respond to a variety of emergency situations. The incidents we handle range from storm damage to incidents that can potentially disrupt safety in the communities. Coordination and communication among divisions and other County agencies have been key to the success of our efforts.

The Past Six Months



Both Tropical Storm Hanna and the WSSC water main break in Rock Creek Regional Park required emergency response from Park staff in the past six months. There were also several other water main breaks affecting various parks. Staff response to emergencies continues to be fine-tuned, improving our ability to prepare for potential emergencies, respond quickly in a more coordinated fashion, and mitigate possible impacts.

To ensure a clear line of communication with the Montgomery County Emergency Management Group (EMG), the Park Police Chief was selected as the primary point of contact for the Department of Parks for all future disasters and emergencies. This representation in the group has increased the flow of information back to the Department during critical incidents. Participation in the EMG also provides real-time planning, coordination, and delivery of service for our patrons, staff, and County residents during an event.

We are pleased to report Parks has completed the final phase of the MDE-approved rehabilitation program for Lake Needwood. We also completed installation of the remote monitoring system, which allows conditions at the site to be monitored online. This project has drawn a great deal of media attention. In fact, our Department's response has become the model for effective emergency response on a national level, highlighted in a September 2006 presentation by MDE to the National Conference of the Association of State Dam Safety Officials (ASDSO); a June 2007 joint presentation by M-NCPPC, URS, and MDE to the ASDSO Northeast Regional Conference, an April 2008 joint paper at the United States Society of Dams (USSD) conference; and a June 2008 article in the ASDSO Journal of Dam Safety. This is a very high honor and a real credit to Park engineering, maintenance, police, and management staff.

Significant improvement has been achieved in the communication between Montgomery County Police and Park Police. The Park Police access to the Montgomery County Emergency Communications Computer Aided Dispatch (MCECC CAD) system has been expanded to allow the Park Police to view and acknowledge all active and pending emergency calls in the 911 system. It also allows for console to console communication between telecommunications technicians and supervisors in both agencies. In the past, Park Police did not have access to live active calls for service or any pending calls that could be related to M-NCPPC property. This step toward improving communication will allow the Park Police to actively monitor all calls for service in the MCECC CAD, both police and fire, for incidents involving the M-NCPPC. The Park Police Command staff are now included in the MCP Command Staff Notification system so police leaders from around the County are aware of emerging incidents that may need the resources of our various Public Safety agencies.

The Park Police continue to ensure we have a very safe park system, and have developed a strong record in catching and identifying those who cause damage or otherwise behave in a criminal fashion within our parks. They continue to implement the management recommendations in the Office of Legislative Oversight (OLO) report, adjusting schedules, moving officers to the street, and keeping a small part of the very effective park ranger program going in spite of a lack of funding this year.

Challenges and Lessons Learned

After the Lake Needwood dam incident highlighted the need for a more formal internal crisis response procedure, we made internal and external changes. For example, park staff are now better aware of the operation and maintenance of Lake Needwood as a flood control device and have developed a system for monitoring performance and coordinating between county departments when issues arise. We now use an incident command system with clear lines of communication for each event on parkland. Determining who is notified when and by whom in advance of potential disasters or emergencies has made a significant difference in the Department of Park's ability to respond quickly, appropriately and collaboratively to crises.

Looking Ahead

The Park Police leadership will continue to work with their peers at MCP to build on the recent successes and evaluate any difficulties

Determining who is notified when and by whom in advance of potential disasters or emergencies has made a significant difference in the Department of Park's ability to respond quickly, appropriately and collaboratively to crises.

encountered, so that Parks Department patrons, staff, and citizens continue to benefit from the collaboration between the County's two professional and unique law enforcement agencies.

The Department of Parks continues to refine all systems to address a variety of emergency responses and coordinate with other state and local agencies in an effort to keep the citizens of Montgomery County safe. While we are proud to be at the forefront of emergency response on a national level, staff will continue to seek ways to improve our preparation and response in anticipation of future emergencies.



Capital Improvements Program

On May 22nd, the Council approved the Parks FY09-14 CIP in the amount of \$196M for both the acquisition and development programs over the next six years. We are very appreciative of the Council's support. The Parks CIP was based on four priority goals:

- Maintenance of existing facilities and infrastructure
- Preservation of historic and cultural resources
- Acquisition and stewardship of land and natural resources
- Meeting demand for recreational facilities and open spaces

The Past Six Months

Acquisitions

Between April 1, 2008, and September 30, 2008, more than 100 acres were added to the park system. The acreage was added by direct purchases as well as dedication through the development review process. The parks enlarged or created by these acquisitions include Serpentine Barrens Conservation Park (South Unit), Fairland Recreational Park, Capitol View Park Open Space, Upper Paint Branch Stream Valley Park, Great Seneca Stream Valley Park (Unit 9), Arora Hills Local Park, Magruder Branch Stream Valley Park (Unit 2), South Germantown Recreational Park, and Woodstock Equestrian Park. Pending contracts to purchase land include lands at Piedmont Crossing Local Park, Upper Paint Branch Stream Valley Park, Tilden Woods Stream Valley Park, and ALARF acquisition for road right-of-way near the intersection of Bel Pre and Homecrest Roads.

Developer-Built Parks and Partnerships

The Department accepted the developer-provided Arora Hills Local Park for maintenance and operation. We continue to work with the developer for the Dowden's Ordinary Historic Park in Clarksburg. Additionally, a number of smaller partnership projects are underway, such as Linda Weiner Memorial on the Capital Crescent Trail, Red Wiggler Farm, and a Tai Chi Court. Larger partnerships under review include proposals for the Laytonia Recreational Park Baseball facility and South Germantown Tennis facility. The Department continues to work closely with tenant/partners at Second Chance Wildlife Center at the Carson Farm Park and the Montgomery County Historical Society at the Waters House Barn to plan and coordinate potential capital projects to improve their facilities. Both tenants are seeking, but have not secured, capital funding for their projects.

Between April 1, 2008, and September 30, 2008, more than 100 acres were added to the park system.

Local Park CIP Projects

Staff continues to work on a number of local parks at various stages of detailed design or construction to renovate or expand existing facilities.

Construction began in July 2008 on the renovation for Broad Acres Local Park, adjacent to Broad Acres Elementary School, and is 25 percent complete, including sediment controls, tree clearing, construction of new concrete steps, grading of the new soccer field and installation of infiltration trenches. When complete, the park will include a multi-use court, a multi-purpose field that replaces one of the existing softball fields, trails, landscaping, and a new entrance. The park is expected to be officially dedicated in June 2009.

Trail CIP Projects

Construction is partially complete for the Matthew Henson Hiker-Biker Trail project, which includes approximately four miles of hard surface trail from Alderton Road to the Rock Creek Hiker-Biker Trail in Winding Creek Local Park. Approximately two miles of trail from Alderton Road to Georgia Avenue have been completed. The remaining trail construction is scheduled to be completed in December 2008, including the trail crossing at Veirs Mill Road that is being constructed by the Maryland State Highway Administration.



Non-Local CIP Projects

Three regional CIP projects of note are completed or nearing completion.

A facility plan for the entrance renovation at Brookside Gardens was approved by the Planning Board in July 2008. This project is Phase 1 of the master plan for the gardens, which was approved in March 2005. The approved plan includes narrowing the entrance paving to reduce unnecessary impervious surface and replacing it with decorative pervious paving, incorporating public art into the entrance and signage, providing a gatehouse with a green roof, planting displays, rain gardens, deer control, and improving the pedestrian access and entrance with a new gate, boardwalk, and a nearby garden gazebo.

The outer fabric installation for the Wheaton Regional Park Indoor Tennis Facility has been completed. The inner liner will be completed

in mid-September, with site work to follow. The HVAC units have been installed and the HVAC ductwork and lighting installation are scheduled to be completed by the end of October 2008, allowing the facility to be reopened for use in December.

The irrigation system and sewer line construction is well underway for the utilities upgrade at the Pope Farm Nursery and is anticipated to be completed in November 2008. The Pope Farm, approximately 50 acres of farmland, is used as nursery for the Parks Department. Upon completion, the facility will have an automatic irrigation system to provide better quality plant materials for the parks.



Special Projects

ICC Project: Staff continues to be involved in over-the-shoulder review of ICC roadway plans, as well as in all aspects of Environmental Stewardship, Community Stewardship, and Compensatory Mitigation (ES/CS/CM) projects. The Department of Parks and the Planning Department continue to work together, pooling resources to ensure that projects are effectively and efficiently reviewed by personnel with the appropriate technical expertise. The SHA contractor acting as the M-NCPPC Ecological Project Monitor was reassigned to a different project, leaving the Commission with a resource shortage. While searching for a replacement, existing staff have prioritized assignments and accepted additional responsibilities until the position is filled.

Staff involvement in the design-build process over the past six months include reviewing and commenting on Contracts A and C roadway design plans, attending various weekly and monthly task force meetings with the design teams, Special Protection Area meetings, inspections of construction sites adjacent to parkland, field visits with the Contract A design team and SHA design reviewers to discuss aesthetic and environmental aspects of the roadway, and providing the Planning Board with regular updates.

In addition to ICC roadway activities, staff is engaged in many other ICC-related activities including review and coordination of ES/CS/CM projects, leading the Non-Native Invasive Species Task Force that investigates options for controlling invasives along the ICC-forest edge, and identifying locations in parkland for constructing new vernal pools to replace vernal pools impacted by the ICC.



The Department of Parks provided review and input into the ICC Limited Functional Master Plan Amendment – Bikeways and Interchanges, as the various alignments under consideration passed through sensitive areas of parkland. Parks will study the park trail connection in Paint Branch as a high priority trail corridor study to determine feasibility, detailed alignment, and surface type.

Woodstock Equestrian Park: Design for Phase II of development is well underway. Phase II facilities consist of an outdoor riding ring with fencing, all-weather footing, lighting, expanded parking areas, a cross country or eventing course, new and enhanced circulation routes for both riders and vehicles, rehabilitation of the historic tenant house for use as an office, rehabilitation of the frame farm outbuildings for storage of materials and maintenance equipment, utilities, wayfinding and interpretive signage, and landscape planting. A working group of representatives from local equestrian user groups has been convened to help inform and define the development program. Review by the Historic Preservation Commission, Stormwater Management Concept approval by MCDPS, and an updated Forest Conservation Plan are required before the Facility Plan can be reviewed and approved by the Planning Board. The Facility Plan will be brought to the Planning Board in December of 2008.

Challenges and Lessons Learned

Local and Urban Parks: Many of our local and urban parks are old, and it is necessary to review the entire park considering changing needs and demographics, resources available for maintenance, and community desires. Replacing a park's individual components is often not the solution. The recent communications received about the condition of Woodside Urban Park in Silver Spring are common, expressing dissatisfaction with deterioration of facilities in the park that have passed their lifecycle and unhappiness with the overall state of the park. The playground at Woodside Park is scheduled for renovation in FY 10, and a comprehensive look at the park is on the candidate list for the facility planning project in the six year CIP. Unfortunately, due to available resources, that schedule is well behind a desired timeframe from both the perspective of the Department and the community. Woodside is an example of one of our older parks that has reached the end of its lifecycle but is languishing in the outyears of the CIP. It is one of many that will need to be brought forward and reprioritized.

Park Projects Built by Outside Entities: Projects built by outside entities, including developers, private partners, and public agencies require more staff resources than one might expect to manage, review, and inspect. Recent examples include the ICC projects, the construction of three synthetic fields at the SoccerPlex, the developer-built parks and trails in Clarksburg, Wisconsin Place Community Recreation Center in Friendship Heights, White Oak Community Center, and the Long Branch Pedestrian Bridge. These projects usually have a strict timeframe and schedule and are typically managed by the same staff that manages park CIP projects. The challenge is to meet the partner's schedule while continuing to effectively manage other projects in the CIP. The number of these projects has increased significantly in recent years, and the staff resources necessary to manage these projects through design and construction will need to be evaluated. In addition, these projects result in new facilities that will require additional departmental resources for maintenance, operations, safety, and life cycle replacement in future years. Our current OBI calculations do not fully take all these costs into account, and will be revised based on our growing efficiencies in labor tracking.

ICC Project: Meeting the tight deadlines set by the designer-builders for the ICC in particular continues to be the biggest challenge faced by staff, compounded by the re-assignment of the Ecological Project Monitor. Staff is also working with SHA to evaluate options to offset increased reforestation costs associated with additional monitoring and maintenance in the SPAs and finalize details of the community stewardship facilities.

Looking Ahead

Developer Parks and Partner Projects: Besides meeting the commitment for capital projects funded through the CIP, staff will strive to improve the park system with new public facilities using both the development and partnership processes. In the next six months, we anticipate working on continuing park issues related to the White Oak Community Center, Battery Lane, Germantown, Wisconsin Place, and many others.

Construction documents for improvements to the King Dairy Barn Mooseum have been completed, and permit applications have been filed with DPS. Construction is scheduled to begin in December and be completed in March 2009.

The challenge is to meet the partner's schedule while continuing to effectively manage other projects in the CIP.

ICC and ICC Stewardship Projects: Staff will continue focus on ensuring successful implementation of the ES/CS/CM projects, and will continue to work on finalizing plans for implementing community facilities including Woodlawn Stone Barn, Llewellyn Fields, Lake Frank train, Olney Dog Park, other environmental projects such as reforestation on current or future parkland, and stream restoration projects.

Local Park CIP Projects: Construction will begin in the spring of 2009 on the reconstruction and expansion for East Norbeck Local Park, a 25-acre park located on the north side of Norbeck Road (MD 28) east of Georgia Avenue. The right-of-way for the Intercounty Connector is located along the north and eastern property line. The park includes a softball field, a baseball field, a soccer field overlay, two lighted tennis courts, a lighted basketball court, a playground, a picnic shelter with restrooms, and a small asphalt parking lot. Proposed facilities include a path network connecting the parking lot to the facilities; a natural surface trail; picnic pavilion; restrooms, lighted tennis courts, playground, soccer/lacrosse field, larger softball field, and realigned baseball and softball fields so that they no longer overlap.

Construction will begin in spring 2009 on the renovation for Takoma-Piney Branch Local Park, which provides for renovation of a 17.4-acre local park adjacent to Piney Branch Elementary School in Takoma Park. The renovated park will include a loop path, natural surface trails and pedestrian connections, improved entrance plaza and parking lot at Darwin Avenue, handicap parking at Grant Avenue and maintenance access, replaces existing basketball courts, replaces existing playground and adds another, reduces two volleyball courts to one, provides stormwater management for the parking lot and a wetland area in Takoma Woods, constructs a new shelter, and replaces the existing restroom with portable toilets. The existing tennis courts will be converted to a skateboard facility if the City of Takoma Park agrees to manage its operation, otherwise, the tennis courts will become a multi-use court. The existing ballfields will remain unchanged.



Trail CIP Projects: Construction is expected to begin in November 2008 on the Rock Creek Trail Pedestrian Bridge, a new alignment for the Rock Creek Trail over Veirs Mill Road (MD 586) near Aspen Hill Road through Rock Creek Park to enhance the safety and continuity

of the Rock Creek Hiker-Biker Trail. Construction will be completed in two years and includes a new 605-foot steel bridge on concrete piers over Veirs Mill Road, approximately 1,100 feet of trail approaches, and sidewalk connections to the adjacent community. The design of the project also incorporated landscaping, lighting, public artwork elements in bridge fencing, deck, and trail pavement, and waterwheel sculpture. The project received Federal Highway Administration approval to advertise in February 2008. Staff obtained additional funding from the State for this project in May, and the County Council approved a Special Appropriation funding request in July. A groundbreaking ceremony is planned for this winter.

Playgrounds: Repairs and lifecycle replacement of our 289 playgrounds continues to be a priority and a challenge. Complete playground renovations in local parks are costing between \$60,000 and \$75,000; with lifecycle of equipment approximately 20 years. Communities desire more frequent replacement as play structures continue to evolve and improve.

