



# Montgomery County Government

## MEMORANDUM REPORT

February 15, 1995

TO: County Council

FROM: *Joan M. Pedersen*  
Joan M. Pedersen, Program Evaluator  
Office of Legislative Oversight

SUBJECT: Inquiry on Government Services Centers

### PURPOSE

The purpose of this report is:

- To forward the Executive Branch's response to the Office of Legislative Oversight's (OLO) inquiry on the County's government service centers; and
- To provide a brief history of how the regional citizens advisory boards associated with the various government services centers were established.

On March 9, 1995, the Health and Human Services Committee and Management and Fiscal Policy Committee are jointly scheduled to discuss the attached report. Representatives from the government services centers and the regional citizens advisory boards have been invited to participate.

### BACKGROUND

During Council discussions of OLO's FY 95 Work Program, several Councilmembers requested that a full program evaluation of the government service centers be included. However, given the specific areas of Councilmember interest and the number of major projects already included on OLO's Work Program, the Council decided to proceed in FY 95 with an inquiry instead of a full evaluation project.

During the Fall, a set of questions was developed by OLO, in consultation with Councilmembers and staff. OLO also met with the Regional Services Directors to discuss the scope and timing of the inquiry. The questions were officially transmitted to the Executive Branch in late November. (A copy of the inquiry is attached at Circles 1-3).

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The inquiry included questions about: the location of government services centers; the programs, services, and staffing of the centers; the role of the regional citizens advisory boards; and the Executive's perception of the government service centers with respect to the offices of individual Councilmembers.

The Executive Branch response to the Council's inquiry is attached, beginning at Circle 5. OLO appreciates the time and effort that Executive Branch staff spent preparing the response.

### **GOVERNMENT SERVICES CENTERS**

There are currently five government services centers operating in four planning areas of the County. Services are provided from two locations in the Silver Spring area and from one location in each of the Bethesda-Chevy Chase, Mid-County, and UpCounty areas. A sixth center is planned to serve the East County area.

The FY 95 budget for the County's government services centers is \$1.6 million and 26.5 workyears. The budget includes funding for operating the existing five centers and for planning efforts associated with establishing the sixth center. This budget level represents a doubling of financial support in ten years (expenditures were about \$770,000 in FY 86) and a 47 percent increase in workyears (from 18.0 workyears in FY 86 to 26.5 workyears for FY 95).

Attached at Circle 4 is an organization chart that shows current staffing for the government services centers.

### **REGIONAL CITIZENS ADVISORY BOARDS**

Each government services center has a regional citizens advisory board comprised of from 12 to 20 members selected to represent the residents and businesses within the service area of the center. Board members are appointed by the County Executive and confirmed by the Council. These citizens advisory boards interact with other civic and business groups in their respective government center's service area to address regional issues.

The concept of using citizen groups in an advisory capacity for specific areas of the County may have officially begun with creation of the Takoma Park-East Silver Spring (TESS) Advisory Council in 1969. Establishment of the current citizens advisory boards for the various government services centers was an extension of the concept behind establishment of the TESS Advisory Council. Following is a synopsis of Council resolutions that officially created or expanded the regional citizens advisory boards for the various government services centers.

#### Resolution No. 6-2049, April 29, 1969

The Montgomery County Council, in agreement with the City Council of Takoma Park, created the Takoma-East Silver Spring (TESS) Commission to coordinate inter-governmental efforts towards the alleviation of social and environmental problems prevailing in the area. The resolution also created a Takoma Park-East Silver Spring Advisory Council to advise the TESS Commission.



Resolution No. 8-449, September 2, 1975

A new interagency commission was created to coordinate necessary interagency action on major problems or opportunities confronting the County as a whole or a particular community. Commission membership was to consist of a representative of the County Executive, a member of the County Council, a member of the Montgomery County Planning Board, and a member of the Board of Education.

The TESS Commission was dissolved and the Council recommended that the County Executive establish a senior level staff body at the Silver Spring Center to strengthen communication between the community and the various agencies of the County Government, coordinate necessary interagency action with regard to Silver Spring, and recommend programs and policies tailored to the Silver Spring area. Membership was recommended to include the Director of the Silver Spring Center as chairperson, and the appropriate senior staff representatives from the City of Takoma Park, the County Council, the Board of Education, and the Montgomery County Planning Board.

The TESS Citizens Advisory Council was dissolved and the Council recommended the County Executive establish a Silver Spring area Citizens Advisory Board with membership to be appointed by the County Executive and confirmed by the County Council. The Advisory Board was recommended to be large enough that it could be divided into subcommittees as necessary and that it be so constituted as to reflect the varying points of view within the community but not be an advocate for a majority position.

The Council further recommended that the geographical area to be covered by the Silver Spring Citizens Advisory Board should generally be that area bounded by the District of Columbia Line on the South, the Rock Creek Park on the West, the Beltway on the North, and the Prince Georges County Line on the East, but with final determination of the boundaries to be made after discussions with the community.

Resolution No. 9-40, January 30, 1979

The Wheaton Center Citizens Advisory Board was officially established and several members were confirmed for appointment to the first Advisory Board.

Resolution No. 9-714, April 15, 1980

The Bethesda-Chevy Chase Citizens Advisory Board was officially established and several members were confirmed for appointment to the first Advisory Board. The appointments included representatives of both the business and residential communities.

Resolution No. 10-1279, May 7, 1985

The 18-member UpCounty Citizens Advisory Board was officially established and a number of members were confirmed for appointment to the first Advisory Board.



Resolution No. 12-1032, March 9, 1993

The 18-member East County Citizens Advisory Board was officially established and several members were confirmed for appointment to the first Advisory Board.

Resolution No. 12-1723, July 5, 1994

The size of the Bethesda-Chevy Chase Citizens Advisory Board was increased from 12 to 15 members to accommodate expansion of the service area.

Resolution No. 12-1724, July 5, 1994

The size of the UpCounty Citizens Advisory Board was increased from 18 to 20 members to accommodate the increased population and diversity of interests within the service area.

**EXECUTIVE BRANCH RESPONSE TO INQUIRY**

OLO prepared the following table of contents to assist with locating the Executive Branch response to specific questions included in the inquiry on government services centers.

<u>Question</u>	<u>Response at Circle(s)</u>
What factors are used to determine the placement of GSCs? . . . . .	6
Are all areas of the County "covered" by centers? . . . . .	7
What are the demographic characteristics of the areas where the GSCs are currently located? . . . . .	7-13
Are there any long-range plans for additional centers? . . . . .	13-14
How is the range of programs and services offered at each GSC determined? . . . . .	13
How is the cost effectiveness of the services and programs provided at each GSC evaluated? . . . . .	14
How often are the long-term needs and staffing of the GSCs reassessed? . . . . .	15
What is the process being used to determine the programs and services to be offered at the proposed East County GSC? What County agencies are most likely to provide services at the East County GSC? . . . . .	16
How are center personnel trained to make referrals to services and programs outside of those available in the GSCs? . . . . .	16





**Question**

**Response  
at Circle(s)**

What are the methods of communication employed to inform citizens of activities and programs available at each GSC? How are special interest groups informed? . . . . . 17

What are the responsibilities of the Regional Citizens Advisory Boards? . . . . . 17

Describe the composition of each Board and explain what actions are taken to ensure that the diversity of population and community interests are represented. (Please include explanation of how "community" is defined.) . . . 18-20

What kind of support is provided by the GSC staffs to the Boards? . . . . . 20

What interactions do Advisory Board members have with the County Executive and Chief Administrative Officer? . . . . . 20

How do the Boards view their roles in relation to the various other community based boards, such as the Urban District Advisory Board, Bethesda Urban Partnership, Action Groups, and Transportation Management District Advisory Committees? . . . . . 21

How does the County Executive view the role of GSC staff with respect to the offices of individual Councilmembers? . . . . . 21

How do the Advisory Boards view their roles with respect to the Legislative Branch? . . . . . 21

Information on programs and services offered. . . . . 22-25

**Attachments:**

Map of Service Areas . . . . . 26  
1990 Census Facts - Montgomery County . . . . . 27  
School Enrollment by Ethnic Group for Service Areas . . . . . 28  
Household Income by Ethnic Group for Service Areas . . . . . 29  
Multi-family Housing Density for Service Areas . . . . . 30  
Data on Assisted Housing Units in Service Areas . . . . . 31  
Ideas for Programs/Services in the East County Area . . . . . 32-33  
FY 94 Statistical Report - Bethesda-Silver Spring-TESS . . . . . 34-37  
Bethesda-Chevy Chase: Examples of Citizens Advisory Board  
    Quarterly Summary and Government Center Bulletin . . . . . 38-40  
Mid-County Citizens Advisory Board Agenda-January 1994 . . . . . 41





# Montgomery County Government

## MEMORANDUM

November 28, 1994

TO: Deborah Snead, Senior Staff Specialist

FROM: Joan M. *JMP* Pedersen, Program Evaluator  
Office of Legislative Oversight

SUBJECT: Inquiry on Government Services Centers

As discussed, I am forwarding a set of questions for the Executive Branch to answer about the Government Services Centers. During Council discussions of OLO's FY 95 Work Program, several Councilmembers requested that a full evaluation of the Government Services Centers be included. However, given the specific issue areas of Councilmembers interest, it was decided to proceed in FY 95 with an inquiry instead of a full evaluation project.

The inquiry includes questions about: the location of Government Service Centers; the programs, services, and staffing of the Centers; the role of the Regional Citizens Advisory Boards; and the Executive's perception of the Government Service Centers with respect to the offices of individual Councilmembers. These questions were developed by OLO in consultation with the Councilmembers who had requested this project. OLO also met with the Regional Services Directors to discuss the scope and timing of this inquiry.

Discussion of the Executive Branch's responses will be scheduled for a joint meeting of the Health and Human Services Committee and Management and Fiscal Policy Committee in February 1995. In order for me to prepare the necessary Committee packet, I need to receive your response by **January 31, 1995.**

Please call me (X7995) if you have any questions. Thanks for your attention to this matter. *L*

c: Gail Nachman, Regional Services Director, B-CC Government Center  
Andrea Eaton, Regional Services Director, Silver Spring Government Center  
Steve Poteat, Regional Services Director, Up County Government Center  
Freda Mauldin, Regional Services Director, Mid-County Government Center  
Anise Key Brown, Regional Services Director, East County Government Center

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Office of Legislative Oversight

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## Inquiry on Government Service Centers

### 1. Location of Government Service Centers (GSCs)

- a. What factors are used to determine the placement of GSCs?
- b. Are all areas of the County "covered" by centers?
- c. What are the demographic characteristics of the areas where the GSCs are currently located?
- d. Are there any long-range plans for additional centers?

### 2. Programs, services and staffing

- a. How is the range of programs and services offered at each GSC determined?
- b. How is the cost effectiveness of the services and programs provided at each GSC evaluated?
- c. How often are the long-term needs and staffing of the GSCs reassessed?
- d. What is the process being used to determine the programs and services to be offered at the proposed East County GSC? What County agencies are most likely to provide services at the East County GSC?
- e. How are center personnel trained to make referrals to services and programs outside of those available in the GSCs?
- f. What are the methods of communication employed to inform citizens of activities and programs available at each GSC? How are special interest groups informed?

### 3. Regional Citizens Advisory Boards

- a. What are the responsibilities of the Regional Citizens Advisory Boards?
- b. Describe the composition of each Board and explain what actions are taken to ensure that the diversity of population and community interests are represented. (Please include explanation of how "community" is defined.)
- c. What kind of support is provided by the GSC staffs to the Boards?
- d. What interactions do Advisory Board members have with the County Executive and Chief Administrative Officer?
- e. How do the Boards view their roles in relation to the various other community based boards, such as the Urban District Advisory Board, Bethesda Urban Partnership, Action Groups, and Transportation Management District Advisory Committees?

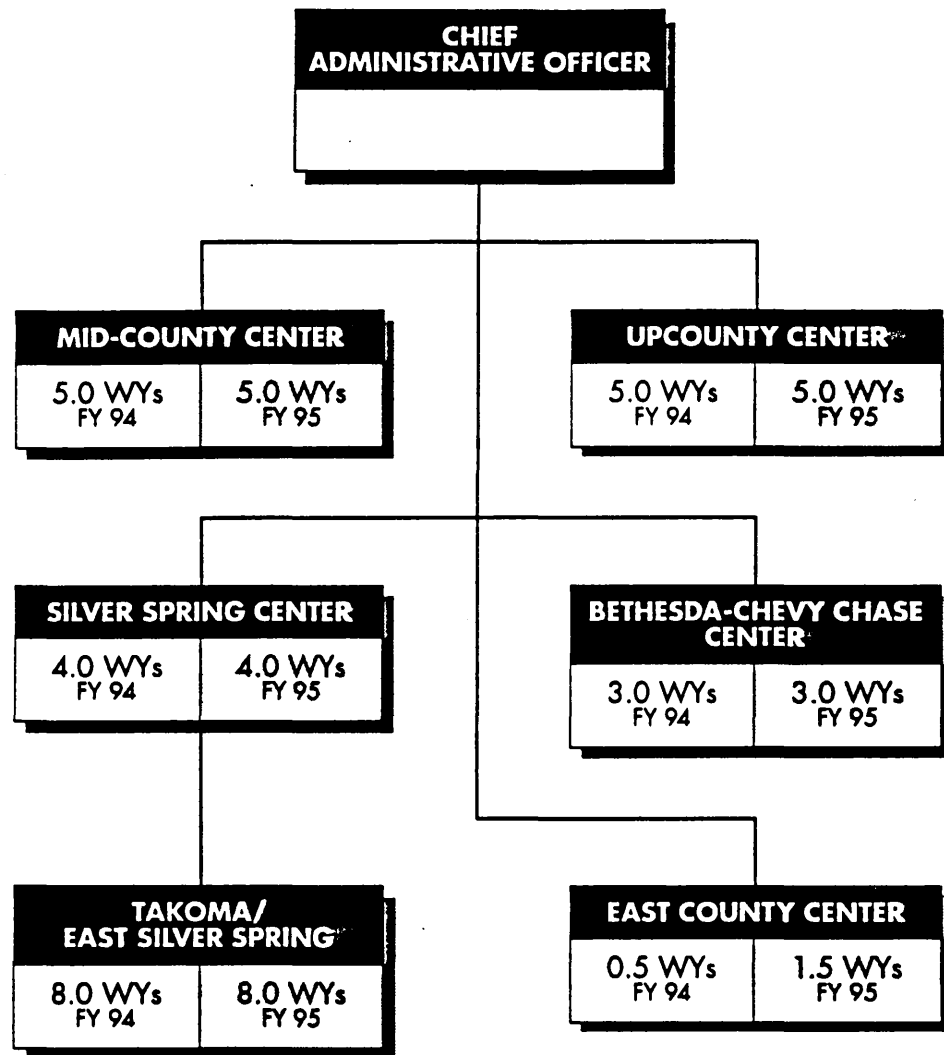
### 4. Relation to Legislative Branch

- a. How does the County Executive view the role of GSC staff with respect to the offices of individual Councilmembers?
- b. How do the Advisory Boards view their roles with respect to the Legislative Branch?