A simplified analysis of this data indicates we should be spending a million dollars a year on playground replacement alone, ignoring backlog. Playgrounds scheduled to be renovated over the next two fiscal years include Stewartown, Quebec Terrace, Randolph Hills, Heritage Farm, Capitol View-Homewood, Maplewood Alta Vista, Woodside, Gregerscroft, Lynnbrook, Willard Avenue, Nolte, Montgomery Hills, Leland, Cherrywood, Cedar Lane/Beach Drive, Forest Grove, Little Falls, Manor Oaks, Tilden Woods, Wheaton Forest, Beverly Farms, West Fairland, South Germantown Ellsworth, Edgewood, Johnson, Moyer Road, Southeast Olney, Water's Landing, and Hunter's Woods. Most of these are full lifecycle replacements, and some are replacement of selected equipment.



In the most recent report which covered the fourth quarter of FY08 (April-June), 97 percent of surveyed customers said they would recommend our facilities to a friend, and at least 90 percent rated us as "excellent" or "good" in all service areas.

Public Response and Feedback

Montgomery Parks continues its transition to more customer-friendly systems to provide faster response times to public inquiries, easier public access to more information, effective resolution of problems or complaints, and the best customer service policies for our patrons. Our centralized email inbox and general information line have served our customers well, and as more people receive quick and helpful responses, the volume of inquiries continues to increase.

The Past Six Months

In the past six months, more than 4,000 public inquiries were received and responded to by the Park Information and Customer Service (PICS) Office. These included requests for general parks information, assistance with permit requests, maintenance/service center requests, questions about Park classes or programs, and information about non-Park related activities or facilities, as well as a targeted email campaign about the Capital Crescent Trail speed limit. Every single communication, whether it's a phone call or an email, receives a response from the PICS Office, usually within 24-48 hours (though some of the electronic campaigns require greater care, coordination and mass responses, which can delay the turnaround).

Feedback from our "How Are We Doing?" survey program continues to increase since its inception in January 2007. More than 400 surveys were received during the fourth quarter of FY08 (April – June), almost twice the number of surveys received during the entire calendar year of 2007. Customer satisfaction cards are regularly given to customers at our ice rinks, tennis centers, nature centers, and seasonal facilities. This information is reported on in quarterly reports distributed to senior leaders and managers to help them improve operations and programs. In the most recent report which covered 4Q FY08 (April-June 2008), 97 percent of surveyed customers said they would recommend our facilities to a friend, and at least 90 percent rated us as "excellent" or "good" in all service areas: courtesy, helpfulness, program quality, meeting activity needs, cleanliness, and safety.

New information magnets and business cards with the dedicated phone numbers for park questions (repairs, permits, criminal activity, etc.) were printed and are being widely distributed to officials, citizens, community groups, and others.

Challenges and Lessons Learned

Every three to six months, a specific issue of significant interest to a large segment of the population surfaces and results in the receipt of hundreds of email form letters in support or protest of some action taken or proposed by the department. These seem to be the new “petitions”. Examples include hundreds of emails on the Capital Crescent Trail safety improvements, dozens on the recent “no-mow” policy, upwards of one hundred emails each for various specific park issues in Bethesda and Silver Spring, ditto for Blair fields, various park activity buildings, and assorted Legacy Open Space proposals. Electronic campaigns such as these usually escalate issues to the Planning Board, County Council, and State legislature levels because of their extensive “cc” chains. They often require a significant investment of time and resources from Park staff and leaders to resolve. It is frequently difficult to respond within the 24-48 hour window to these, as time is needed to prepare a coordinated answer or in some cases physically address other issues before responding.

Looking Ahead

Several Park Permit facilities will be added to the “How Are We Doing?” survey program in time for the upcoming spring season. Over the next six months, we will also be turning our attention to the issue of class and program evaluations. Paper evaluations are handed out and collected at the end of every class or program session. Though they are reviewed by instructors and managers, there has never been a method to review overall data for the Department or track trend lines for facilities over months or years. We have established a centralized web database to facilitate compilation and analysis of this data, now we need to work with facility managers to ensure this information is input regularly. Trend lines and customized reports will be developed in coordination with the affiliated divisions and managers.

The establishment of a Parks “call center” may be worth exploring. We have one customer service specialist and there are currently several individuals solely responsible for answering specific help lines. It would be helpful to cross-train individuals for backup coverage.

Finally, improvements will be made to the Park Permit office process to make booking and reserving facilities a quicker and less complicated process. Staff is currently reviewing the possibility of moving to electronic permits for athletic fields to reduce excessive paperwork and enable field availability to be viewed online.

Several Park Permit facilities will be added to the How Are We Doing? survey program in time for the upcoming spring season.

Other Major Activities	FY08 Actual (%)	FY09 Target Month/Year	FY09 Actual as of 10/08 (%)	Comments / Issues
Perpetual Building Amendment	Planning Board Draft Published	Council Approval 4/2009	90%	
Individual Resources Amendment	Transmitted to Council	Council Approval May 2009	95%	
Wild Acres Amendment	Public Hearing Draft Amendment Publication	Council Approval June 2009	90%	
Falkland Apartment Amendment	Public Hearing Draft Amendment Publication	Council Approval June 2009	90%	

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	3.05	\$284,200	3.15	\$325,100
Professional Services		\$30,000		\$30,000
Publications				
Other Operating Expenses		\$39,620		\$36,200
Chargebacks				
Total		\$353,820		\$391,300

Gaithersburg West Master Plan

description

This comprehensive master plan amends portions of the 1985 *Gaithersburg Vicinity Master Plan* and the 1990 *Shady Grove Study Area Master Plan*. Gaithersburg West is primarily on the west side of the I-270 Corridor along the Corridor Cities Transitway (CCT). The plan will include recommendations for land use, zoning, transportation, environment, and community facilities. Transit stops for the CCT are planned west of I-270 through the Shady Grove Life Sciences Center. The I-270 Technology Corridor is an area for high technology employment for the County. The plans for the I-270 Corridor are being amended sequentially including the *Shady Grove Sector Plan* (completed), the *Twinbrook Sector Plan*, the *Germantown Master Plan*, and the *White Flint Sector Plan*.

Lead Division: Vision/Community-Based Planning

Lead Staff: N. Sturgeon

goals

- Prepare a master plan for Gaithersburg West that updates and replaces the 1990 *Shady Grove Study Area Master Plan* and portions of the 1985 *Gaithersburg Vicinity Master Plan*.
- Build on the established vision for the I-270 Corridor as an appropriate location for future growth, particularly at locations that are linked by the CCT. Provide a guide for future development, focusing on building desirable communities, increasing housing opportunities, incorporating transit, expanding open space and parks, and improving connections and access.
- Create a plan vision accompanied by a set of land use and zoning recommendations that will help transform the Shady Grove Life Sciences Center into a vibrant science community for the 21st century.
- Foster the design of high quality communities at the CCT station areas.

performance measures

Objective	Measure
Concentrate development at transit stations	% of development recommended at CCT stations compared to other areas
Encourage bio-science development	X square footage dedicated to science development
Encourage mixed-use	X dwelling units X commercial s.f. X biotech s.f. X academic s.f.
Provide a better jobs/housing balance	Amount of land recommended for residential use and number of new housing units

specific tasks/products for FY09

- Complete the preliminary recommendations
- Complete the Planning Board Draft Plan
- Complete worksessions with the Planning Board
- Prepare the Planning Board Draft for transmission to the County Council

Program Milestones	FY08 Actual (%)	FY09 Target Month/Year	FY09 Actual as of 10/08 (%)	Comments/Issues
Scope of Work				
Public Hearing Draft Plan Publication		March 2009		
Planning Board Draft Plan Publication		July 2009		
Council Approval		February 2010		
Plan Publication		June 2011		
SMA, final design guidelines		July 2011		

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	5.05	\$470,561	5.35	\$552,300
Professional Services		\$3,500		\$4,000
Publications		\$2,500		
Other Operating Expenses				\$72,600
Chargebacks		\$66,371		
Total		\$542,932		\$629,100

Germantown Master Plan

description

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

Lead Division: Vision/Community-Based Planning

Lead Staff: S. Edwards

goals

- Provide catalyst for employment development.
- Recommend locations for Corridor Cities Transitway station areas, supporting facilities, and appropriate land uses and densities.
- Address corridor-wide need for market-rate and affordable housing.
- Integrate education, training, and development facilities proposed by Montgomery College.
- Highlight Germantown's community identity.
- Identify community facility needs for a maturing community.
- Provide urban design guidelines for employment centers

performance measures

Objective	Measure
Create opportunities for employment	Amt. sf commercial/employment
Create compact walkable centers	Acres zoned with 1 FAR or greater # urban style parks # market rate housing units # affordable housing units # workforce housing units # senior housing units Linear feet of bikeway Linear feet of sidewalk Linear feet of trail connections
Montgomery College as a community asset for training and education, as well as resource protection and community connectivity	#new academic facilities s.f. in new business park #new sidewalks # acres of wetland # acres stream buffer # acres intact forest # bus trips to Town Center
Create community identity features within the developing sections of Germantown	# public art features # historic features # natural features

Specific Tasks/Products for FY09

- Transmit the Planning Board Draft to the County Council
- County Council public hearing

Program Milestones	FY08 Actual (%)	FY09 Target Month/Year	FY09 Actual as of 10/08 (%)	Comments/Issues
Scope of Work				
Public Hearing Draft Plan Publication		May 2008		
Planning Board Draft Plan Publication		March 2009		
Council Approval		November 2009		
Plan Publication		March 2010		
SMA, final urban design guidelines		April 2010		

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	5.10	\$475,220	5.00	\$516,100
Professional Services		\$25,000		\$4,000
Publications				
Other Operating Expenses		\$69,548		\$69,400
Chargebacks				
Total		\$569,768		\$589,500

Twinbrook Sector Plan

description

This Sector Plan is an amendment to the 1992 *North Bethesda Garrett Park Master Plan*. It includes an area east of the Twinbrook Metro Station and its recommendations seek to create a cohesive, walkable community, consistent with adjacent redevelopment in the City of Rockville. The Plan creates a mix of uses based on existing uses, and divides the area into a Metro Core Neighborhood, a Technology Employment Area, and a Light Industrial Area.

Lead Division: Vision/Community-Based Planning

Lead Staff: J. Carter, K. O'Connor

goals

- Create opportunities for additional housing at the Metro station.
- Provide opportunities for advanced technology and biotechnology employment.
- Retain and support light industrial uses.
- Improved design character of the public realm through clear urban design and development guidelines.

Objective	Measure
Increase housing near Metro Station	Plan recommends 527 Metro Core units, 1,862 units total
Create a transit oriented community with opportunities for advanced technology and biotechnology employment.	Potential to create 13,016 jobs and 1,335 dwelling units within quarter mile of Metro station
Support for the BLT Program	Potential to create 47 BLTs
Public open space; increased green areas	Plan recommends 10% of plan area as green space

specific tasks/products for FY09

- Complete the worksessions with the County Council.
- Complete the Sectional Map Amendment
- Prepare Design Guidelines.

performance measures

Program Milestones	FY08 Actual (%)	FY09 Target Month/Year	FY09 Actual as of 10/08 (%)	Comments/Issues
Scope of Work	100%			
Public Hearing Draft Plan Publication	100%			
Planning Board Draft Plan Publication	100%			
Council Approval		10/08	70%	Requires new zoning category
Plan Publication		4/09	20%	
SMA, urban design guidelines		3/09	50%	

Budgeted Resources:	FY08		FY09	
	WY	\$	WY	\$
Personnel	2.75	\$256,246	0.55	\$56,800
Professional Services		\$3,500		
Publications		\$2,500		\$3,500
Other Operating Expenses		\$39,607		\$5,900
Chargebacks				
Total		\$301,853		\$66,200

White Flint Sector Plan, Phase I

description

This plan amends the 1992 *North Bethesda/Garrett Park Master Plan* and the General Plan by concentrating high quality and higher density mixed-use development near the White Flint Metro Station. This plan will reflect current County policy for transit focused development patterns near Metro stations and foster improvements to the character of Rockville Pike in the plan area.

Lead Division: Vision/Community-Based Planning

Lead Staff: P. Weiss

goals

- Create mixed-use, transit-oriented neighborhoods adjacent to the White Flint Metro Station area.
- Encourage development in a block pattern that improves pedestrian and bicycle connections to the Metro station and bus service.
- Address the capacity of roads, schools, and other public facilities, create public open space and increase green areas.
- Support the TDR program.
- Improve the design character and function of Rockville Pike.
- Develop zoning tools that foster the creation of a high quality community.

specific tasks/products for FY09

- Complete Public Hearing Draft Plan
- Complete worksessions with the Planning Board.

performance measures

Objective	Measure
Improve Rockville Pike	Establish new cross section Linear feet of sidewalk # street trees
Encourage high density, mixed-use near Metro	Sf of commercial space # housing units
Improve access to transit	Linear feet of pedestrian and bicycle improvements
Provide public open spaces	# acres of amenity spaces
Support TDR program	# BLTs
Support affordable housing	# MPDUs # workforce housing units

Program Milestones	FY08 Actual (%)	FY09 Target Month/Year	FY09 Actual as of 10/08 (%)	Comments/Issues
Scope of Work				
Public Hearing Draft Plan Publication		February 2009		
Planning Board Draft Plan Publication		July 2009		
Council Approval		February 2010		
Plan Publication		May 2011		
SMA, final urban design guidelines		July 2011		

Budgeted Resources:	FY08		FY09	
	WY	\$	WY	\$
Personnel	4.10	\$382,039	4.35	\$449,000
Professional Services		\$25,000		\$4,000
Publications				
Other Operating Expenses		\$56,788		\$61,500
Chargebacks				
Total		\$463,827		\$514,500

Wheaton CBD and Vicinity Sector Plan

description

This project will revise the existing sector plan for the Wheaton Central Business District. Part of ongoing process for keeping plans current, this effort specifically addresses issues related to development near Metro Stations, including development standards, mix of uses, and quality of development.

Lead Division: Vision/Community-Based Planning

Lead Staff: S. Tallant

goals

- Meet County policy to focus density at Metro stations.
- Reinvigorate the Wheaton CBD and create a walkable community with a distinct identity.
- Create a center of jobs and housing on the eastern leg of the Metro Red Line.

performance measures

Objective	Measure
Spur revitalization	X% of mixed use zoning, incl office space # opportunities for public and private development
Integrate Wheaton Mall into the community	Recommended design framework
Preserve and support business and ethnic diversity	% zoning that supports businesses # programs to support business retention
Quality public realm	Central open space Open space system Pedestrian connections Design guidelines
Sustainable community	Amount of dense, mixed-use development near Metro Pedestrian connections Environmental features Pervious surface Increased tree canopy Green building choices
Mitigate negative development impacts	Phasing plan for provision of public services
New housing options	# new housing units within the CBD # market rate housing units # affordable housing units # senior housing units % varied housing types recommended
Economically feasible development options	Economic analysis
New planning tools	Zoning and regulatory tools

specific tasks/products for FY09

- Discuss preliminary recommendations with Planning Board
- Begin preparation of the Public Hearing Draft Plan

Program Milestones	FY08 Actual (%)	FY09 Target Month/Year	FY09 Actual as of 10/08 (%)	Comments/Issues
Scope of Work	100%	September 2008		
Public Hearing Draft Plan Publication		July 2009		
Planning Board Draft Plan Publication		March 2010		
Council Approval		October 2010		
Plan Publication		March 2011		
SMA, final urban design guidelines		April 2011		

Budgeted Resources:	FY08		FY09	
	WY	\$	WY	\$
Personnel	2.65	\$246,928	4.60	\$472,700
Professional Services		\$3,500		
Publications		\$2,500		
Other Operating Expenses		\$37,044		\$66,800
Chargebacks				
Total		\$289,972		\$541,500

White Flint Sector Plan, Phase II

description

This project will consider the redevelopment of the area adjoining White Flint Phase I, including properties along Executive Boulevard, into a mixed-use area that includes housing. The intent is to develop policy recommendations that address the need for renovation, redevelopment, and infill of the existing suburban scale. Housing will be considered an important component of the mixed-use plan.

The scope of this project may be expanded to consider other areas adjacent to White Flint Phase I, including the area east of the CSX railroad tracks and north of Montrose Parkway. In addition, the transportation analysis will address the relationship between White Flint Phase I and Phase II for road network capacity.

Lead Division: Vision/Community-Based Planning

goals

- Evaluate options for a mix of uses
- Provide a range of housing, including affordable housing and work force housing, close to the White Flint Metro Station.

performance measures

Objective	Measure
Encourage revitalization	Strategies and methods to be developed
Propose development strategies	Fiscal analysis and other strategies
Establish public use spaces	X acreage of park
Establish green building and community design	green building and design standards

Specific Tasks/Products for FY09

- Work will commence in FY10

Program Milestones	FY08 Actual (%)	FY09 Target Month/Year	FY09 Actual as of 10/08 (%)	Comments/Issues
Scope of Work				
Public Hearing Draft Plan Publication				
Planning Board Draft Plan Publication				
Council Approval				
Plan Publication				
SMA, urban design guidelines				

Budgeted Resources:	FY08		FY09	
	WY	\$	WY	\$
Personnel	2.05	\$191,020	3.40	\$350,900
Professional Services				
Publications				
Other Operating Expenses		\$25,693		\$51,400
Chargebacks				
Total		\$216,713		\$402,300

Takoma Crossroads Sector Plan

description

The *Takoma Crossroads Sector Plan* will address the area surrounding the future transit center and Purple Line station at University Boulevard and New Hampshire Avenue. It will be coordinated with Prince George's County and the City of Takoma Park. This plan will implement the County's transit, housing, and economic development policies by fostering transit-oriented development and improving development quality by encouraging reinvestment in the existing commercial district.

Lead Division: Vision/Community-Based Planning

Lead Staff: M. Williams

goals

- Identify reinvestment opportunities as part of an overall strategy focused on transit-oriented development.
- Improve vehicular circulation through comprehensive transportation planning.
- Improve transit accessibility, including pedestrian, bicycle, and trail connections.
- Improve quality of place through recommendations for housing, public facilities, and the environment.
- Improve the quality of life for the surrounding neighborhoods.
- Foster design excellence.

performance measures

Objective	Measure
Encourage revitalization of the area	Amount of increased residential and commercial density X length of new sidewalks X number of pedestrian connections X number of urban-style parks X number of market rate and affordable housing units
Preserve and support business diversity and reinvestment	X numbers of retained and new businesses
Establish green space for passive and active use	X acreage of park
Establish green building and community design	X number of green building and design initiatives

Specific Tasks/Products for FY09:

- Complete the Public Hearing Draft.
- Begin worksessions with the Planning Board.

Program Milestones	FY08 Actual (%)	FY09 Target Month/Year	FY09 Actual as of 10/08 (%)	Comments/Issues
Scope of Work		n/a		
Public Hearing Draft Plan Publication		June 2009		
Planning Board Draft Plan Publication		January 2010		
Council Approval		September 2010		
Plan Publication		February 2011		
SMA, urban design guidelines		April 2011		

Budgeted Resources:	FY08		FY09	
	WY	\$	WY	\$
Personnel	2.00	\$186,361	3.95	\$407,700
Professional Services		\$3,500		\$4,000
Publications				
Other Operating Expenses		\$28,148		\$59,900
Chargebacks				
Total		\$218,008		\$471,600

Kensington Sector Plan

description

This comprehensive amendment to the 1978 *Town of Kensington Sector 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.

Lead Division: Vision/Community-Based Planning

Lead Staff: F. Boyd

goals

- Enable revitalization while preserving the town's scale and character.

performance measures

Objective	Measure
Enliven the town center by creating streets and public spaces that are well-designed and whose uses encourage community life	# housing units and s.f. of commercial space recommended in the town center
Connect Kensington's neighborhoods to a revitalized town center through a network of sidewalks, bike paths, trails, and street crossings	additional linear feet of recommended sidewalks, bike paths, and trails
Explore regulatory methods for retaining the scale and character of Kensington's residential neighborhoods	new development standards or regulatory codes recommended

specific tasks/products for FY09

- Complete the Public Hearing Draft
- Begin worksessions with the Planning Board

Program Milestones	FY08 Actual (%)	FY09 Target Month/Year	FY09 Actual as of 10/08 (%)	Comments/Issues
Scope of Work		9/08	100%	complete
Public Hearing Draft Plan Publication		4/09		
Planning Board Draft Plan Publication		10/2009		
Council Approval		5/2010		
Plan Publication		8/2010		

Budgeted Resources:	FY08		FY09	
	WY	\$	WY	\$
Personnel	1.55	\$144,430	3.75	\$387,000
Professional Services		\$3,500		\$4,000
Publications				
Other Operating Expenses		\$22,419		\$55,000
Chargebacks				
Total		\$170,349		\$446,000

Westbard Sector Plan

Work Suspended for FY09

description

This project will update the 25 year-old *Westbard Sector Plan* (1982), and 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. Recommendations for the 11.4-acre Westwood Shopping Center will be included. Recommendations will also address affordable housing, urban design, and zoning. Improving the character of River Road will be a major element of this plan. This plan will begin in summer 2010.

Lead Division: Vision/Community-Based Planning

goals

- Provide new affordable and workforce housing.
- Provide LEED and other green building requirements, and recommend transit and transportation options.
- Make recommendations for transportation capacity, pedestrian and bicycle access, and streets (i.e., reviewing the right-of-way for River Road).
- Identify redevelopment opportunities, neighborhood protection measures, and appropriate zoning for Westbard's commercial and light industrial areas.
- Provide zoning and development tools.

performance measures

Objective	Measure

specific tasks/products for FY09

Program Milestones	FY08 Actual (%)	FY09 Target Month/Year	FY09 Actual as of 10/08 (%)	Comments/Issues
Scope of Work				
Public Hearing Draft Plan Publication				
Planning Board Draft Plan Publication				
Council Approval				
Plan Publication				

Battery Lane Housing Plan

Work Suspended for FY09

description

This project will develop policy recommendations that address the need to preserve and enhance the existing supply of affordable housing in the Battery Lane area of the Bethesda Central Business District (CBD). The recommendations will consider a range of options including the preparation of an amendment to the Bethesda CBD Sector Plan. The project will begin in the summer 2010.

Lead Division: Vision/Community-Based Planning

goals

- Produce new affordable units supplemented by increased efforts to preserve and enhance existing affordable housing in this area of older multifamily dwelling units near transit.
- 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.

performance measures

Objective	Measure

specific tasks/products for FY09

Program Milestones	FY08 Actual (%)	FY09 Target Month/Year	FY09 Actual as of 10/08 (%)	Comments/Issues
Scope of Work				
Public Hearing Draft Plan Publication				
Planning Board Draft Plan Publication				
Council Approval				
Plan Publication				

Growth Policy

description

This project supports the development of policies and regulations governing the County's growth, including decisions on 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 recommended in plans and regulated by the zoning and adequate public facilities ordinances. It also supports public understanding of the impacts of growth and growth management.

Lead Division: Explore/Research & Technology Center

Lead Staff: R. George

goals

- Support 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 Growth Policy and related issues, such as infrastructure programming and financing.
- Establish a body of knowledge through research 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.
- Support public understanding of the impacts of growth and growth management within the County.
- Improve the coordination of growth and the provision of public facilities.

performance measures

Objective	Measure
Identify and prioritize the public facilities for capital programming; to understand and accurately portray the availability and use of public facilities and the impacts of past and future growth on those facilities;	
Identify and add principles of sustainability to the growth policy	
Explore how design excellence can serve as a growth management tool	

specific tasks/products for FY09

- Expanded data base of intersection counts and travel time studies.
- Participate in the County Executive's study of impact taxes recommended in the 2007-2009 Growth Policy, by further refining land use categories and considering impact taxes for additional public facilities or "linkage" fees on non-residential development for affordable housing.
- Begin work on the 2009-2011 Growth Policy, including a comprehensive parking study, revisions to the local area transportation review test, options to increase efficiency in allocating development capacity, and a study of the County's jobs-housing balance, including implications for housing affordability and traffic congestion.

Program Milestones	FY08 Actual (%)	FY09 Target Month/Year	FY09 Actual as of 10/08 (%)	Comments/Issues
Scope of Work				
Public Hearing Draft Plan Publication				
Planning Board Draft Plan Publication				
Council Approval				
Plan Publication				

Budgeted Resources:	FY08		FY09	
	WY	\$	WY	\$
Personnel	4.60	\$428,630	5.25	\$541,900
Professional Services		\$70,000		\$150,000
Publications				
Other Operating Expenses		\$90,027		\$176,700
Chargebacks				
Total		\$588,657		\$868,700

Sustainable Quality of Life Indicators

description

This project recommends indicators based on the General Plan and on existing policies and programs that can be used to measure the effects of growth policies, master plans, and policies that influence quality of life and sustainability. These indicators were developed with the assistance of a consultant who convened an expert panel and symposia to bring the best minds to bear on this issue. Planning staff directed the consultant, developed relevant databases, coordinated with Executive staff, and packaged the information for Planning Board, County Council, and public review.

Lead Division: Green/Environmental Planning

Lead Staff: M. Dolan

goals

- Enable measurement of progress toward a sustainable quality of life.
- Provide feedback about the effectiveness of growth policies in promoting sustainable development.
- Develop a partnership with County government in preparing sustainability indicators for planning and policy implementation.
- Evaluate the CIP to determine how planned expenditures can contribute to sustainability.
- Develop tools that can be used to measure the sustainability of master plan recommendations.

performance measures

Objective	Measure
Involve citizens and stakeholders in preparation of goals and indicators	200 community and interest groups attending workshop and commenting on documents
Interactive website that records comments on draft indicators, programs undertaken by county and interest groups to influence outcomes	X number of hits to web site X actions or programs added to web site

specific tasks/products for FY09

- Develop a database to track indicator results by summer/fall 2008
- Select consultant for public information program by summer/fall 2008
- Prepare report on indicators with retrospective data, if available by fall 2008
- Integrate results with Growth Policy analysis by fall 2008-spring 2009
- Conduct public information campaign in winter 2009-summer 2009

Program Milestones	FY08 Actual (%)	FY09 Target Month/Year	FY09 Actual as of 10/08 (%)	Comments/Issues
Scope of Work	100%	1/2008	100%	
Public Hearing Draft Plan Publication	100%	8/2008	100%	
Planning Board Draft Plan Publication	100%	10/2008	100%	
Council Approval		2/2009	0%	Pursuant to Council Schedule
Plan Publication		3/2009	0%	

Budgeted Resources:	FY08		FY09	
	WY	\$	WY	\$
Personnel	0.05		1.00	\$103,200
Professional Services		\$150,000		
Publications				
Other Operating Expenses				\$10,900
Chargebacks				
Total		\$150,000		\$114,100

Agricultural Initiatives

description

This project provides continuing review of progress in preserving agriculture in Montgomery County. It monitors the status of the Transfer Development Rights (TDR) sending and receiving areas and will recommend improvements to the Zoning Ordinance Revision 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.

Lead Division: Vision/Community-Based Planning

Lead Staff: C. Murray

goals

- Timely review of preliminary plans, special exceptions and mandatory referrals in the Reserve.
- Identify locations for new TDR and BLT receiving areas.
- Review nominations for Rural and Rustic Roads.
- Complete zoning text Amendments.
- Contribute to status and tracking Report of TDR Sending and Receiving areas.
- Review regulations and policies that would limit growth in the Reserve while addressing landowner and farmer equity concerns.
- .

performance measures

Objective	Measure
Prepare amendments to Montgomery County Code Chapter 2B to facilitate the proposed Building Lot Termination (BLT) program.	County Council approval
Prepare Zoning Text Amendments to facilitate Transferable Development Rights and proposed Building Lot Termination program	County Council approval
Review applications for impact on Rural and Rustic Roads	X number of applications reviewed
In accordance with recommendations of the Ad Hoc Agricultural Policy Working Group, prepare design guidelines for residences that are compatible with the rural character of the reserve and the retention of a working landscape	Approval by Planning Board and agricultural community
Provide timely review of Preliminary Plans, Mandatory Referrals, and Special Exception applications in the Agricultural Reserve	X number of applications reviewed
Contribute to Status and Tracking Report of TDR Sending and Receiving Areas. Recommend locations for new TDR and BLT receiving areas.	X number of new TDR and BLT receiving areas.

specific products for FY09

- Residential design guidelines for the Agricultural Reserve
- Complete Zoning Text Amendments
- Contribute to Status and Tracking Report of TDR Sending and Receiving areas

Program Milestones	FY08 Actual (%)	FY09 Target Month/Year	FY09 Actual as of 10/08 (%)	Comments/Issues
Scope of Work				
Public Hearing Draft Plan Publication				
Planning Board Draft Plan Publication				
Council Approval				
Plan Publication				

Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	2.50	\$232,951	2.20	\$227,100
Professional Services		\$3,500		
Publications				
Other Operating Expenses		\$36,301		\$27,900
Chargebacks				
Total		\$272,751		\$255,000

Master Plan Assessment

FY08 Close Out

description

This project reflected the increasing emphasis on planning for smaller areas with redevelopment and infill potential, the need to provide County residents with plans that are timely and accessible, and the need for plan amendments to address unanticipated consequences of adopted plans, unforeseen changes in markets and preferences, and reliance on dated regulations that can't achieve master plan objectives.

In addition, this project sought to align the proposed Zoning Ordinance rewrite with the master planning process to create a planning and regulatory environment responsive to the County's evolution from suburban subdivision to more urban development patterns.

Lead Division: Director's Office

goals

- Convey a vision for the future of our communities.
- Better equipped plans to respond in a timely fashion.
- Develop a modified process to produce plans, a prototype document, and approaches to better implement plan visions and design objectives through the Zoning Ordinance.

performance measures

Objective	Measure
Improve master plan processes.	Number of zoning text amendments requested for changes in land use in a 12-month period Availability of interactive master plan documents and products

specific tasks/products for FY09

N/A

Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	2.20	\$204,997	0.0	\$0
Professional Services				
Publications				
Other Operating Expenses		\$38,516		
Chargebacks				
Total		\$243,513		\$0

Infill Housing

FY08 Close Out

description

This project developed policy recommendations that addressed, in a sustainable way, infill development in older residential neighborhoods. These recommendations were intended to create new legislation including a comprehensive set of Zoning Text Amendments. Their primary purpose is to maintain and enhance the character of existing neighborhoods. Staff worked with a County Council task force to provide specific recommendations.

Lead Division: Design/Urban Design

Lead Staff: M. O'Quinn

goal

- Provide public officials with the information needed for decision-making on in-fill housing issues.

performance measures

Objective	Measure
Produce up-to-date, objective, and thorough analysis of housing data and trends and recommendations	Implement recommendations with the Infill Housing Task Force

Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	0.60	\$37,272	0.0	\$0
Professional Services				
Publications				
Other Operating Expenses		\$4,962		
Chargebacks				
Total		\$42,234		\$0

Special Projects

description

This initiative responds to emerging Countywide issues with centralized and broad strategic assessment of policy and planning issues. It also provides capacity for projects not envisioned or anticipated in the annual budget.

Lead Division: Design/Urban Design

Lead Staff: J. Carter

goals

- Explore options for enhancing the planning tools that foster design excellence and sustainability in planning and regulatory efforts, including design excellence in the public realm, guiding street and highway design, the form and structure of public spaces and buildings, and design excellence in pedestrian access.
- Develop visualization approaches and applications for the Master Plan and Plan Implementation programs.
- Provide project support staff and conduct community outreach meetings.
- Monitor and comment on legislative impacts to the County and its planning process.
- Incorporate design excellence into the Growth Policy.

performance measures

Objective	Measure
Increase the Planning Department's capacity to visualize what is produced in master plans and development projects	
Development a new Headquarters Building for M-NCPPC's Montgomery Regional Office	
Review applications for impact on Rural and Rustic Roads	
Create a mixed-use development compatible with the adjacent neighborhoods that serves as a model of design excellence and best development practices	
Design MD-355 to improve the character of the different centers and communities it serves	

Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	2.65	\$247,095	0.90	\$92,900
Professional Services				
Publications				
Other Operating Expenses		\$71,379		\$16,500
Chargebacks				
Total		\$42,234		\$116,500

Limited Plan Amendments

description

This project enables the Department to address discrete, geographically limited planning issues that arise outside of the normal cycle of master plan revisions. Master plans, which are long-range and are updated every 15-20 years, cannot anticipate all new market trends, building types, and economic issues. On occasion, an unanticipated issue or a unique project opportunity may arise that has a significant public benefit, but that was not contemplated in the master plan. In these cases, the Department may assign staff to undertake a limited plan amendment to address the issue. Limited Plan Amendments should be undertaken only in situations that present a real benefit to the public and are consistent with larger planning goals.