Inquiry on Government Service Centers

CENTER	Programs/Services Offered
B-CC	
Silver Spring	
TESS	
Mid-County	
Up-County	

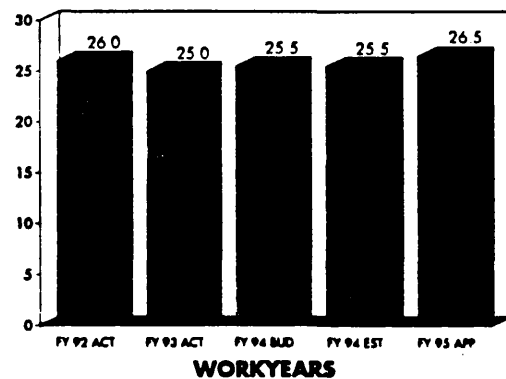
# ORGANIZATION CHART



## Approved FY 95

Full-Time Positions	25
Part-Time Positions	3
<b>WYs</b>	<b>26.5</b>

## Trends






Montgomery County Government

ROCKVILLE, MARYLAND 20850

**MEMORANDUM**

January 31, 1995

To: Joan M. Pedersen, Program Evaluator  
Office of Legislative Oversight

FROM:   
Deborah J. Snead, Senior Staff Specialist  
Offices of the County Executive

SUBJECT: Inquiry on Government Service Centers

As requested the Executive Branch has answered the questions about the Government Services Centers. The attached document was prepared as a collaborative effort by representatives of all five centers and discussed with the County Executive. This document represents and comprehensive review and discussion of the issues.

# County Council Inquiry On Government Services Centers

January 1995

## Overview

The concept of regional Government Services Centers (GSCs) began in the 1970s. Due to rapid population growth, government was becoming removed from the people that it serves. Citizens could not easily establish contact with agencies and officials whose decisions were affecting their lives. During the past 25 years, the GSC concept has continued to evolve, mostly incrementally, and has resulted in five regional GSCs that represent a variety of form and function, with emphasis ranging from program and issue coordination to a multi-agency service approach. Today GSCs are located in a variety of facilities, from leased space, to renovated space, to new facilities constructed by the County.

The goals remain similar to those formulated 25 years ago:

- To bring selected County services closer to the community and to citizens who use these services;
- to increase citizen accessibility to government and participation of citizens in their government;
- to improve the responsiveness of public services to the problems which exist in these communities; and
- to coordinate interdepartmental activities and responses to community issues and concerns.

### 1a. What factors are used to determine the placement of GSCs?

Planning for the initial GSCs (Silver Spring, MidCounty [Wheaton], and Bethesda Chevy Chase) was done using 1970 Census data. The initial GSCs were located in areas that were densely populated, accessible to transportation, within or in close proximity to a central business district, and in locations identified as regional centers by area residents. Demographics, citizen demand for services, community identity, regional needs assessments by functional departments, and a central, accessible location are factors which were considered in the selection of the location of the UpCounty Center which opened in 1988. These factors were also used in the realignment of GSC service area boundaries in 1987 and 1991, and in the preliminary planning for the East County GSC.



1b. Are all areas of the County "covered" by GSCs?

At present the entire County except Rockville are included within the boundaries of the Government Services Centers. There is a place holder in the CIP for the establishment of an East County Center, with architectural planning to take place in FY97. The East County Citizens Advisory Board has been established.

It should be stressed that the level of service provided from the GSCs varies significantly among the service areas and even within each service area, due to the uneven distribution of population, differing nature of problems, and variation in size of the service areas and the resources available in each region. In the 1987 Government Center Boundary Study, it was decided to exclude the City of Rockville from the official service area of the Government Centers due to the proximity of Rockville to all principal County government offices and because Rockville residents have access to assistance from their City government and officials.

1c. What are the demographic characteristics of the areas where the GSCs are currently located? -- (See Attachment 1: Map of regional Government Services Center service areas)

Demographic Overview

	BETH	EAST	MIDC	SILV	UPCO	TOTAL/ MEDIAN
<b>TOTAL POPULATION</b>	<b>1 60,864</b>	<b>81 ,038</b>	<b>1 82,445</b>	<b>73,1 55</b>	<b>21 4,391</b>	<b>71 1 ,893</b>
WHITE	141,449	52,808	140,983	39,576	170,090	544,916
BLACK	5,229	17,753	21,787	22,351	21,367	88,487
AMER. IND.	232	149	477	256	610	1,724
ASIAN	12,264	9,015	14,066	4,765	17,506	57,616
OTHER	1,609	1,313	5,132	6,207	4,818	19,160
HISPANIC	9,372	3,803	13,380	12,601	12,450	51,806
FOREIGN BORN	32,802	14,311	31,569	21,521	30,952	131,155
CHILDREN 5-17	23,713	12,970	27,762	9,594	39,890	114,027
FREE LUNCH	1,180	2,957	6,041	4,258	7,794	22,230
SENIORS	23,319	6,207	24,497	8,337	9,631	72,411
HOME VALUE \$	357,183	195,007	179,507	178,283	164,285	200,800
RENT \$	721	706	711	622	664	698
HSHLD INCOME	71,677	56,041	53,255	37,270	52,622	54,089

\* DOES NOT INCLUDE THE CITY OF ROCKVILLE

#demog.tbl

According to the 1990 Census, the most striking demographic trend in Montgomery County between 1980 and 1990 was population growth, especially the population growth of ethnic minorities. Now, about one in five County residents are foreign born.

These population growth trends have had a very significant impact in housing and infrastructure development in GSC service areas such as UpCounty and East County, which are experiencing the bulk of the population growth. GSC services in these areas must keep pace with these rapid developments. Meanwhile, other GSCs in older and more developed regions such as Silver Spring and Mid County face different but equally difficult problems, such as populations with lower average incomes, and deteriorating infrastructure. Bethesda/Chevy Chase GSC region has the most educated and highest average income level. The region must address problems associated with an aging infrastructure and the need for maintenance of aging and over-utilized public facilities such as parks, schools and libraries.

### **UpCounty**

The UpCounty region is, by far, the largest region geographically. Residential development is proceeding rapidly. Service, retail, and high-tech industry commercial development is also moving forward at a fast pace. The pace of development has, in some areas, moved faster than the growth of the transportation infrastructure, resulting in poor traffic flow and delays.

The UpCounty region is composed of a number of large, distinct communities, each with their own identities and issues.

Gaithersburg - The City of Gaithersburg is the one of the largest independent municipalities in the County. Today it is faced with the issues of growth, redevelopment and an increasingly diverse population including one of the largest Hispanic communities in the County.

Germantown - This community is scheduled to be one of the largest Corridor Cities in the County with a population that has grown from a few thousand in the early 1970s to over 50,000 today. Germantown is faced with tremendous growth pressures with public facilities struggling to keep pace with the development pressures.