Lead Division: Vision/Community-Based Planning

Lead Staff: to be determined

goals

- Enable the Department to react more nimbly to new issues.
- Allow projects that have a public benefit and are consistent with planning goals to proceed.
- Limit the proliferation of Zoning Text Amendments, which would help the Department meet its approved work program goals.

performance measures

Objective	Measure
Prepare master plan amendments for small areas to address geographically restricted planning issues that arise outside of the normal cycle of master plan revisions	Preparation of a draft plan

Specific Tasks/Products For FY09

- Complete Wheaton Limited Plan Amendment (first amendment by winter 2009).
- Select one Limited Plan Amendment to complete in FY09.
- Prepare Limited Plan Amendment

Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel			1.5	\$154,900
Professional Services				
Publications				
Other Operating Expenses				\$16,500
Chargebacks				
Total				\$171,400

Plan Implementation Program

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

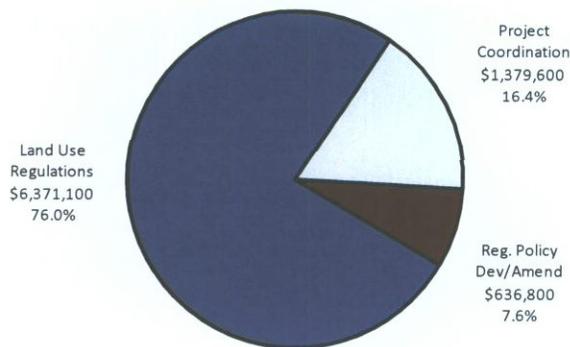
The Plan Implementation Program is organized into three Sub-Programs that contain 14 Program Elements. The FY09 Sub-Programs are:

Sub-Programs	WY	Expenditure
1. Regulatory Policy Development/Amendment	4.55	\$636,800
2. Land Use Regulations	55.05	\$6,371,100
3. Project Coordination	11.90	\$1,379,600
4. Chargeback		(\$3,332,300)

Budgeted Resources:	FY08		FY09	
	WY	\$	WY	\$
Personnel	72.25		71.50	\$7,379,7000
Professional Services				\$109,000
Publications				\$6,000
Other Operating Expenses				\$892,800
Chargebacks				(\$3,332,100)
Total		\$5,090,500		\$5,055,300

Revenue Source: Administration Fund, Development Review Special Revenue Fund (Fees), Historic Preservation Special Revenue Fund (Grant)

Distribution of Expenditures for Plan Implementation Program by Sub-Program



Zoning Text Amendments/Subdivision Regulation Amendments

description

Staff conducts ongoing research, analysis, and preparation of individual and comprehensive text amendments requested by the County Council or Planning Board, and amendments identified by government agencies or staff to address zoning or subdivision issues. Staff reviews each proposed amendment to determine need and anticipated effect, and makes a recommendation to the Planning Board. The Board, in turn, submits its recommendation to the County Council.

Lead Division: Build/Development Review Division

Lead Staff: G. Russ, C. Conlon

goals

- To evaluate each zoning text and subdivision regulation amendment to ensure that every application is in accordance with State and local legislative mandates.

performance measures

Objective	Measure
Enable the implementation of new zoning and subdivision code proposals through reviewing and processing ZTAs/SRAs	In FY08, 37 ZTAs/SRAs were reviewed. As of October 1, eight ZTAs/SRAs are under review. The Planning Department estimates it will review 32 ZTAs/SRAs in FY09.
Post report and recommendations on any application for a ZTA or SRA on the Planning Board website at least six days before Planning Board Public Hearing	In FY08, 99% of reports/recommendations were posted within the required timeframe.
Submit report and recommendations to the Montgomery County Council at least five days before the date set for the Public Hearing	In FY08, 99% of reports/recommendations were submitted within the required timeframe.

Specific Tasks/Products for FY09

- Ensure that all proposed ZTAs 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.

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	2.25	\$209,656	1.65	\$170,300
Professional Services				
Publications				
Other Operating Expenses		\$34,644		\$24,100
Chargebacks				
Total		244,300		\$194,400

Zoning Ordinance Revision

description

This multi-year project is designed to reorganize, revise, and reformat the Zoning Ordinance. This effort will address three systemic problems – the Ordinance’s lack of clarity and poor organization, its antiquated development standards, and its inconsistency with the land use vision and design principles of master plans.

Lead Division: Build/Development Review

Lead Staff: R. Krasnow, L. Villemaire

goals

- Create zoning tools that effectively promote and deliver the plans’ community visions.
- Improve the transparency of planning and development processes.
- Clarify regulatory and administrative procedures.
- Promote the implementation of smart growth goals, policies, programs, and projects.

performance measures

Objective	Measure
Reduce the number of zones, update definitions, and consolidate uses	X number of zones eliminated X number of definitions updated
Reduce the need for frequent zoning text amendments	X% annual reduction of zoning text amendments

specific tasks/products for FY09

- Work with staff and citizens to identify the code’s issues and problems.
- Build an interactive webpage to inform the public of the status of the rewrite project.
- Review best practices of other zoning code revisions and contemporary codes.
- Perform a technical analysis of the entire code to study zoning districts, development standards, land use tables, special exceptions, definitions, zoning processes, and other topics.
- Explore ways to organize the existing zones, presenting reformed tables of development standards and land uses, using illustrations, and other new techniques.
- Complete a code diagnosis that can guide the department in the rewrite process.
- Begin the annotated outline reflecting the organization and format of the new code, based on the diagnosis findings, relevant models, stakeholder input, and other information gathered in the diagnosis phase.
- Continue the project to move official maps from paper to GIS, with an interactive Hansen component.

Program Milestones	FY08 Actual (%)	FY09 Target Month/Year	FY09 Actual as of 10/08 (%)	Comments/Issues
Stakeholder Process		10/08		
Zoning Code Analysis		1/09		
Annotated Outline		7/09		
Code Drafting		7/2010		
Revisions, Adoption & Implementation		12/2010		
Draft Zoning Map		7/2011		
Zoning Map Revisions, Adoption and Implementation		10/2011		

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	2.30	\$214,315	2.70	\$278,600
Professional Services		\$250,000		\$100,000
Publications				
Other Operating Expenses		\$33,399		\$40,900
Chargebacks				
Total		\$497,714		\$419,500

Road Code

description

This project supports the development of policies and regulations to guide construction of the County's roads, both by the County 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 has developed with the assistance of a workgroup composed of private individuals and other agency staff, including M-NCPPC staff. Following the revision of these standards, coordination with the County Council will be required. Additional revisions to the County Code may also be required.

Lead Division: Move/Transportation Planning Division

Lead Staff: L. Cole

goals

- Improve safety and accessibility for pedestrians and bicyclists and support a multi-modal transportation system.
- Reduce the environmental impact of the County's roads.

Objective	Measure
Recommend appropriate design standards for each roadway classification to improve accessibility for pedestrians and bicyclists, support multimodal travel and safety objectives, and reduce environmental impacts.	% of staff recommendations on the draft Executive regulations supported by the Planning Board.
	% of staff recommendations on the final Executive regulations supported by the Planning Board.
	% of Planning Board recommendations on the final Executive regulations adopted by the County Council.

specific tasks/products for FY09

- Recommendations to Board on Road Code changes resulting from work with Executive staff and others.
- Identification of changes needed to Board related procedures in Subdivision and Zoning matters, reflecting Road Code modifications adopted by the Council.

performance measures

Program Milestones	FY08 Actual	FY09 Target	FY09 Actual as of 10/08	Comments/Issues
Planning Board review of draft Executive regulations	0%	9/30/08	100%	
Planning Board review of final Executive regulations	0%	10/27/08	0%	
County Council review of final Executive regulations	0%	12/15/08	0%	

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	0.70	\$65,226	0.20	\$20,600
Professional Services				
Publications				
Other Operating Expenses		\$9,093		\$2,300
Chargebacks				
Total		\$74,319		\$22,900

Special Exceptions

description

This ongoing work is a statutory requirement of the Montgomery County Zoning Ordinance. Staff provides a report and recommendations on each special exception application filed with the Montgomery County Board of Appeals. Staff recommendations are based on an analysis of standards and requirements established by the County Council. Staff's reports establish the grounds and findings on which the recommendations are based. All standards and pertinent factors are analyzed, including master plan conformity, adequacy of public facilities, traffic and transportation issues, neighborhood compatibility, and community concerns. Staff also considers the inherent and non-inherent adverse impacts of a special exception use on nearby properties.

Lead Division: Build/Development Review Division

Lead Staff: R. Wilson

goals

- Evaluate each special exception according to legislatively defined standards, within mandatory timeframes.
- Provide a well-reasoned analysis of all pertinent factors as a basis for approval or denial of a special exception application.

performance measures

Objective	Measure
Post report and recommendations on any application for a special exception on the Planning Board website at least 10 days before Planning Board Public Hearing	In FY08, 98% of reports/recommendations were posted within the required timeframe.
Submit report and recommendations to the Hearing Examiner at least five days before the date set for the Public Hearing	In FY08, 98% of reports/recommendations were submitted within the required timeframe.

specific tasks/products for FY09

- Amend the Code to require applicants to meet with development review staff prior to submitting a special exception application to the Office of Zoning and Administrative Hearing (OZAH). In the amendment, specify the items required for an application to be deemed complete.
- Schedule more complicated special exceptions for review by the Development Review Committee.
- Streamline the staff report format to eliminate redundancy.
- To reduce postponements, establish a system in which OZAH does not schedule hearing dates for special exceptions until the staff report has been completed.
- Work toward achieving timely response from in-house reviewers to reduce postponements.

Program Indicators	FY08 Actual	FY09 Target	FY09 Actual as of 10/08	Comments/Issues
Number of applications received	31	n/a	?	

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	6.10	\$568,400	6.20	\$639,400
Professional Services				
Publications				
Other Operating Expenses		\$89,271		\$81,600
Chargebacks				
Total		\$657,671		\$721,200

Local Map Amendments and Development Plan Amendments

description

This ongoing preparation of staff reports with recommendations goes first to the Planning Board and then to the Hearing Examiner and the County Council. Staff recommendations are based on an analysis of standards and requirements established by the County Council. Reports issued by staff establish the grounds and findings on which recommendations are based. All standards and pertinent factors are analyzed, including master plan conformity, adequacy of public facilities, traffic and transportation issues, neighborhood compatibility, and community concerns.

Lead Division: Build/Development Review Division

Lead Staff: R. Wilson

goals

- Review local map and development plan amendment applications.
- Evaluate each application according to legislatively mandated standards and within acceptable timeframes.
- Provide a well-reasoned analysis of all pertinent factors as a basis for grant or denial of a local map amendment application.

performance measures

Objective	Measure
Post report and recommendations on any application for a local map amendment or development plan amendment on the Planning Board website at least 10 days before Planning Board Public Hearing	In FY08, 98% of reports/recommendations were posted within the required timeframe.
Submit report and recommendations to the Hearing Examiner at least five days before the date set for the Public Hearing	In FY08, 98% of reports/recommendations were submitted within the required timeframe.

specific tasks/products for fy09

- Amend the code to require a pre-application review by Planning Staff prior to submitting LMAs to Office of Zoning and Administrative Hearing (OZAH).
- As part of the amendment, specify the items that must be included for an application to be deemed complete.
- Require all local map amendments to be scheduled for review by the Development Review Committee.
- Move toward a system in which OZAH doesn't schedule hearing dates for local map amendments until the staff report has been completed.
- 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.
- Obtain timely responses from in-house reviewers to reduce postponements.

Program Indicators	FY08 Actual	FY09 Target	FY09 Actual as of 10/08	Comments/Issues
Number of applications received	16	16	n/a	

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	4.15	\$386,698	4.50	\$464,400
Professional Services				
Publications				
Other Operating Expenses		\$60,172		\$61,600
Chargebacks				
Total		\$446,870		\$526,000

Preliminary Plans/Subdivision Plans

description

This ongoing review of plans for proposed development includes the property location and access, 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 interagency Development Review Committee (DRC), and staff submits recommendations for the Board's consideration. Staff also reviews for Board approval record plats, which show all boundaries, street lines, lot lines, exact width and location of all streets, right-of-ways, alleys, and crosswalks, easements or rights-of-way for public services or utilities, and outlines of areas to be reserved for public use. Work also includes monitoring the implementation of the transportation conditions of approval. The 2007-2009 Growth Policy significantly increased the number of development applicants who will have to reduce their trips, and additional staffing is essential to ensure their proposals are acceptable, and the implementation is being checked.

Lead Division: Build/Development Review Division

Lead Staff: C. Conlon

goals

- Achieve conformity with the recommendations of master plans, and with requirements of the Zoning Ordinance, Subdivision Regulations, Growth Policy, Adequate Public Facilities Ordinance, Forest Conservation Law, and other Planning Department guidelines.
- Coordinate with other agencies through the DRC to ensure that development proceeds in an orderly fashion reflecting the overall plan vision for the County and is supported by all necessary infrastructure and amenities.
- Monitor the conditions related to trip reduction and other non-facility related actions to ensure that agreed upon actions are fully implemented.

performance measures

Objective	Measure
Ensure that public facilities are adequate before a development is approved.	In FY08, 79 preliminary plans were processed (16 preliminary plan amendments and 14 pre-preliminary plans were also processed during the same fiscal year). In FY09, 20 preliminary plans were processed (from July 1 to September 23).

Specific Tasks/Products for FY09

- Coordinate revisions to Subdivision Regulations pursuant to Zoning Ordinance Revision.
- Work with applicants submitting trip reduction programs, and monitor the programs as required by their conditions of approval
- Establish and enforce specific information standards on all plan submissions, including the requirement for up-to-date surveyed boundaries on preliminary plans.

Program Indicators	FY08 Actual	FY09 Target	FY09 Actual as of 10/08	Comments/Issues
Avg. plan processing time once issues are resolved	approx. 40 days	60 days or less	51 days	Dates used to calculate FY09 actual are from July 1 to September 18
% of plans processed in mandated timeframes	37%	80%	72%	Dates used to calculate FY09 actual are from July 1 to September 18
\$ revenue generated from plan submittals	\$436,600	N/A	\$92,500	

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	15.05	\$1,402,364	16.15	\$1,728,900
Professional Services				
Publications				
Other Operating Expenses		\$241,344		\$202,200
Chargebacks		(\$1,189,995)		(\$1,920,600)
Total		\$453,713		\$10,600
Chargeback to Development Review Special Revenue Fund				

Project and Site Plans

description

This ongoing staff review on land use plans shows all elements of proposed developments in zones or situations where more flexible development standards are more conceptual since they will be followed by site plan review. Site plans are required in all floating zones, in Euclidian zones developed under the cluster option, Moderately 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, and shows development details such as buildings, public spaces, vehicular circulation, parking areas, pathways, recreation/open space, landscaping, and lighting. It includes a development program of the construction phases. Plans are processed through the DRC, and staff recommendations are submitted to the Board for consideration. Significant time is spent on the post-approval process, including the review of certified site plans and confirmation that approval conditions are being met before M-NCPPC recommends to DPS that building permits be released.

Lead Division: Build/Development Review Division

Lead Staff: R. Kronenberg

goals

- Determine 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.
- Ensure that development meets the zone's stated purposes and standards, 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, lighting, and recreation facilities.

performance measures

Objective	Measure
Promote orderly development through good layout and design of development projects.	In FY08, five project plans and 91 site plans were processed. In FY09 (July 1 - September 25), 30 site plans were processed including administrative and consent agenda amendments.

specific tasks/products for FY09

- Train new staff to use Hansen and enter all necessary data in a timely manner.
- Develop a streamlined staff report format, working with the Board and the Legal Department to determine the information that should be included.
- Establish more flexibility in site plan conditions to reduce the number of amendments.
- Establish the appropriate templates for the amendment processes in accordance with the adopted Development Manual.
- Send all project and site plan resolutions to the Legal Department 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 complete.
- Complete landscape and lighting guidelines.
- Complete the green space plan for the Silver Spring CBD.

Program Indicators	FY08 Actual	FY09 Target	FY09 Actual as of 10/08	Comments/Issues
% of project plans processed within mandatory timeframe	0%	n/a	n/a	No project plans were submitted between July 1, 2008 and September 25, 2008
% of site plans processed within mandatory timeframe	34%	80%	73%	
\$ revenue generated from project plan submittals	\$77,278	n/a	\$	As of September 25, 2008, no project plans have been submitted
\$ revenue generated from site plan submittals	\$785,924	n/a	\$268,495	

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	13.25	\$1,234,640	13.35	\$1,378,000
Professional Services		\$50,000		
Publications				
Other Operating Expenses		\$217,375		\$162,700
Chargebacks		(\$1,047,670)		(\$1,540,500)
Total		\$454,345		\$0
Chargeback to Development Review Special Revenue Fund				

Regulatory Plan Enforcement (Site Plan Enforcement)

description

Enforcing Planning Board conditions is a critical component of the regulatory process. Although the recently executed MOU transferred responsibility for site plan inspection to DPS, M-NCPPC staff is working closely with that agency to ensure an understanding of the various approval 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.

Lead Division: Build/Development Review Division

Lead Staff: R. Kronenberg

goals

- Ensure development projects conform with the public policy objectives expressed in the Planning Board's approval conditions.
- Use enforcement as a deterrent to those who might violate the conditions and make the developer accountable to result in a higher quality of development that meets citizen expectations.

Objective	Measure
Hold developers accountable by ensuring projects are built according to the approved development standards	In FY08, 44 site plan inspections were performed and five violations were cited. In FY09, eight site plan inspections were performed.

specific tasks/products for FY09

- Use Hansen to accurately document all pending violation issues.
- Ensure timely action on all violations under M-NCPPC control and continue to work closely with DPS to follow-up on any site plan citations.

performance measures

Program Indicators	FY08 Actual	FY09 Target	FY09 Actual as of 10/08	Comments/Issues
# of site plan violations	5	n/a	0	

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	5.50	\$512,492	1.50	\$154,800
Professional Services				
Publications				
Other Operating Expenses		\$104,877		\$19,900
Chargebacks		(\$434,882)		(\$174,700)
Total		\$182,480		\$0
Chargeback to Development Review Special Revenue Fund				

Historic Area Work Permits

description

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. Staff receives completed HAWP applications from DPS, reviews the applications using Historic Preservation Ordinance criteria and district-specific guidelines, provides a written staff recommendation on each case to the HPC, presents the cases at the HPC's public meetings, processes the applications after they have been acted on by the HPC, and assists in enforcing approved HAWPs as needed. Staff also processes applications for Montgomery County Historic Preservation Tax Credits and implements public outreach and education on historic preservation process and benefits via the website and newsletter. Finally, staff develops architectural feature-specific design guidelines for exterior alterations to historic resources.

Lead Division: Design/Urban Design

Lead Staff: S. Whipple

goals

- Ensure the preservation and protection of the County's significant historic districts and sites, while allowing for compatible changes that make these resources usable and available.

performance measures

Objective	Measure
Provide staff support to the HPC and assist the public by reviewing and processing HAWP applications	In FY08, 178 HAWPs were reviewed and processed. As of 10/08, 46 HAWPs were reviewed and processed. There are typically over 200 HAWP applications per year. For FY09, 184 HAWPs are anticipated
Provide staff support to the Montgomery County Historic Preservation Commission and assist the public by reviewing and processing Montgomery County Historic Preservation Tax Credit applications	In FY08, 98 Montgomery County Historic Preservation Tax Credit applications reviewed and processed.

specific tasks/products for FY09

- Review and process all HAWP applications in a timely way, meeting the 45-day review time limit called for in the Historic Preservation Ordinance.
- Review and process approximately 100 Historic Preservation tax credit applications for eligibility prior to submission to Montgomery County.

Program Indicators	FY08 Actual	FY09 Target	FY09 Actual as of 10/08	Comments/Issues
% of HAWPs reviewed and processed within the 45-day statutory review period	100%	100%	100%	

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	3.45	\$321,472	3.55	\$366,400
Professional Services		\$9,000		\$9,000
Publications		\$6,000		\$6,000
Other Operating Expenses		\$53,758		\$40,600
Chargebacks		(\$306,800)		(\$315,800)
Total		\$83,430		\$106,200
Chargeback to Historic Preservation Special Revenue Fund				

Environmental Review and Forest Conservation

description

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, perform records management, prepare biennial reports for the state, act as liaison with State department of natural resources forest program and related functions.

Lead Division: Green/Environmental Planning Division

Lead Staff: M. Pferfferle

goals

- Promote stewardship of County forest resources.
- Reduce loss of existing and high quality forest stock.
- Direct reforestation to environmentally sensitive areas.
- Permanently protect forest resources with conservation easements.
- Provide environmental review and input to Development Review projects

performance measures

Objective	Measure
Respond to potential forest conservation violations within one business day	99% of violations are responded to within one business day.
Expand the creation of new forests with funds collected by in-lieu fees by fall 2008	Five acres of new forests created with funds collected by in-lieu fees are scheduled for planting in fall 2008 providing favorable climatic conditions remain
Reduce average time per NRI/FSD review time	In FY08, the average time per inspection is 24 days, a 10% reduction from FY07

specific tasks/products for FY09

- Expand public outreach on the forest conservation law.
- Implement recommendations of the M-NCPPC Forest Conservation Task Force.
- Submit revised forest conservation regulation to County Council by summer 2008.
- Complete update to the trees technical manual by fall 2009.
- Continue reduction in average NRI/FSD review times.
- Provide assistance in park related reforestation and afforestation for the ICC.
- Provide comprehensive environmental review of development plans and projects.

Program Indicators	FY08 Actual (%)	FY09 Target	FY09 Actual as of 10/08 (%)	Comments/Issues
% of permanently protected stream buffers	90%	90%	N/A	
% of permanently protected onsite forests.	80%	75%	N/A	
Acreage of forest planted, cleared, planted	222.85 acres of forest planted, 73.55 acres of forest cleared	N/A	N/A	Economic conditions and housing market drive more development approvals and more tree planting removal
% of plans reviewed within statutory timelines	44%	100%	N/A	The percentage is due to data entry errors in Hansen.
Average number of inspection per inspector/week	12	24		
Number of violations per month	4	4		

Budgeted Resources	FY08		FY09	
		\$	WY	\$
Personnel	7.30	\$680,217	12.10	\$856,700
Professional Services				
Publications				
Other Operating Expenses		\$122,829		\$95,400
Chargebacks		\$803,046		\$952,400
Total		\$803,046		\$952,400

Bikeways Implementation

description

This on-going work advocates, reviews, recommends, and supports implementation of master planned bikeways and trails and related amenities like bike racks and lockers in private development proposals, as well as implementation of bikeways as part of state and local public transportation projects. It also provides expertise and guidance on bicycle, pedestrian, and trail policy and facility-planning efforts, including support to Community-Based Planning master and sector plans and in multi-modal transportation projects such as the Intercounty Connector (ICC), Purple Line, Silver Spring Transit Center (SSTC), and Corridor Cities Transitway (CCT).

The effort also supports the Department of Parks with bicycle planning and facility design expertise as needed in their park planning and design efforts as well as parkway and trail safety initiatives, and coordinates with WMATA to improve bicycle and pedestrian access to transit stations.

Lead Division: MOVE/Transportation Planning Division

Lead Staff: Kines

goals

- Implement the 2005 Countywide Bikeways Functional Master Plan, bicycle elements of Master and Sector Plans, and bikeway elements of 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.

Performance Measures

Objective	Measure
Increase private sector participation in providing sidewalk and bikeway connectivity	Linear feet of offsite bikeway or sidewalk construction included as conditions of Planning Board plan approvals
Advance public sector implementation of sidewalk and bikeway and sidewalk capital projects as well as related enhancements and public policies.	Mileage of countywide bikeways and multi-use paths incorporated into Planning Board recommendations for new CIP Facility Planning or CTP Project Planning studies

Specific Tasks/Products for FY09

- Recommend bikeways for inclusion in the FY09-14 County CIP for planning or construction.

Program Indicators	FY08 Actual	FY09 Target	FY09 Actual as of 10/08	Comments/Issues
Linear feet of onsite or offsite bikeway or sidewalk construction included as conditions of Planning Board plan approvals	11,000	8,000	2,100	
Mileage of bikeways and multi-use paths incorporated into Planning Board recommendations for new CIP Facility Planning or CTP Project Planning studies	25	25	0	

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	0.30	\$27,954	0.90	\$92,900
Professional Services				
Publications				
Other Operating Expenses		\$3,897		\$10,400
Chargebacks				
Total		\$31,851		\$103,300

Private Development and Public Project Coordination

description

This program element provides coordination between the public projects required to implement master plans and private projects approved as part of the regulatory process, and will examine the potential for a broad range of approaches to building community facilities.

Lead Division: All Divisions

Lead Staff: G. Kreger, R. Krasnow, D. Hardy, J. Carter

goals

- Implement master and sector plan recommendations through early coordination.
- Reduce the County costs and time for road construction, and ensure dedication of public facilities sites such as schools and parks.
- Assist in preparing the Zoning Text Amendments necessary to implement master plans.

performance measures

Objective	Measure
Implement the Shady Grove Sector Plan	Progress in the relocating the Service Park
Address master plan and sector plan recommendations for public facilities in regulatory cases	Number of regulatory approvals that implement master plans and sector plans
Investigate financing mechanisms to share the cost of the constructing and maintaining public amenities and facilities	Number of public amenities and facilities with a private contribution

specific tasks/products for FY09

The major projects for coordination efforts include:

- Provide input on regulatory cases to coordinate the timing of public facilities and private development.
- Participate in the technical teams developing the master and sector plans underway in FY09.
- Continue the efforts described in the Shady Grove Implementation Plan.
- Coordinate the Olney Town Center implementation project.
- Coordinate Silver Spring development.
- Participate in the County-sponsored Transportation Management Organizations.
- Oversee ongoing efforts to implement streetscape plans.
- Identify a range of approaches to constructing public facilities appropriate to the County's future needs

Program Indicators	FY08	FY09 Target	FY09 Actual	Comments/Issues
Capital projects included in the CIP to relocate the Service Center	0	3		
Number of project plans, site plans and preliminary plans that include schools and roads	20	15		
Number of mandatory referrals with private sector involvement	20	15		
Number of projects that contribute to the amenity fund	1	3		

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	4.55	\$377,380	4.15	\$428,300
Professional Services				
Publications				
Other Operating Expenses		\$76,420		\$54,100
Chargebacks		(\$71,953)		(\$84,600)
Total		\$381,848		\$397,800

Capital Projects

description

Participate in planning Montgomery County and Maryland capital projects.

Lead Division: All Divisions

Lead Staff: G. Kreger, R. Krasnow, D. Hardy, J. Carter

goals

- Implement the master plan-recommended facilities to serve existing and planned communities.
- 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.
- Provide the Council with the best available information to make sound capital spending decisions.

performance measures

Objective	Measure
Ensure the timely provision of facilities recommended in approved master plans	In FY08, the Planning Department reviewed and provided recommendations for 61 capital projects (for the FY09-14 CIP), reviewed the State CTP, recommended priority projects for the Executive's proposed CIP, and reviewed the proposed CIP.

specific tasks/products for FY09

- Identify unbuilt projects in master plans and prepare a list of priority projects including roads for inclusion in the next CIP and CTP.
- Participate in design development for capital projects being prepared by other agencies.
- Participate with other agencies in the preparation of recommendations for new projects to the County Executive and County Council.
- Take actions to protect land needed for future capital projects in advance of development.
- Provide input to the Research & Technology Center for monitoring development.
- Assist in developing standards for capital projects.

Program Indicators	FY08 Actual	FY09 Target	FY09 Actual as of 10/08	Comments/Issues
# of public facilities projects reviewed (FY09-14 CIP)	22	N/A	N/A	FY09 data will be available for the March 2009 Semi-Annual Report
# of road projects reviewed (FY09-14 CIP)	39	N/A	N/A	FY09 data will be available for the March 2009 Semi-Annual Report

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	1.65	\$153,748	1.65	\$170,300
Professional Services				
Publications				
Other Operating Expenses		\$25,108		\$27,000
Chargebacks				
Total		\$178,856		\$197,300

Mandatory Referrals, Abandonments, and Annexations

description

Mandatory Referrals are regulatory planning efforts assigned to the Community-Based and Environmental and Transportation Divisions. Mandatory referrals, abandonments, and annexations provide the opportunity to coordinate master plan recommendations and other policies with public development allowing the Planning Board and others to comment on federal, State, and local projects. Reviewing annexations proposed by the County's municipalities also provides the opportunity for the Planning Board and others to provide guidance.

Lead Division: Design/Urban Design Division

Lead Staff: J. Carter

goals

The review provides a Countywide perspective for:

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

performance measures

Objective	Measure
Create logical boundaries between Montgomery County and the cities of Gaithersburg and Rockville by encouraging the municipalities to incorporate enclaves created by annexations.	In FY08, 36 mandatory referrals and annexations reports were completed. In FY09, 36 mandatory referrals and annexation reports are anticipated. There are currently 14 reports under review.

specific tasks/products for FY09

- Convey staff reports and Planning Board comments to all funding agencies.
- Continued interagency coordination for the ICC Mandatory Referral as identified in Planning Board and County Council status reports. Technical highlights include:
 - Participation in concurrent design-build activities for all three contracts (A, B, and C).
 - Oversight of compensatory mitigation and environmental stewardship activities, including Llewellyn Fields.
 - Environmental reviews and public hearings for the Upper Paint Branch SPA.
 - Acceptance of the Trolley Museum's relocation.

Program Indicators	FY08 Actual	FY09 Target	FY09 Actual as of 10/08	Comments/Issues
Average amount of time per report (hours)	200	200	N/A	

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	5.70	\$437,948	6.10	\$629,600
Professional Services				
Publications				
Other Operating Expenses		\$62,117		\$70,300
Chargebacks				
Total		\$500,065		\$699,900

Information Services Program

Information is a product, service, and one of the Department's most important assets. The Information Resources Program consists of one sub-program and four program elements including the functions of economic and demographic studies and analyses and GIS.

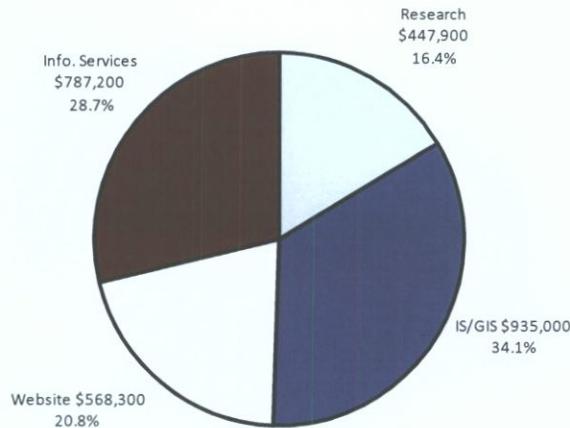
For FY09, there are four program elements in the Public Information Sub-Program.

Program Elements	WY	Expenditure
1. Research	2.80	\$447,900
2. Information Systems/Geographic Inventory Systems (GIS/IS)	6.50	\$935,000
3. Website	4.00	\$568,300
4. Information Services	6.60	\$787,200
1. Chargeback		(\$436,500)

Budgeted Resources:	FY08		FY09	
	WY	\$	WY	\$
Personnel	18.95		20.50	\$2,053,900
Professional Services				\$90,000
Publications				
Other Operating Expenses				\$594,500
Chargebacks				(\$436,500)
Total		\$2,283,100		\$2,301,900

Revenue Source: Administration Fund; Development Review Special Revenue Fund (Fees)

Expenditure Distribution for Information Services Program



Research

description

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, housing, and employment.