Clarksburg - The community of Clarksburg sits on the edge of development as the last node of development along the I-270 Corridor. A recently completed master plan which tries to maintain the flavor of the historic community but at the same time accommodate development is facing revision in light of the recent decision to consolidate the Food and Drug Administration there. Funding the necessary public facilities to accommodate the coming development will be a major issue of discussion.

Poolesville, Dickerson and Barnesville - The western portion of the County is dominated with the historic and independent municipalities of Poolesville and Barnesville and the issues of open space and farmland preservation as well as waste management in Dickerson. The implications of annexations by Poolesville dominate discussion of this region along with the impact of waste processing.

Darnestown and Travilah and North Potomac - These communities are also challenged with rapid growth

pressures but are not intended to be Corridor Cities with their concentrations of development and concomitant services. Ongoing efforts continue to provide adequate public facilities and to deal with continuing waste management issues and heavy truck traffic along the MD 28 route.

Damascus - Located in the northern region of the County, the historical community of Damascus also must address the problems of growth and development as cross-roads community connecting Frederick, Carroll, Howard and Montgomery Counties. Damascus strives to maintain a small town atmosphere.

Goshen and Derwood - These communities are tied together by the large lot residential development along the MD 124. Commuter traffic has become an ongoing problem in this corridor as drivers seek a relief valve from the congestion along MD 27. The absence of better cross-County transportation has turned many local roads into commuter routes. The long range plans for the municipality of Laytonsville require monitoring.

Shady Grove - This area wedged among the municipalities of Rockville, Gaithersburg and Washington Grove and at the end of the Metro line and the eventual terminus of the ICC create many development pressures.

The UpCounty region can be further described using the following statistics:

The UpCounty area has the largest and youngest population of the County. There are a substantial number of families with young children.

The ethnic diversity of residents continues to grow representing primarily eastern and western Europe, the Middle East, Africa, and South America. Recent census figures indicate that this region of rapid population growth is fast becoming home to a much larger percentage of Asians, Native Americans and Hispanics.

The UpCounty region has double and triple the number of students enrolled in MCPS as compared to the other regions (Attachment 3). It also has the largest number of students who participate in the free and reduced meal program.

The median household income is 96 percent of the County average (Attachment 4).

UpCounty has the highest number of single and multi-family housing units. However, housing density is lower than in most other regions (Attachment 5).

## **East County**

The Eastern region of Montgomery County is one of the most economically diverse regions in the area. It is divided into the communities of Fairland, White Oak, Colesville and Cloverly. It can be characterized as being home to some of the wealthiest residents of the County with sprawling mansions that sit on acres of land as well as the poorest residents who are housed in overcrowded high-rise apartment dwellings. Characterized also as an urban area, the median market value of home ownership is second only to Bethesda. Residents within the East County region perceive that they have the highest density of low and moderate income dwelling units compared

to the rest of the County.

Surrounded by Prince Georges County and Howard County, its roads are often used as commuter roads with individuals leaving Baltimore via route 29 to go to Washington, D.C. An influx of overdevelopment has caused a strain on the infrastructure, and as a result there is traffic congestion and overcrowdedness on the roads. The transportation corridors are often in a state of flux with several ongoing CIP transportation projects. The region is also the major focus of the proposed Intercounty Connector, a controversial road project which is now under study.

Other demographic dynamics of the East County region include:

- The region has the 4th highest population in Montgomery County -- 81,038 residents.

- Its minority population includes the second highest concentration of African Americans, a high percentage of Asians (including the highest percentage of Asian public school students as a percentage of total enrollment), and the lowest population of Hispanic residents.

- The 1989 median income of East County residents was \$56,041 as compared to the County wide median of \$54,089 (Attachment 4).

- The second highest concentration of residents are school age children, 5 to 17 years old.

- A majority of residents over 16 years old (78.3%) are in the labor force.

## Mid County

The Mid County region is characterized by two very distinct areas which differ geographically and demographically.

The Southern part of the service area (Wheaton - Glenmont, Kensington, and Aspen Hill) is a relatively dense suburban bedroom community, but is characterized by increasing urbanization. Issues center around need for more human services, and for attention to a deteriorating infrastructure.

The CBD is unique to the County in that it is largely a small business zone with many "mom & pop" stores. A special preservation zone was recently established by the Council to maintain this desired characteristic.

The northern portion of the service area (Olney, Brookeville, Sandy Spring) is semi-rural, but growing. Family incomes are higher, and housing is more expensive. Issues tend to be associated with a desire for more services, such as schools and recreation, and more infrastructure, such as new roads and road improvements.

Other noteworthy demographic information in the Mid County region:

Relatively high percentage of minority students (49%), relative to total enrollment (Attachment 3).

Relatively high percentage of students enrolled in free and reduced lunch program (27%) as compared to the County average of 19.4%.

Wheaton-Glenmont houses the largest number of Asians than any other "Census Data Place" in Montgomery County.

## **Silver Spring**

The Silver Spring region is the most mature and developed region. It includes five distinct areas:

Central Business District -- The CBD has a deteriorating infrastructure and is in the early stages of revitalization. The blighted Silver Spring CBD core has been designated as an Urban Renewal area. Silver Spring CBD has more Class B office space (constructed prior to 1980) than any other downtown area, and a very substantial portion of that space (40.6%) is vacant. Due to the large number of homeless (200 est.) who frequent the CBD, a multi-service daytime facility for the homeless is being constructed near the Silver Spring Metro station.

East Silver Spring (Long Branch & Vicinity) -- The **TESS Community Services Center** is located in Long Branch. Although now a satellite of the Silver Spring GSC, the TESS Center was actually the first Center to be established in 1969, because of the special needs (which continue to exist today) in the East Silver Spring community. Long Branch and vicinity is described in a recent community profile as "a diverse and complex neighborhood .... with the highest number of renters, and the lowest income in the County". The TESS Center FY94 annual report indicates that the average annual family income (\$6,700) of the clients they serve, is well below the Federal Poverty Level. On the other hand, the Long Branch area also contains several neighborhoods which consist mainly of single family homes, most of which are owned and not rented. This area is also the new home of the East Silver Spring Employment and Training Center, which serves the large number of mainly Hispanic day laborers who live there.

Four Corners -- An area of mainly single family homes. The aging shopping center at the intersection of University Boulevard and Colesville Road is its central feature. Civic groups are very active in this area with regard to the Blair High School construction on the Kay Tract, and the Four Corners intersection revitalization projects.

Woodside & Vicinity -- Located north of the CBD, and characterized by mostly older, but relatively large single family homes. This is the wealthiest area in the Silver Spring region. However, it also contains the aging and deteriorating Woodside shopping area on Georgia Avenue.

Rosemary Hills -- This area on the west side of the region is a mix of multi-family and smaller single family homes. It is also an area which has a large number of households with low incomes, but not as low as in Long Branch. The Rosemary Hills Community Center and Community School are the focal points of these neighborhoods.

Takoma Park -- The incorporated City of Takoma Park is governed by a Mayor & Council. The area is very mature, with an aging, but well preserved infrastructure. Like most parts of the region, it is characterized by a wide assortment of single family and multi-family homes. A large number of Russian immigrants have recently moved to Takoma Park.

Overall, the Silver Spring region is the most racially and culturally diverse, most urbanized, least wealthy, and most densely populated, as shown by the following facts:

According to the 1990 Census, "Silver Spring has the largest number of Hispanics, Blacks, and American Indians of all places in the County".

The 1989 median household income (\$37,270) is substantially lower than in any other region and one-third below the County median household income of \$54,089 (Attachment 4).