Lead Division: Explore/Research & Technology Center

Lead Staff: R. George

goal

- Improve the understanding of land use, current and potential development, and related demographics and economics of the County. Information and analysis aids in master planning, and in the development of policies by the Planning Board and County Council.

performance measures

Objective	Measure
Provide objective, efficient, and reliable information and analysis to support the decision-making process for the Planning Department, Department of Parks, Planning Board, County Council, and others in Montgomery County.	<ul style="list-style-type: none"> • Collection and management of data on a number of demographic and fiscal indicators to facilitate decision-making • County designation of RTC data as preferred source for demographic, economic, and housing data
Provide timely and accurate demographic, housing, and economic data and analysis of County trends and policies to support master plans and program initiatives, and plan County services.	<ul style="list-style-type: none"> • Provide demographic, housing, and economic analysis supporting the master plan process • Conduct fiscal impact analysis of Master Plans
Establish and maintain demographic, economic, land use, housing, and other data and decision-making resources that are regularly updated and accurate.	<ul style="list-style-type: none"> • Prepare official population, housing, and employment forecasts • Prepare quarterly housing data updates • Conduct and analyze the Census Update Survey and other topical surveys

specific tasks/products for FY09

- Reports and analysis of the results of the 2008 Census Update Survey.
- Prepare the Montgomery County forecast of jobs and housing for Washington DC Council of Governments.
- Track federal, State, and other demographic, economic, and land use data.
- Track development and real estate market activity, including subdivision approvals, building permits, construction completions, home sales, and vacancy rates.
- Prepare the annual *Economic Forces That Shape Montgomery County* report.
- Monitor, track, and report development and changes in land use.
- Support requests from County agencies and departments, public, business owners, and others for research, analysis, and reporting.
- Presentations on County demographic, economic and land use trends.
- Provide survey research expertise to County agencies.
- Maintain housing data on Hansen and on the web.

- Provide research, analysis, and reporting for the housing element of the General Plan and housing elements of master and sector plans.
- Review development and redevelopment projects for compliance with affordable housing policies and the TDR program.
- Review zoning, regulations, and review processes for efficiency and equity or compliance with affordable housing programs, agricultural conservation, and sustainability.
- Present and offer consultation to County agencies on housing issues.
- Coordinate, support, and participate in the:
 - Montgomery County Affordable Housing Conference Steering Committee
 - Montgomery County Dept. of Health & Human Services Special Needs Housing Coordinating Group
 - Montgomery County DHHS Senior Housing Forum
 - Montgomery County Interagency Fair Housing Coordinating Group/Fair Housing Advocacy Committee
 - Montgomery County Executive's Affordable Housing Task Force
 - Metropolitan Washington Council of Governments' Washington Area Housing Partnership
 - CountyStat

Program Indicators	FY08 Estimate	FY09 Target	FY09 Actual as of 10/08	Comments/Issues
% of data requests performed in a timely manner	85%	90%	100%	Workload conflicts limit staff time dedicated to answering unanticipated requests
% of scheduled reports delivered on time	90%	100%	100%	RTC staff input must be included in the scoping of all projects.
% of staff work hours supporting Master Plans compared to programmed amount	120%	100%		Additional support work requested beyond original scope
% of data requiring quarterly updates that is completed on time	80%	90%		Workload conflicts limit staff time dedicated to updating data.
# of page website hits	8,840	10,220	2,818 (25%)	Innovative ways to attract users to the RTC website must be found.
% of reports uploaded to the web page within 10 days of publication	90%	100%	100%	Department must honor RTCs routinized update schedules.
# of presentations made to professional conferences or participation in organizing conference	6	4		APA, IT EXPO, Affordable Housing Conference, Mont. Co. Housing Fair, etc.
# of presentations made to County agencies, private or civic organizations	48	20		FY09 presentations anticipated for Census Update, Housing, etc.

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	2.80	\$260,905	2.80	\$289,000
Professional Services		\$260,000		\$50,000
Publications				
Other Operating Expenses		\$71,758		\$108,900
Chargebacks				
Total		\$592,663		\$447,900

Information Systems/Geographic Information Systems (IS/GIS)

description

The IS/GIS program supports decision making throughout Montgomery County by providing timely and accurate geographic and land-based data. It has two components. The GIS is a mature system, comprising a large database of geographic data and tools that have been used for over a decade in everyday operations such as map making and analysis. The second component, IDEAL, is comprised of Hansen client and database structure, and 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) that contains all recent development plans and reports available via the internet. The two components are linked at a system level and data can be accessed from either component.

Lead Division: Explore/Research & Technology Center

Lead Staff: L. Scattergood, J. Schlee

goals

- Provide timely and accurate land-based data to decision-makers and identify ways that data can be used to answer policy questions and support daily operations. Land-based data provides for the tracking and monitoring of growth.

performance measures

Objective	Measure
Provide easily accessible, timely and accurate geographic – based data to Department and County staff, to support decision making, policy analysis, and daily operations	<ul style="list-style-type: none"> • GIS is used by more staff, creating more demand on GIS websites and for licenses and advanced training • Online development projects are created and updated quicker, making them more usable by staff and the public • Staff use of GIS has improved, allowing GIS team to perform more geographic analysis in support of department projects

specific tasks/products for FY09

The GIS Strategic Plan will enter Phase II, which will act on recommendations from Phase I. These are expected to include:

- Improvements to the administration, updating, and maintenance of GIS data
- Improved coordination, documented workflows, and data descriptions between agencies
- A budget mechanism that adequately funds the GIS database maintenance
- Providing GIS data and geographically-based information to the public and increase the GIS use to improve administrative and operational activities of County agencies
- As part of the zoning rewrite, establish GIS as the official source for zoning maps and information
- Hansen 8, which will be a web-based replacement for Hansen 7, and will continue to support the department's development review and regulatory functions and will provide enhanced capabilities for users.

Program Indicators	FY08 Actual	FY09 Target	FY09 Actual as of 10/08	Comments/Issues
# of GIS website visits	5,697	6,250		Based on 1 year of Locator Wizard (1072) and 7 months of MCATLAS (4625). MCATLAS has not yet formally announced
% of current development plans stored in the DAIC at time of Board review	Not measured	95%		Plans are still scanned with support from IS team. Digital submissions should increase this value to 100%.
# of training sessions	28	26		Classes include: 7 Intro, 3 intermediate, 7 personalized, 3 IT Expo sessions, 8 user groups. FY09 assumes 10 user groups, 10 classes, and 6 advanced seminars.

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	6.55	\$610,331	6.50	\$670,900
Professional Services		\$125,000		\$40,000
Publications				
Other Operating Expenses		\$167,461		\$224,100
Chargebacks				
Total		\$902,792		\$935,000

Website

description

The Web program supports both the Park and Planning Departments' communication activities. 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; the ability to make online purchases of services and products; and the ability to submit applications.

Lead Division: Act/Management Services

Lead Staff: G. Goodwin

goals

- Provide timely and detailed information available to visitors 24 hours a day.
- Increase the transparency of the Planning Board's activities, including preparation of master plans and review of private development.
- Increase public access to our park facilities and programs.
- Enable public participation through online surveys, blogs, and other mechanisms.

performance measures

Objective	Measure
Create and design web content to provide the following: 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; the ability to make online purchases, and the ability to submit applications	Online visitor satisfaction survey that will determine the following: <ul style="list-style-type: none"> • Percent of online survey takers indicating that our Website is helpful • Percent of online survey takers indicating that the Website is easy to use

specific tasks/products for FY09

Completion of website redesign and inauguration of webcasts will allow web team to focus in FY08 on:

- Expanding use of web-based technology and tools to support the master planning process, development review, park planning, and park user experience.
- Adding website features that explain park and planning issues in more depth to make the process more easily understandable by the public.
- Expanding planning and other documents available on the website and develop more user-friendly tools for search and retrieval of information
- Deploy Web-based GIS tools now under development.

Program Indicators	FY08 Actual	FY09 Target	FY09 Actual as of 10/08	Comments/Issues
Amount of new content provided	3GB	N/A	5GB	FY09 targets are not applicable due to development of new performance measures.
Number of website visitors	2,052	N/A	2,400	FY09 targets are not applicable due to development of new performance measures.

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	3.00	\$279,541	4.00	\$412,800
Professional Services		\$10,000		
Publications				
Other Operating Expenses		\$76,884		\$155,500
Chargebacks				
Total		\$366,425		\$568,300

Information Services

description

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 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. The office also assists people submitting applications for development review, including checking applications for completeness, processing application fees, and entering information into the Hansen system. Additional public information staff in Transportation Planning provides information related to transportation issues.

Lead Division: Build/Development Review Division

Lead Staff: L. Rorie

goals

- Disseminate up-to-date information regarding the County's and the Planning Board's land use policies, including changes to the zoning ordinance, subdivision regulations, forest conservation laws, and master plans.
- Process applications accurately and in a timely manner.
- Provide accurate land use information, essential in a growing and diverse county.

performance measures

Objective	Measure
Provide timely information to the public with respect to planning and zoning matters.	In FY08, the Information Services Counter served an average of 22 walk-in customers per day and uncounted telephone callers. The current average for FY09 is the same.

specific tasks/products for FY09

- Establish a customer service protocol.
- Ensure that each caller has been contacted within 24 hours.
- Ensure that personnel are explaining to the public how information can be retrieved through the Hansen Dynamic Portal.
- Work closely with the technology team to establish a file protocol.
- Establish a more secure file management system.

Program Indicators	FY08 Actual	FY09 Target	FY09 Actual as of 10/08	Comments/Issues
% of request responded to within 24 hours	92%	90%	89%	The percentage has declined due to the loss of staff.
# of general information presentations conducted (average per day)	12	10	9	

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	6.60	\$614,990	6.60	\$681,100
Professional Services				
Publications				
Other Operating Expenses		\$171,504		\$106,000
Chargebacks		(\$365,301)		(\$507,300)
Total		\$421,194		\$279,900
Chargeback to Development Review Special Revenue Fund				

Management and Administration Program

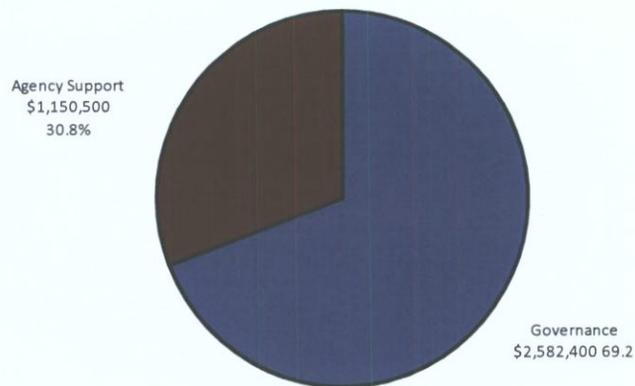
The Management and Administration Program provides the leadership and support resources for the effective and efficient coordination and direction of the Department. This program includes the technology resources and support for the Department.

The Management and Administration Program is organized into two Sub-Programs that contain 3 Program Elements. The FY09 Sub-Programs are:

Sub-Programs	WY	Expenditure
1. Governance	22.00	\$2,582,400
2. Agency Support	5.00	\$1,150,500

Budget Resources:	FY08		FY09	
	WY	\$	WY	\$
Personnel	30.65		27.00	\$2,786,700
Professional Services				\$390,000
Publications				
Operating Expenses				\$556,200
Chargebacks				
Total		\$4,317,300		\$3,732,900
Revenue Source: Administration Fund				

Expenditure Distribution for Management & Administration Program
by Sub-Program



Work Program Management

description

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

Lead Division: Director's Office Lead Staff: R. Stanley, A. Davis, R. Krasnow, R. George, J. Carter

goals

- Promote stakeholder satisfaction with the adopted work program.
- Ensure compliance with legal and regulatory requirements, adopted policy direction and guidance, and approved processes and procedures for the physical development of Montgomery County.

performance measures

Objective	Measure
Determine performance measures at the program element level for FY09.	Developed for all 48 program elements of the work program.
Create system for development of program outcome measures.	

specific tasks/products for FY09

- Develop work priorities for FY10.
- Develop outcome measures at programmatic level.

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	10.80	\$1,006,348	9.40	\$997,800
Professional Services				
Publications				
Other Operating Expenses		\$183,640		\$159,200
Chargebacks				
Total		\$1,189,988		\$1,157,000

Work Program Support

description

Work Program Support assists in the corporate operation of the Planning Department. It includes human resource administration, fiscal resource administration, document production, communication and outreach, facility operation, and other general administrative support activities.

Lead Division: Act/Management Services

Lead Staff: A. Davis

goal

- Promote continuous improvement, efficiency, and effectiveness in administrative activities and customer services practices.

performance measures

Objective	Measure
Implement strategies to ensure efficiency and effectiveness of Planning Department operations through staff training and administrative process reviews.	<ul style="list-style-type: none"> Developed protocol and publications standards Develop orientation program In FY08, employees attended Department and Commission-wide training sessions

specific tasks/products for FY09

- Implement publication standards and protocols
- Improve document management

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	14.85	\$1,383,728	12.60	\$1,337,700
Professional Services		\$225,000		
Publications		\$10,000		
Other Operating Expenses		\$227,971		\$249,400
Chargebacks		(\$26,100)		
Total		\$1,872,800		\$1,587,100

Information Technology

description

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.

Lead Division: Explore/Research & Technology Center

Lead Staff: H. Mobayeni

goals

- Provide information technology to the Planning Department Staff so that they can achieve their work program initiatives.
- Provide internet-based access to the Planning Department's land-use data repository.
- Fully participate in interagency technology coordination.

performance measures

Objective	Measure
Provide all network, desktop, and telecommunications infrastructure, training and ongoing support for all users in the Planning Department.	From January 1, 2008 to August 30, 2008, 519 help desk calls were processed. 467 callers received service on the same day they called.

specific tasks/products for FY09

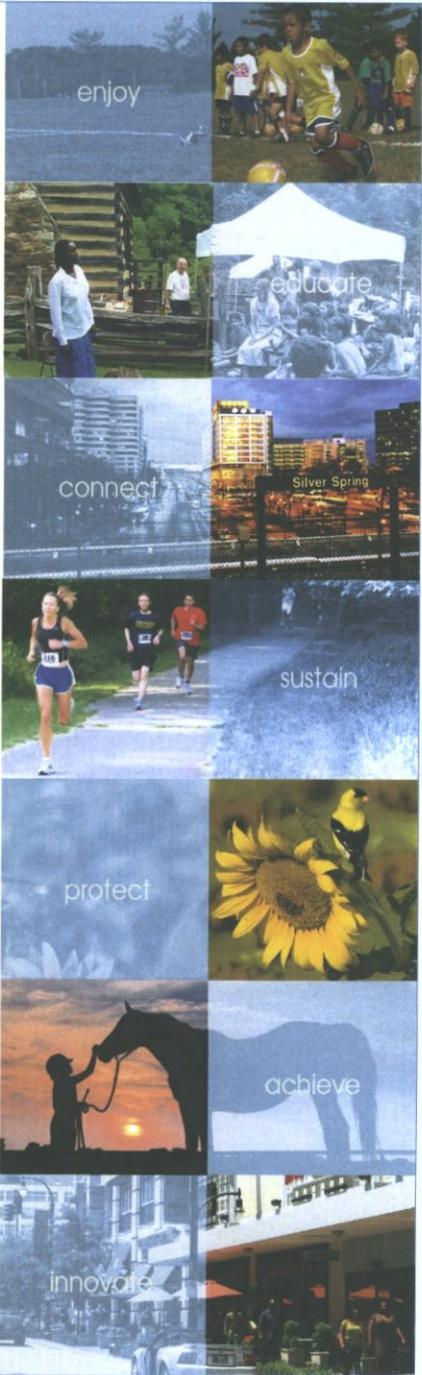
- Maintain a high level of reliability of our installed networks.
- Keep pace with PC and other replacements, according to ITPCC-approved schedule.
- Continue to improve training and other support.
- Invest additional resources in IT security.