The percentage of students eligible for MCPS free and reduced lunch program (42%) is substantially higher than the County average of 19.4%.

1990 Census figures show that Silver Spring features the most affordable rental housing.

Sixty percent (60%) of all Silver Spring housing is in the form of multi-family units (Attachment 5).

Silver Spring has the highest percentage of assisted housing (Attachment 6).

Both the Asian and Hispanic populations in Montgomery County are tending to migrate from Silver Spring into the UpCounty area. However, the people who move in to replace those moving out are generally of the same ethnic mix.

## **Bethesda**

The Bethesda Chevy Chase Government Center serves the Bethesda Chevy Chase, North Bethesda/Garrett Park and Potomac Planning areas. Bethesda-Chevy Chase is one of the more densely populated Planning Areas in the County but among the least dense of the down County planning areas.

Asians represent a greater population of BCC nonwhite population than blacks.

Thirty percent of the County's senior citizen population lives in the region. Many of these seniors live alone and a significant number are over the age of 75, a point at which the need for services rises dramatically.

While a large proportion of BCC households enjoy high income levels, seven percent have incomes under \$15,000.

The Potomac Planning area consists of approximately 20.85 square miles with almost 98 percent of the land zoned residential. Comparisons with the County as a whole indicated a higher percentage of people under 25 years of age and a lower percentage of persons 65 years of age and over than the County population. The region continues to be a primary area of development and the citizens are concerned that development adhere to the "green wedge" concept in the Master Plan for the Potomac Subregion and to the existing zoning in the Potomac Master Plan.

North Bethesda has become a regional employment center. It will be facing a major challenge with the plans for extensive development of the Davis tract, a large undeveloped site located near the I-270/Old Georgetown Road corridor. Affordable housing is increasingly becoming an oxymoron in North Bethesda. In 1992 there were only 763 affordable units in the Planning Area, including MPDUs, HOC projects and older Section 8 units. There continues to be a strong demand for multi-family high rise units in this area.

In 1990, the household population in North Bethesda was 33,430 persons but the number of households was 15,000, indicating a drop in the number of persons per household.

Protection of the residential neighborhoods, deteriorating traffic conditions, and other problems associated with urbanization are major concerns for the region.

**1d. Are there any long range plans for additional centers?**

In response to Government Center needs and the request of the County Council as part of the FY 95 budget deliberations, the GSCs are undertaking a strategic plan as part of the Corporate Partnership for Quality Government. Every effort will be made incorporate the work of the strategic planning effort into the planning for the East County Government Center.

One issue that will be examined in the strategic plan is the appropriate number and placement of government centers for the County. One concept to be examined is to enhance the government centers' role as the true focus of regional services delivery within each region, working very closely with the regional Citizen Advisory Boards. The government center structures also would need to be flexible enough to add or subtract services as the needs of the region changed or as a department or agency chose to modify or decentralize its service delivery. Public transit would recognize the government centers as important nodes of transportation to aid in making services accessible to all. Obviously, some services will retain their neighborhood orientation, but those services that are provided on a regional basis could be incorporated over time into the government center complex.

**2a. How is the range of programs and services offered at each GSC determined?**

The determination of what services are to be provided at the GSCs is based on regional needs assessments, analysis of community concerns, analysis of changing demographics, and County Executive mandated initiatives. Also, Regional GSC Directors work with agency and program directors to locate regionally appropriate services within GSCs.

The GSCs operate four core administrative programs that are similar in each Center: Regional Representation,

Community Assistance, Resident and Information Services, and Administration (see pp. 19 & 20: "Services Offered at All GSCs"). Tenant agencies are located in the GSCs because of regional needs and the desire to create "one stop shopping" for government services and related nonprofit services (see pp. 17 & 18: "Tenant Agencies Co-located in Each GSC").

In the example of the most recently completed UpCounty GSC, several factors came together to determine services offered. First, the need for a site for a traditional GSC had been recognized in light of the growth in the UpCounty region. Second, there was also an independent and simultaneous need for a community library in Germantown. Third, there was a desire for what was then an Area Office for Montgomery County Public Schools. Officials recognized that co-locating these agencies within one facility would bring certain economies of scale of construction and operation.

The selection of which traditional services to include at the UpCounty GSC involved a survey of all County departments to determine which services would benefit from an UpCounty location. This effort was aided by the fact that several departments already maintained offices in scattered locations in the Gaithersburg and Germantown areas. The emerging concept of an UpCounty Center also helped initiate the reorganization of health and social services to address the changing demographics of the County. This led to the co-location of the administrative office, regional offices for the Health Department, Recreation Department, Social Services, Addiction, Victim, and Mental Health Services, Community Clinic, Inc., WIC program, the community library, a child care center, and a meeting room suite.

After the initial survey was completed, the Parks Department regional office was also invited to locate within the UpCounty Center to provide for better coordination of Parks Department and Recreation Department activities. Finally, the Conference and Visitors Bureau was incorporated into the design to provide a central location for their customers.

Since the opening of the UpCounty GSC, many departments and agencies have requested space in the facility. However, only minor modifications have been possible due to lack of space. Thus, expandable space must be an ingredient in the planning of any future GSC.

**2b. How is the cost effectiveness of the services and programs provided at each GSC evaluated?**

Traditional techniques to measure cost effectiveness are not generally relevant or appropriate for GSCs because the primary "products" are qualitative: Public trust, customer satisfaction, regional vitality. However, GSCs do attempt to measure overall effectiveness of their programs (see question 2a) through customer tracking and customer surveys. GSCs compile anecdotal information provided through community complaints and complaint resolution. In addition, GSC Regional Directors meet regularly with the supervisors of tenant agencies to track the delivery of these agencies' services within the region. Regional Directors also meet with appropriate public safety, transportation, recreation, environmental and parks officials to coordinate regional projects or assess needs. GSC Citizens Advisory Boards also provide ongoing anecdotal assessments to GSC staff through regular monthly meetings or subcommittee meetings.



## Customer Tracking

The largest and most staff-intensive program in Government Services Centers (GSCs) is the Resident Information and Referral Services, which is mainly offered by Community Services Aides in the GSCs. Very often, residents come into the GSCs and ask for assistance in addressing serious and/or complicated issues. Extensive data is gathered to track these people, their problems and services offered. See the example of customer tracking in Attachments 8-1 to 8-4.

## Customer Surveys

GSCs also undertake periodic customer surveys. The results help Regional Directors to pinpoint problems within the GSCs and within the region. The surveys also help in evaluating customer services and programs.

### **2c. How often are the long term needs and staffing of the GSCs reassessed?**

Overall, long term needs and staffing of the GSCs have been reassessed incrementally. The absence of a more comprehensive approach has been at least partially due to fiscal constraints; a problem which recently has been further complicated by the need to accommodate the initial staffing of the East County GSC without increasing total GSC work years.

Over the past four years of declining revenues, staff levels have not kept up with increasing problems, populations, and requests for services. Staffing of GSCs by merit employees has remained stable during this period, but all contract staff have been eliminated. The ability to "cover" all geographic areas within each GSC boundary using decreasing staff levels has been hampered. To help overcome loss of resources coupled with an increase in demand, GSCs extensively use the services of volunteers, including receptionists, bilingual assistants to help residents who do not speak English, attorneys to help residents with taxes and other issues, a computer consultant, "neighborhood networks" and advisory board members. In FY94, GSCs employed 272 volunteers.