Program Indicators	FY08 Actual (%)	FY09 Target	FY09 Actual as of 10/08 (%)	Comments/Issues
%of Help Desk calls closed within one date (national rate is 65%)	90%	90%	N/A	FY08 percentage represents 1/1/08 to 8/30/08 figures.
% of uptime for networks	99.89%	99%	N/A	FY08 percentage represents 1/1/08 to 8/30/08 figures.

Budgeted Resources	FY08		FY09	
	WY	\$	WY	\$
Personnel	5.00	\$465,902	5.00	\$516,100
Professional Services		\$305,000		\$390,000
Publications				
Other Operating Expenses		\$545,640		\$244,400
Chargebacks		(\$62,000)		
Total		\$1,254,542		\$1,150,500



department of parks
appendix



enjoy

enjoy

educate

educate

connect

Silver Spring

sustain

sustain

protect

protect

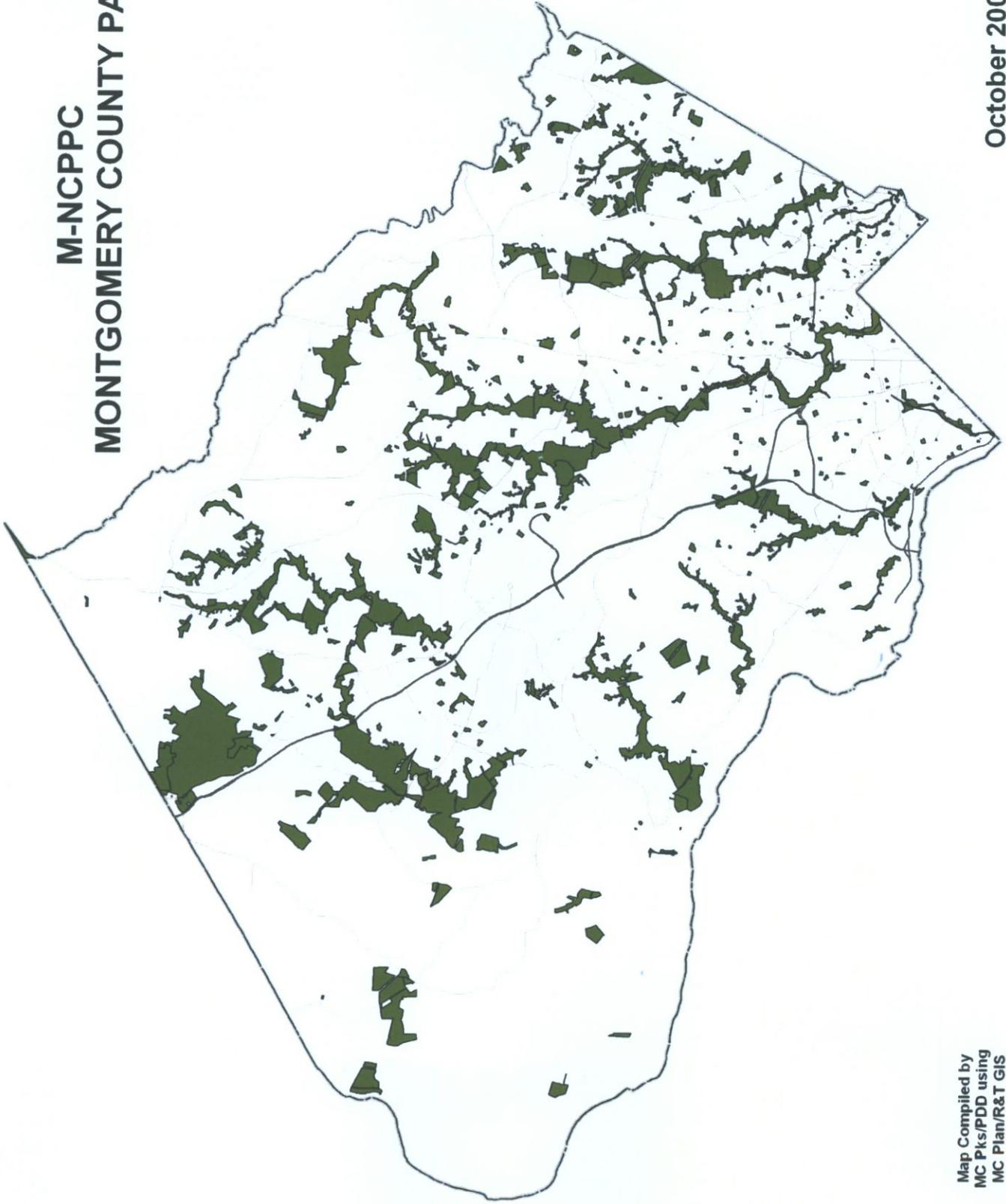
achieve

achieve

innovate

innovate

**M-NCPPC
MONTGOMERY COUNTY PARKS**



Map Compiled by
MC Pks/PDD using
MC Plan/R&T GIS

October 2008

Listing of Park Activity and Ancillary Buildings

	Park Name	Use
1	Adventure Conservation Park	Park House/ Meeting Space
2	Agricultural History Farm Park	Permitted
3	Argyle Local Park	Permitted
4	Ayrlawn Local Park	Leased to YMCA
5	Camp Seneca Special Park	Permitted
6	Capitol View-Homewood Local Park	Permitted
7	Clarksburg Neighborhood Park	Permitted
8	Colesville Local Park	Permitted
9	Ednor Local Park	Leased to Camp Sonshine
10	Garrett Park Estates Local Park	Permitted exclusively to Garrett Park Nursery School
11	Glenmont Local Park	Permitted
12	Hillandale Local Park	Permitted
13	Indian Spring Terrace Local Park	Permitted
14	Kemp Mill Estates Local Park	Permitted
15	Ken-Gar Palisades Local Park	Permitted
16	Lynnbrook Local Park	Permitted
17	Maplewood-Alta Vista Local Park	Permitted
18	Maydale Conservation Park	Leased to Friends of Nature Centers
19	Meadowbrook Local Park	Permitted
20	Nolte Local Park	Permitted
21	Norbeck-Muncaster Mill Neighborhood Park	Permitted
22	North Chevy Chase Local Park	Permitted
23	North Four Corners Local Park	Permitted
24	Norwood Local Park	Temporarily closed for emergency repairs
25	Norwood Local Park - Bldg. 1	Permitted exclusively to B-CC Nursery School
26	Norwood Local Park - Bldg. 2	Leased to Over-60 Counseling Services
27	Owens Local Park	Permitted
28	Pilgrim Hill Local Park	Permitted
29	Pincrest Local Park	Permitted
30	Quince Orchard Valley Neighborhood Park	Permitted
31	Randolph Hills Local Park	Closed for Demolition
32	Sligo Avenue Neighborhood Park	Permitted
33	Sligo-Dennis Avenue Local Park	Permitted
34	Spencerville Local Park	Permitted
35	Stoneybrook Local Park	Permitted
36	Takoma-Langly Community Center	Leased to Mo.Co. Rec. Dept.
37	Tilden Woods Local Park	Permitted
38	Veirs Mill Local Park	Permitted
39	Westmoreland Hills Local Park	Leased to Westmoreland Citizens Association
40	Wheaton Community Center	Leased to Mo.Co. Rec. Dept.
41	Wheaton-Claridge Local Park	Permitted

ATHLETIC FIELD INSPECTION AND EVALUATION PROGRAM

Fields Closed for Renovation 09/08

Evaluation Categories

Park Location	Photographed	Turf Coverage	Goals/center field	Soil compaction	Evaluation Completed	Next Evaluation
Leahman LP	✓	✓	✓	✓	8/25/08	08/09
Blueberry Hill	✓	✓	✓	✓	8/25/08	08/09
Layhill	✓	✓	✓	✓	8/25/08	08/09
Damascus	✓	✓	✓	✓	8/25/08	08/09
Cannon Rd.	✓	✓	✓	✓	8/26/08	08/09
Calverton Galway	✓	✓	✓	✓	8/26/08	08/09
Avenel	✓	✓	✓	✓	8/25/08	08/09
Little Falls SVU	✓	✓	✓	✓	8/25/08	08/09
Saddlebrook	✓	✓	✓	✓	8/25/08	08/09
Sligo Creek SVU	✓	✓	✓	✓	8/25/08	08/09
Rock Creek Hills	✓	✓	✓	✓	8/26/08	08/09
Rock Creek Hills	✓	✓	✓	✓	8/26/08	08/09
MLK Rec. Soccer						04/09

✓ = completed

*See individual evaluation sheets for results and attached photographs

ATHLETIC FIELD INSPECTION AND EVALUATION PROGRAM

Fields Returning to Play 09/08

Evaluation Categories

Park Location	Photographed	Turf Coverage	Goals/center field	Soil compaction	Evaluation Completed	Next Evaluation
Flower Valley	✓	✓	✓	✓	8/25/08	11/08
Gunners Lake	✓	✓	✓	✓	8/25/08	11/08
MLK Jr. Rec. football	✓	✓	✓	✓	8/25/08	11/08
Bradley	✓	✓	✓	✓	8/25/08	11/08
Southeast Olney	✓	✓	✓	✓	8/25/08	11/08
Pleasant View	✓	✓	✓	✓	8/25/08	11/08
Glenfield	✓	✓	✓	✓	8/25/08	11/08
Nolte	✓	✓	✓	✓	8/25/08	11/08
Jessup Blair	✓	✓	✓	✓	8/25/08	11/08
Dufief						04/09

✓ = completed

*See individual evaluation sheets for results and attached photographs

Proposed Athletic Field Fee Increases

Current Fee	Current \$/Hr Equivalent	Proposed Fee
Local Park Fields		
\$48/admin fee	\$1.77/hour	\$3/hour
Regional and Recreational Park Fields		
\$25/game, 12 and under, all sports	\$15/hour (average)	\$15/hour youth unlit fields
\$40/game, 13+, softball, soccer, football		\$30/hour youth lit fields
\$50/game, 19+, baseball		\$20/hour adult unlit fields
		\$35/hour adult lit fields

Cultural Resources: Semi Annual Status Report

Acorn at Silver Spring	Historic Paint Analysis Scheduled Advisory Committee Formed Annual Tours/ Public Programs Ongoing Archaeological Digs Ongoing
Blockhouse Point	Self-Guided Brochure Completed
Brainard Warner House	Offers Received on RFP; Evaluation Panel in Progress
Bureau of Animal Industry (Norwood Rec.)	Feasibility Study RFP Started Bussard Family Oral Histories Ongoing
Bussard Farm (Ag. History)	Farmhouse Tours Ongoing
Civil War Podcast	In Development through Heritage Montgomery Construction Documents for Handicapped Ramps Received Construction Documents for Handicapped Ramps Received Corn Crib Stone Footings Replaced Curatorship RFP in Progress Curatorship RFP in Progress Curatorship RFP in Progress
Darby House	House Painted
Darby Store	Tarp placed on Store
Darnestown Heritage Park	Historic Interpretation for Facility Plan Dendrochronology Ongoing Dendrochronology Scheduled
Dowden's Ordinary	Ghost Structure Design Ongoing Easement Discussions Underway (Legacy) Facility Plan RFP Initiated Furnishing Plan Developed for Interpretation
Germantown Master Plan	Parks Cultural Resources Component Completed
Goshen Mill Sign	Marker in Progress (with Goshen Historical Society) Hazardous Materials Study Completed Historic Paint Analysis Scheduled Historic Plantings Planned (Horticulture) Historic Research Ongoing Historic Shingle Roof Repaired
Hyattstown Mill	Mill Exhibit Loaned and Installed in Building
Jeremiah Norwood Tobacco Barn	Dendrochronology Completed

Joseph White House	Curatorship RFP in Progress
Josiah Henson Site ("Uncle Tom's Cabin")	Historic Structure Report Completed
Kingsley School	New Floor Laid Kitchen Rehabilitation Working Group Formed Maintenance Shed Repaired and Painted Historic Colors
Meadowbrook Stables	<i>Construction Documents for Life Safety Ongoing</i>
Miscellaneous Park Buildings	Numerous Buildings Researched and Matched Against Historic Designation Criteria
Mooseum	Construction Documents Ongoing (PDD) Newmantown Oral Histories Ongoing Nomination to Master Plan for Historic Preservation in Progress
Northwest Branch Master Plan	Parks Cultural Resources Component Ongoing
Oakley Cabin	<i>Kiosk Installed</i>
Perry Browning House	Dendrochronology Completed Plywood Added to Unsecured Openings
Poole's House	House Painted
Poole's Store	Store Painted Preservation Architect Hired for Stabilization Plans Public Tours Ongoing Public Tours Ongoing
Rachel Carson Greenway	Historic and Natural Interpretive Signage Grant Implementation Reconstruction Plan Developed
Red Door Store	Upstairs Room Stabilization Planned
Robert Morse (WSSC) Buildings	National Park Service Historic Document Draft Completed Salvage Plan Developed
Selden Island	Archaeological Reconnaissance Ongoing
Seneca Stone Barn	Stabilization Underway
Stubbs Barn	Historic Research Ongoing Supply closet Built Tours and Public Programs Ongoing Trail Improvement Ongoing Two Log Rooms Exposed

Underground RR Experience Trail	Trail Cleanup Ongoing
Unnamed Cabin, Little Bennett	Dendrochronology Completed
Upper Rock Creek Trail Corridor Plan	Mill Trail Developed as Part of Plan Vandalized Walls Repaired
Waters House Barn	Coordination with MCHS Ongoing
White Flint Sector Plan	Parks Cultural Resources Component Completed
Woodlawn Barn	RFP for Design Services Winter 2008 Issuance
Woodlawn Manor	House Painted
Ziegler Log House	Dendrochronology Completed