Recently GSC regional needs and staff levels have received more scrutiny. GSCs keep extensive information on regional issues, program indicators, and demographics (both current information and expected trends). This information is used, among other reasons, for assessing regional staff needs. For example, in FY94, the staffing of the eight minority and/or bilingual Community Services Aides (CSAs) in GSCs was reorganized so that CSA services could be provided on a rotating basis at all GSC locations. Previously, CSAs were serving only in selected downcounty areas. This was initiated as a temporary response to 1990 Census figures which indicated that ethnic and language minority populations have been moving to other areas of the County, especially UpCounty, and that their overall numbers within the County have increased substantially since 1980.

To ensure a more complete, integrated plan for staffing and needs assessment in the future, GSCs are beginning in this fiscal year a multi-year strategic planning process in a corporate partnership with Carey Winston, Inc.

**2d. What is the process being used to determine the programs and services to be offered at the proposed East County GSC? What County agencies are most likely to provide services at the East County GSC?**

The establishment of an East County GSC will use the existing models of the current GSCs as a guideline, specifically the most recently established full service model of the UpCounty GSC, and perhaps initially using the storefront model of the Bethesda-Chevy Chase GSC in the interim, depending upon fiscal constraints. These fiscal constraints may result in some of the County and nonprofit tenant agencies which are to be proposed for placement in for East County to be initially restricted in terms of size of each agency and/or number of services offered.

Location of specific agencies within the East County GSC will be customized to fit the needs of the overall population. Citizen input and the UpCounty GSC experience have generated ideas for location of services within the East County GSC (see Attachments 7-1 & 7-2). This list does not preclude other agencies from locating within the East County GSC (see also pp. 17 & 18: "Tenant Agencies Co-located in Each GSC".) Additional community input and advice is being solicited in the following ways:

- Establishment of the East County Citizens Advisory Board.

- Creation of the Intergovernmental Task Force on East County Government Services to analyze the necessary statistics and demographics that pertain to the needs of East County residents, and to assess how needs could be better served by the County.

- Report of the results of focus group meetings held with East County residents by DFR in early spring, 1994. (Note: We are still awaiting the results.)

- June 1995 formal needs assessment of East County area.

**2e. How are Center personnel trained to make referrals to services and programs outside of those available in the GSCs?**

GSC staff and volunteers undergo extensive informal and formal training on programs and services throughout the County. In the Centers which have tenant agencies, GSC personnel are briefed by agency personnel on in-house programs. All GSC staff are given written County publications such as the "Community Guide" and departmental program descriptions. Staff are trained to be specialists on their region and to have extensive knowledge of other County agencies and programs.

In addition, the GSCs have compiled extensive reference libraries which are maintained at each Center. All Centers have a database or related system which is continuously updated to access resource providers. All Centers use a "List of Commonly Asked Questions" developed to quickly answer telephone inquiries.

GSC staff are required to attend many community provider, civic and private agency meetings where they can

meet key leaders and special interests groups. They actively "network" and share information at individual Center staff meetings, at Center Partnership meetings, at CSA monthly meetings, at management's monthly QAT, and in tenant-agency meetings.

All Center staff have been trained to never give a customer an "I don't know" answer. They follow the "Advocacy Referral Process", that is, they have learned how to research any possible question, and do any follow-up required until the customer is satisfied.

**2f. What are the methods of communication employed to inform citizens of activities and programs available at each GSC? How are special interest groups informed?**

The GSCs use a number of different methods to communicate with the community at large and with special interest groups. One of the most effective means of communication has been the use of contacts developed by staff within the community. GSC staff have an in-depth knowledge of their regions and are able to utilize this knowledge to develop targeted databases and mailing lists of key leaders, civic organizations, business groups, religious congregations and nonprofit agencies which can be used effectively to inform the community about programs, services and events.

Publicity for events which involve County agencies or are sponsored by the County are coordinated through the Public Information Office (PIO). Often, the duties in preparing for such activities are shared by PIO and GSC staff. The PIO is an invaluable resource in providing assistance to GSC staff in getting information to the general public or targeted audiences.

In addition, all Centers use the media, both print and electronic, as an additional method of communicating with the public. A special effort is placed on using the regional media and the various ethnic language media outlets. The GSCs also use smaller outlets such as newsletters published by the business or civic organizations, church bulletins, and PTA mailings. Each GSC has developed a brochure to publicize ongoing services and prepares additional fliers as needed to publicize new or one-time-only programs. Flyers and brochures are distributed to the community at schools, recreation centers, libraries, businesses, civic associations and religious congregations.

The Bethesda-Chevy Chase GSC mails a monthly newsletter and Citizens Advisory Board agenda as well as a quarterly report on Board activities to each of the region's civic associations (see Attachments 9-1 to 9-3). The Mid-County GSC publishes a quarterly newsletter. The UpCounty GSC distributes its CAB agenda to a broad based group of citizens within that region. All Centers share a portable display case that is used at special events, community meetings, forums, and festivals to publicize services and programs.

**3a. What are the responsibilities of the Regional Services Advisory Boards?**

The primary purpose of the GSC Regional Citizens Advisory Boards (CABs) is to advise the County Executive, County Council and other government officials and agencies on matters which affect the regions. This involves reviewing and presenting testimony on the Six Year Capital Improvements Program, the Operating Budget, land use plans, executive orders and regulations, legislation, and other matters. The CABs serve as ongoing

communication links between the County Government and the community. They may conduct studies, worksessions and forums on community issues. They often adopt positions and policy statements for submission to appropriate government bodies. The CABs serve as liaisons within the regions between civic associations, community groups, business organizations and local County, bi-County, State, and regional public officials and agencies. CABs also act as advisors to the Regional Directors in identifying demographic, economic, and social patterns in the regions.

- 3b. **Describe the composition of each Board and explain what actions are taken to ensure that the diversity of population and community interests are represented. (Please include an explanation of how "community" is defined.**

The five Citizens Advisory Boards (CABs) share similar methods of recruiting new members and ensuring that members reflect the needs of the region as a whole, as well as the needs of the separate communities which comprise the region. Through intense outreach efforts, which include multi-lingual brochures and use of ethnic media, each GSC strives to develop a CAB membership which represents regional diversity of ethnicity, geography, business and professional composition, and general interests.

**The UpCounty Citizens Advisory Board** consists of 20 members from the residential and business sectors of the UpCounty region. In addition, any resident may serve as a non-voting Associate Member of one of the following CAB committees: Environmental Issues, Fiscal Issues, Planning & Development Issues, Social Issues, and the Bi-Annual Conference Coordinating Committee. The region consists of 12 major communities that have their own identities and planning and service issues: Gaithersburg, Germantown, Boyds, Poolesville, Clarksburg, Dickerson, Barnesville, Damascus, Derwood, Goshen, Darnestown, and Travilah.

A formal process for CAB selection includes extensive review by current Board members. Vacancy notices and outreach efforts (announcements at community meetings, etc.) stress the importance of maintaining diversity and balanced geographic representation on the Board. As a result, the CAB has a broad ethnic mix, including four African Americans, one Hispanic, and one Asian member. One CAB member is disabled.

Special community interests that may exist are also considered in recommending membership. Although Board members serve at-large and focus on region-wide issues, they are also expected to be a liaison with their particular geographic area.

**The East County Citizens Advisory Board** consists of 18 members who reside in the immediate geographical area or have business interests in the area. One of the seats on the board is reserved for a business representative. During the outreach process to recruit CAB members, every effort is made to ensure demographic balance reflective of the region's rich diversity and geographic distribution of communities (Fairland, White Oak, Cloverly, and Burtonsville).