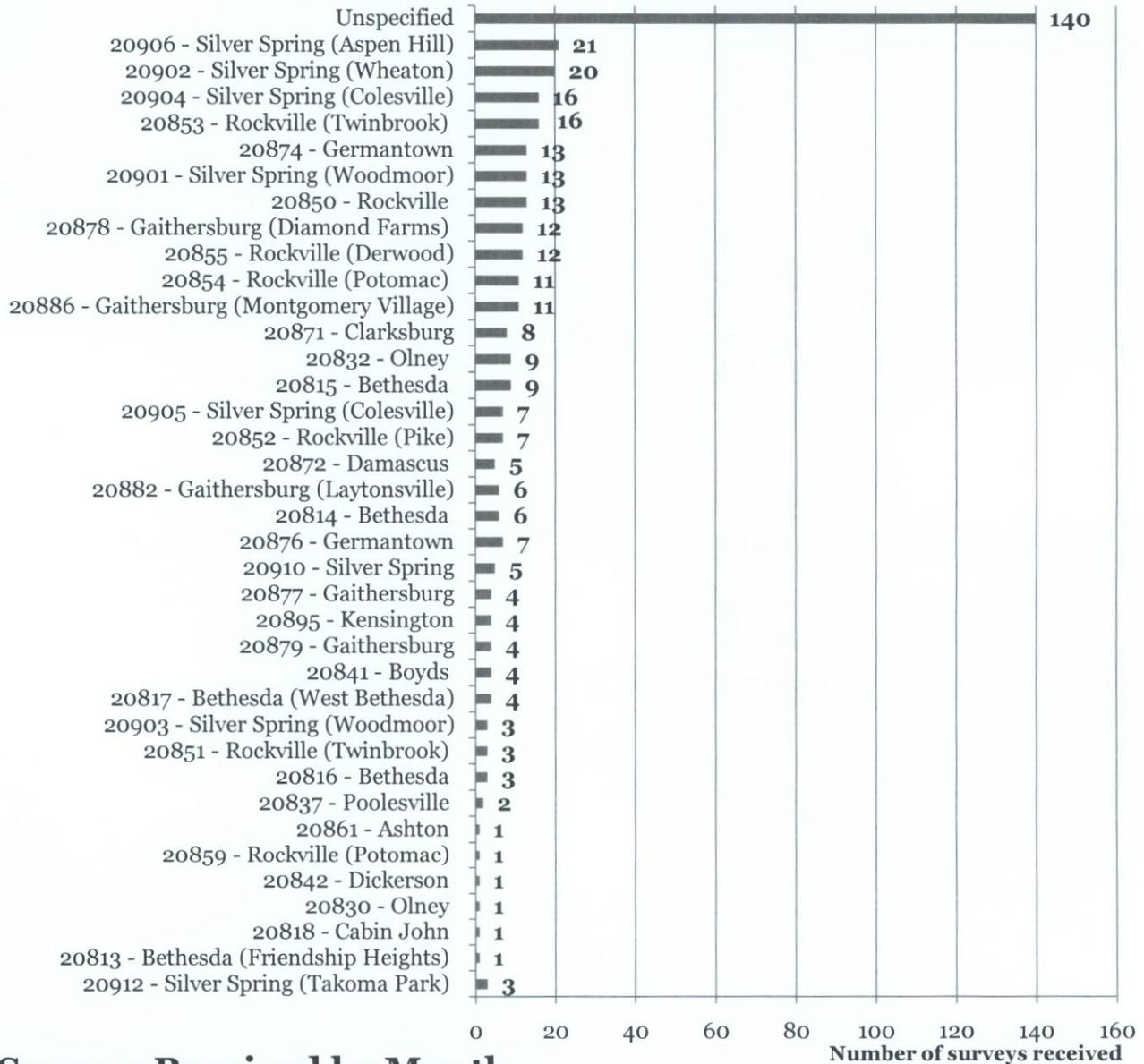
All Reporting Facilities

Q4 FY 2008 Survey Results

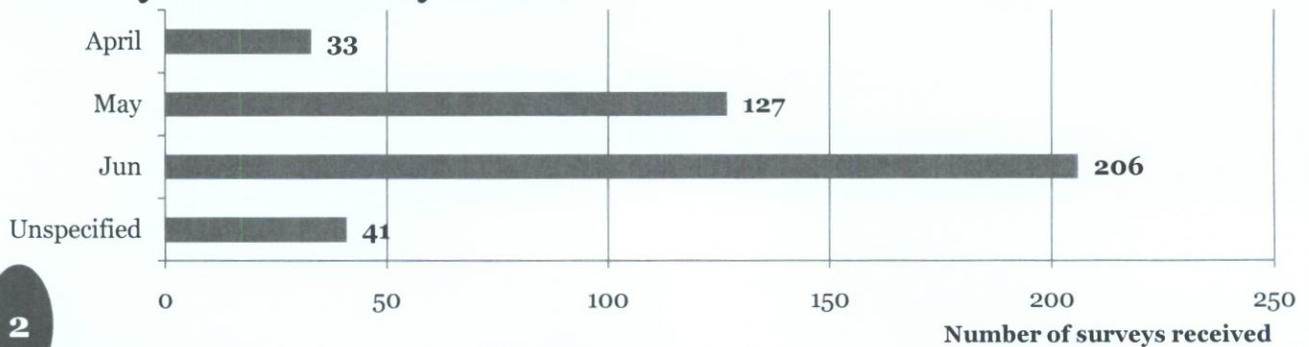
All Reporting Facilities

Zip Code and Monthly Trends

Surveys Received by Zip Code

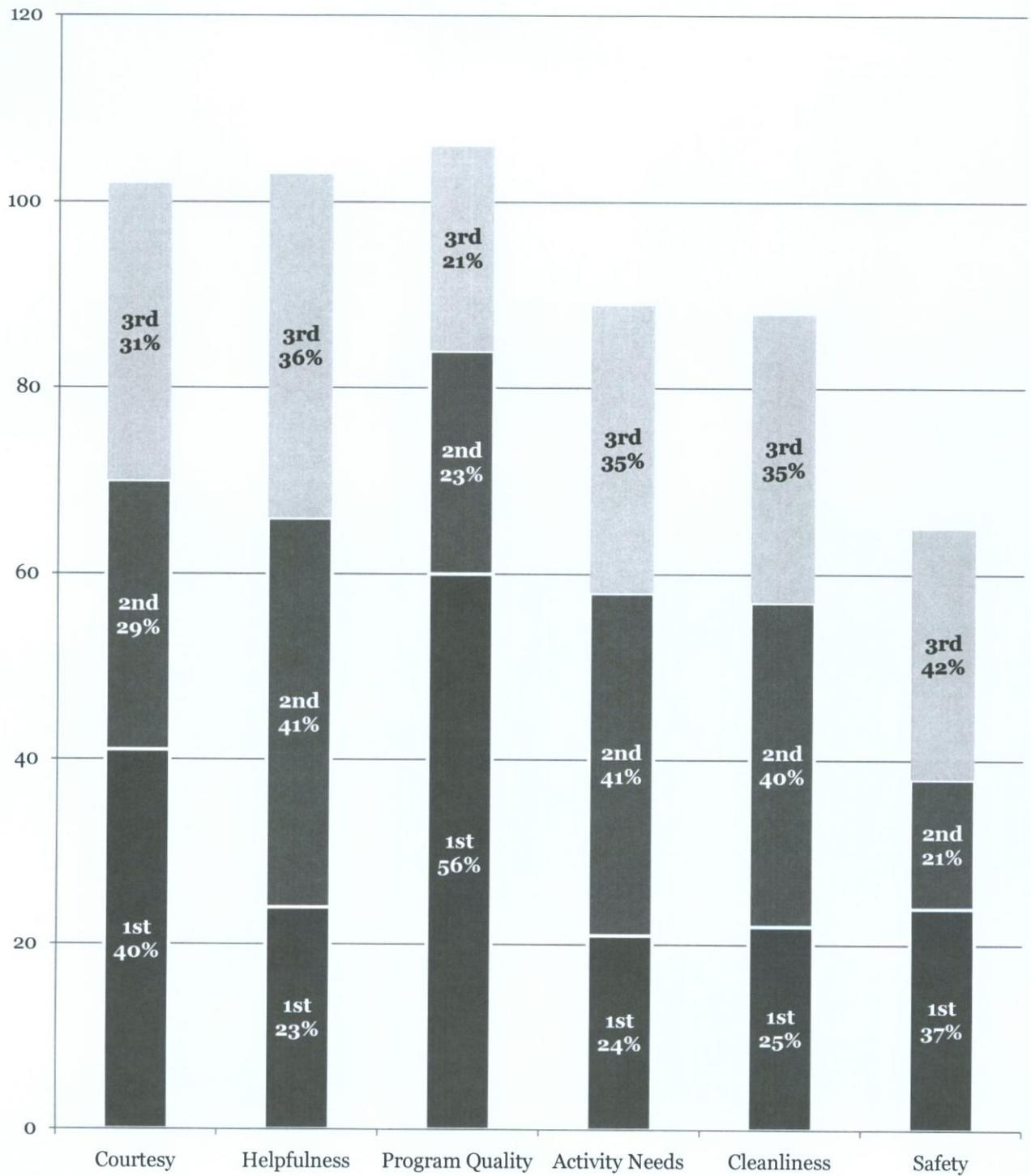


Surveys Received by Month



All Reporting Facilities

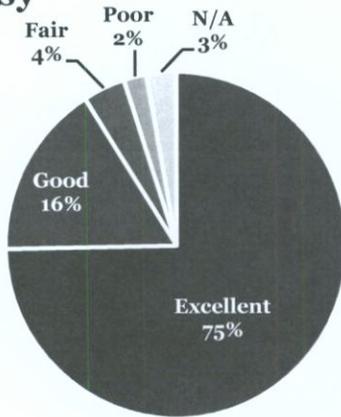
Most Important Service Factors



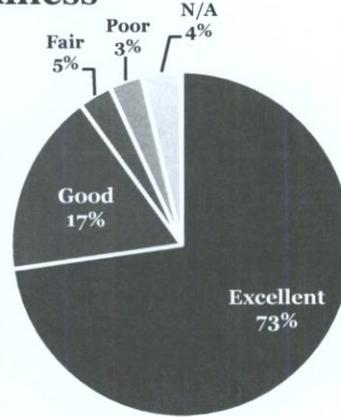
All Reporting Facilities

Service Ratings

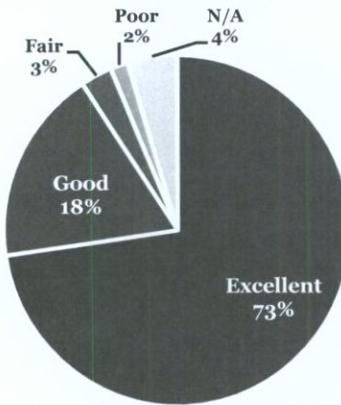
Courtesy



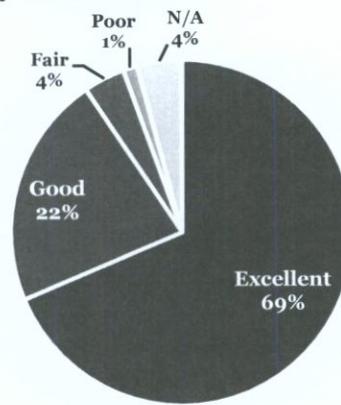
Helpfulness



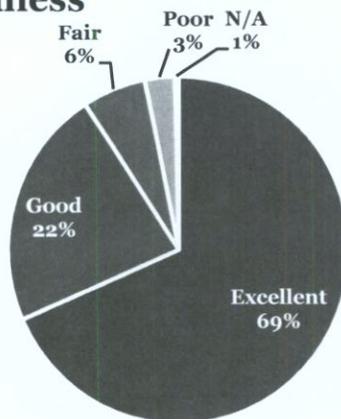
Program/Service Quality



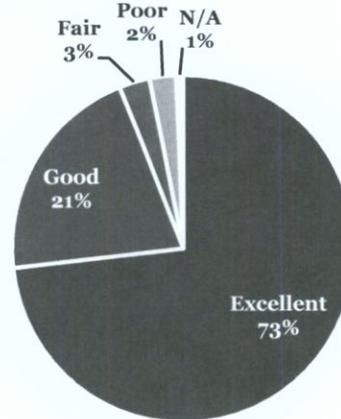
Activity Needs Met



Cleanliness



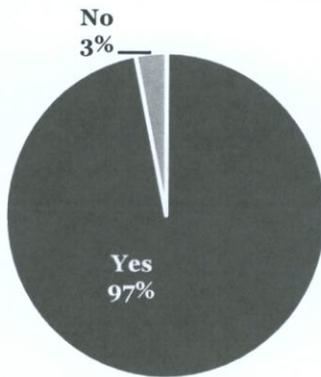
Safety



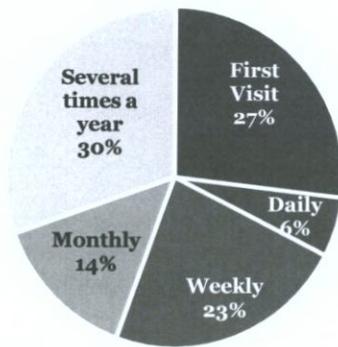
All Reporting Facilities

Frequency, User Recommendation, Summary

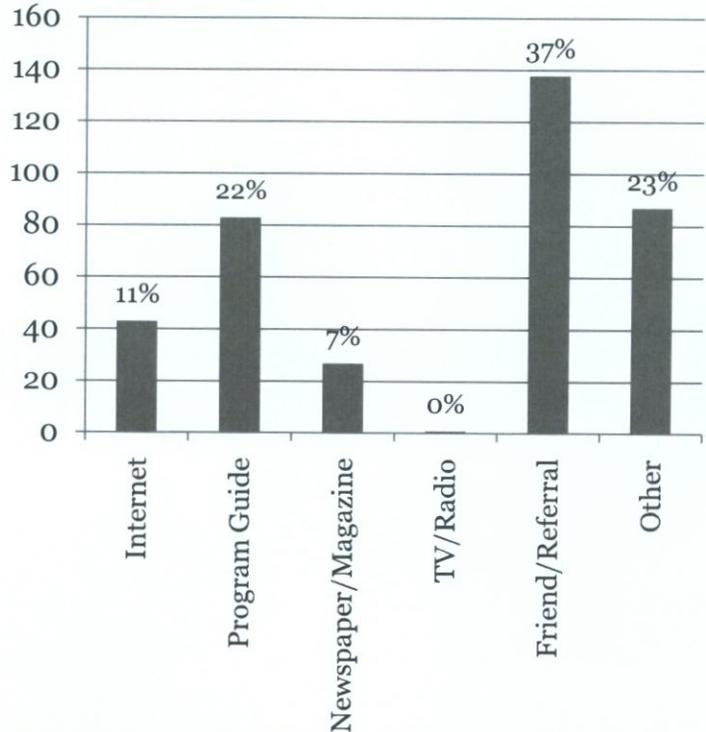
Would You Recommend?



How Often Do You Visit?



How Did You Hear About Us?



Conclusions

Survey collection for this period peaked in June, and over 400 surveys were collected in Q4 FY2008. Word of mouth advertising is the number one way people found out about us this quarter, an increase over this quarter last year as well as Q3 FY2008. Many discovered our facilities because of directional signage, living nearby and school trips. Internet referrals have also increased.

Survey collection and outreach this quarter has improved by over 280% from the same quarter last year, and over 80% since Q3 FY2008. Several facilities have stepped up survey collection and achieved the target of surveying at least 1% of total attendees: Black Hill Visitor Center, Brookside Nature Center, Lake Needwood Boats and Meadowside Nature Center. Brookside Gardens and South Germantown Splash Park and Mini-Golf are also key contributors for our overall survey collection improvement.

Program Quality is still the most important service factor overall, and 91% of users gave us a "Good" or "Excellent" rating in this area. This represents a 12% increase in customer satisfaction for this service area since the same quarter last year. Ninety percent (90%) rated us as "Excellent" or "Good" in Helpfulness, the second most important factor. Courtesy, the third most important factor, was given a 91% "Good" or "Excellent" rating by users.

At least 90% of users rated us as "Excellent" or "Good" in Program Quality, Activity Needs, Cleanliness and Safety, a significant ratings improvement from the same quarter last year in all three areas. Improved customer satisfaction could be the reason for the increased percentage of customers who are willing to recommend our facilities as well as the increase in responses from new customers.

There is room for improvement, however. Of the 11 facilities included in this report, only 36% met the target of surveying at least 1% of attendees, and some facilities that were open were not included at all due to the inadequate amount of surveys collected.

Forever Green

MONTGOMERY COUNTY PARKS - FY2009 FACTS

The Maryland-National Capital Park and Planning Commission
Parks Information Line – 301-495-2595, Park Permits – 301-495-2525

www.MontgomeryParks.org

Park System Highlights

Total acres of parkland: 33,912
Total developed acreage: 9,000
Acreage set aside for environmental preservation: 24,912

Number of Parks: 407

Stream valley: 35	Urban: 26
Regional: 5	Neighborhood: 94
Recreational: 11	Local: 147
Conservation: 18	Special: 22
Neighborhood Conservation Areas: 41	Misc. recreation/non-recreation facilities: 6
Historical/Cultural: 2	

Park Facilities

Conference centers: 3	Ice rinks: 3
Lakes: 4	Gymnasiums: 1
Boating facilities: 2	Exercise courses: 13
Paved trails: 70.9 miles	Tennis centers: 2 (indoor)
Natural surface trails: 128.2 miles	Tennis courts: 305
Campgrounds: 3	Athletic fields: 298
Formal gardens: 2	Overlay football/soccer: 63
Nature centers: 4	Basketball courts: 208
Recreation buildings: 31	Equestrian centers: 6
Permitted picnic shelters: 77	Open picnic areas: 114
Historic resources: 157	Miniature trains: 2
Playgrounds: 290	Carousel: 1
Golf courses: 4	

Parks Budget

Park Fund, Adopted Operating Budget FY 2009	\$ 85.92 million
Capital Improvements Program FY 2009-2014	\$ 76.7 million for acquisition
Capital Improvements Program FY 2009-2014	\$119.3 million for development

Updated August 2008



It's all right here!



Maryland-National Capital Park and Planning Commission
Planning Department | Department of Parks
8787 Georgia Avenue
Silver Spring, Maryland 20910-3760

www.MontgomeryPlanning.org | www.MontgomeryParks.org