The East County CAB was established just two years ago, but despite being relatively new, it is very active. They have hosted three CIP forums and a region-wide crime summit. The CAB operates under a subcommittee structure and will begin to create ad-hoc committees for the purpose of responding to specific regional issues. The CAB is also in the process of establishing liaisons with other civic and business groups in the region.

**The Silver Spring Government Center Citizens Advisory Board (SSCCAB)** has 15 members. Care is taken to recruit members who are active in their communities, and who will take a regional approach in addressing issues. In addition, recruitment is dedicated to comprehensive representation of the "community" in the following ways:

- Representation of geographical areas. Members are recruited so that SSCCAB membership has the widest possible geographic distribution.

- Representation of minority groups. Currently SSCCAB membership includes three African Americans and one Hispanic. An Asian member of the Board resigned last month for personal reasons.

- Representation of business, including business ownership and developers, as well as managers and employees. Currently three members of SSCCAB are members of the Silver Spring business community.

The SSCCAB also serves as the advisory board for the TESS Community Services Center, since that Center is a satellite of the Silver Spring Government Center.

SSCCAB subcommittees: Silver Spring Revitalization; Education/Public Schools; Housing/Human Services; Media; Transportation/Traffic; Public Safety.

**The Mid-County Citizens Advisory Board** is composed of 15 people who either reside or have business interests in the service area. The incumbent Board members screen applicants and make recommendations to the County Executive. Board members are sensitive to and discuss the need to have diversity in its membership. In addition to the news release process, GSC staff and CAB members outreach to civic groups, religious-based organizations, business groups and other community organizations to recruit for the CAB. The goal is to establish a large enough pool of applicants to provide for economic, ethnic and geographic diversity.

**The Bethesda-Chevy Chase Citizens Advisory Board** serves a community which includes both residents and businesses in the Bethesda-Chevy Chase, North Bethesda and Potomac planning areas. In order to insure representation from the entire community, the Bethesda-Chevy Chase Citizens Advisory Board by-laws require that the CAB be composed of both residential and business representatives. To encourage balanced representation and to reflect the variety of concerns from throughout the region, the Government Center service area has been divided into ten separate geographical areas. To the extent possible, each of the residential members of the CAB is selected from one of these separate geographic areas. CAB members serve at large and are expected to concern themselves with the entire region. However, each residential member is responsible for maintaining contact with the civic associations in his or her geographic area. Five of the Board members represent the business community in the region and every effort is made to include at least one member representing small business. Advisory Board committees are: Transportation, Land Use/Zoning, Environment, Education, Public Safety, Cultural Arts, and CIP Forum.

When a CAB vacancy occurs, every attempt is made to publicize the vacancy so as to encourage applications from as diverse a population as possible. Letters are sent to individual civic associations and other interested groups to announce the vacancy and explain the application procedure. Also, announcements are placed in local

newspapers. Follow-up telephone calls are made to citizen association officers by current Board members and Center staff. The Chamber of Commerce is encouraged to nominate applicants for business vacancies.

**3c. What kind of support is provided by the GSCs staff to the Boards?**

The Government Center staff provides administrative support to the Citizens Advisory Boards including consulting with the Chair and Co-Chair with regard to the following:

- Collaboration on the content of the agenda for CAB meetings;
- preparing all materials needed for CAB meetings including agendas and written documents;
- preparing and distributing minutes of the CAB;
- arranging for outside speakers as needed;
- arranging for orientation tours of the service area;
- preparing reports and issuing briefings to the CAB on matters of interest or concern;
- gathering reports and documents from other government agencies for distribution to the CAB;
- briefing the CAB on Government Services Center activities and community issues;
- maintaining a database of all civic associations;
- handling CAB correspondence; and
- making all arrangements for CAB meetings and other CAB activities.

**3d. What interactions do CAB members have with the County Executive and Chief Administrative Officer?**

The primary purpose of each CAB is to advise the Executive, Council, and other government officials on regional matters. The CABs communicate regularly with the CE and CAO through letters and phone contacts. They meet with the CE annually to present recommendations during the CIP Budget process, and meet with the CE on other matters depending on issues. CABs also sponsor "town meetings" with the CAO/CE and community members.

**3e. How do the Boards view their roles in relation to the various other community based boards, such as the Urban District Advisory Board, Bethesda Urban Partnership, Action Groups, and Transportation Management District Advisory Committees?**

CABs maintain active liaison, either voluntarily or when legislatively mandated, with other community based advisory boards by having a CAB member join those boards or attend their meetings. Liaison members report to the full CAB on a regular basis. (Attachment 10 is an example). The CAB believes that its role is critical vis a vis these committees because it represents the general community. Staff and/or CAB members attend meetings of all key groups in their regions, and disseminate information to the CABs from these other groups on such topics as CIP and budget priorities which will affect the regions, and any important regional issues which are being addressed by any of these other groups. These other groups are also informed about CAB issues and concerns as necessary.

In addition, because of the numerous important issues being addressed in the Silver Spring region, the Silver Spring Government Center has created "Silver Spring United", a consortium of several key community groups, including the CAB, GSC staff, the Chamber of Commerce, Allied Civic Group, Urban District Advisory Board, and Transportation Systems Management District Advisory Board. This group was formed to help the community to work together to resolve the multitude of complex and often controversial issues which now exist in Silver Spring.

**4a. How does the County Executive view the role of GSC staff with respect to the offices of individual Councilmembers?**

The goals of Government Services Centers are to work to bring selected County services closer to the community, to increase citizen accessibility to government and participation of citizens in their government, to improve the responsiveness of public services to community problems, and coordinate public services in the regions. The Executive encourages the continued cooperation of the GSCs with the Council offices in pursuit of these goals.

**4b. How do the Advisory Boards view their roles with respect to the Legislative Branch?**

CAB members are appointed by the County Executive and confirmed by the County Council. They serve as advisors to the GSCs and to the Executive, County Council, and other government officials in matters which concern their respective regions. The CABs view their role with regard to the County Council as reacting to proposed legislation or recommending legislative initiatives to Councilmembers as well as preparing testimony on CIP, operating budgets, Master Plans and other zoning matters. The CABs also consider it to be their responsibility to provide the Council with information from their communities. They do this through letters, phone contacts, informal and formal testimony. Agendas for the monthly CAB meetings are routinely mailed to County Council members. Council members and/or their aides may occasionally attend the meetings.

## **PROGRAMS AND SERVICES OFFERED**

### **TENANT AGENCIES WHICH ARE CO-LOCATED IN EACH GOVERNMENT CENTER**

#### **UpCounty GSC**

- . Germantown Community Library
- . Northern Area Recreation Department
- . Health Department Clinic, including WWICProgram
- . UpCounty M-NCPPC Parks Office
- . UpCounty Conference and Visitors Bureau
- . Child Care Agency (nonprofit)
- . Department of Social Services -- UpCounty Office
- . DAVMHS, including Mental Health, Substance Abuse, and Victims Assistance programs
- . Community Clinic, Inc. (nonprofit)
- . MCPS Offices, including Training, Student Affairs, Volunteer Services, and Transportation services
- . UpCounty Youth Services (nonprofit)
- . CHOICE (nonprofit youth delinquency prevention program)
- . Social Security (part time)
- . Maryland Jobs Service (part time)
- . Meeting room scheduling (for community meetings which are free and open to the public)

#### **Silver Spring GSC**

- . Department of Social Services, Silver Spring Office



. DAVMHS, Chronically Mentally Ill Services

. Health Department Clinic, including WIC Program

. Community Clinic, Inc. (nonprofit)

. E.S.O.L. (MCPS Adult Education -- English as a Second Language program)

. Meeting room scheduling (for community meetings which are free and open to the public)

#### **TESS Community Services Center**

. Maryland Vietnamese Mutual Association (nonprofit)

. WWICProgram (Health Department)

. Meeting room scheduling (for community meetings which are free and open to the public)

#### **Bethesda GSC**

. E.S.O.L. (MCPS Adult Education -- English as a Second Language program)

. Meeting room scheduling (for community meetings which are free and open to the public)

#### **Mid County GSC**

. Recreation Department -- Eastern Area

. Health Department Clinic, including WWICProgram

. DAVMHS, Chronically Mentally Ill Services

. Community Psychiatric Clinic (nonprofit)

. Private Industry Council (nonprofit)

. Small Business Development Center (OED contract)

## SERVICES OFFERED AT ALL GOVERNMENT SERVICES CENTERS

**Regional Representation** -- "GSCs provide representation and act as a liaison, on behalf of the County Executive, to the five regions of the County. This is accomplished through proactive work with citizens, community groups, other public agencies, and regional citizens advisory boards to assess regional problems or issues and to determine solutions emphasizing cooperative efforts, especially public-private partnerships."

Task force and advisory committee representation

**Community Assistance** -- "Provides technical assistance and mediation services to communities to promote consensus building on how to address identified community problems. Staff provide technical assistance and mediation services to communities and promote community empowerment through enhanced citizen participation, consensus building processes, and neutral forums for discussion."

Community mediation and coordination services

Community identity projects/community events and activities

**Resident and Information Services** -- "Provides problem solving and coordination for individuals and groups on a wide variety of issues from simple to very complex, often working with several different agencies to meet the needs of a single resident. The Government Centers maintain resource materials and provide consumer products for public transportation and resident information needs", such as:

Community Service Aide assistance to individuals, especially ethnic and language minorities, and low income residents

Ride on and Metro schedules and fare media sales

Issuance of Senior Citizen Metro ID cards

Residential Parking Permits

Distribution of Get In Program fare media for County employees

Sale of composting equipment and distribution of composting educational information

County employment bulletins and applications (both distribution and acceptance of applications)

Notary Public services

New resident information packets

Voter registration information

Extensive library of information on County resources and services including Master Plan and Sector Plan materials, brochures, applications for many county programs, and information specific to the region

Meeting room scheduling for non-profit, community groups, including English For Speakers of Other Languages

#### PROGRAMS SPECIFIC TO A PARTICULAR GOVERNMENT SERVICES CENTER

##### **Silver Spring Government Center**

Silver Spring Swap Meet

"Helping Hand" Holiday Food & Toys Program

##### **TESS Community Services Center**

Tax Assistance Program

Pro Bono Legal Aid Program

##### **Bethesda-Chevy Chase Government Center**

Emergency Resources Workshop for Community Volunteers

Bethesda Area Networks Against Drug and Alcohol Abuse-Community, Student and Parent Networks

##### **Mid-County Government Center**

Wheaton Neighborhood Network

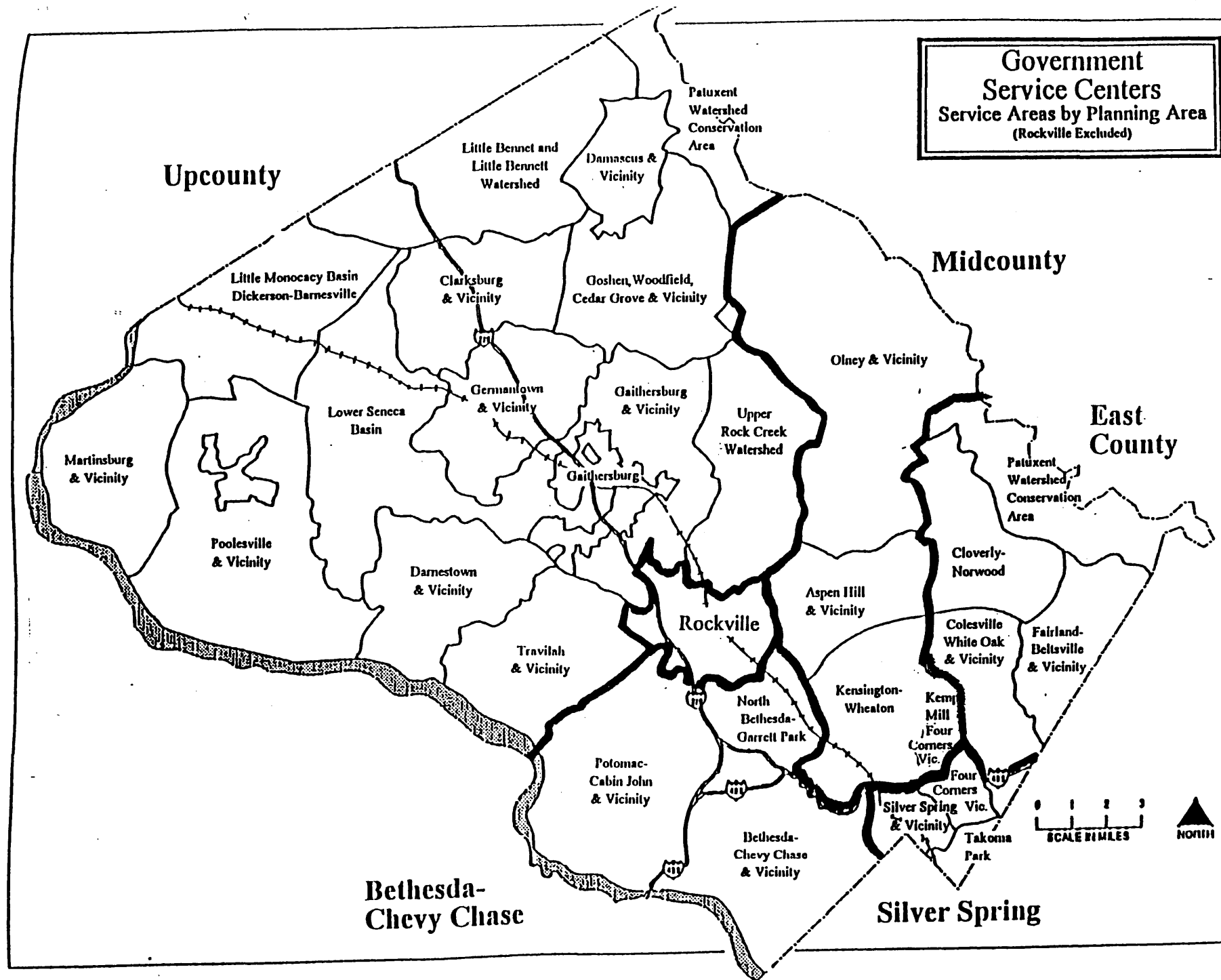
Wheaton Anti-Graffiti Project

##### **UpCounty Government Center**

Annual Emergency Services Briefing

"UpCounty Tomorrow" Conference

**Government  
Service Centers  
Service Areas by Planning Area  
(Rockville Excluded)**



## **Population Growth and Diversity in Montgomery County**

### **1990 Census Facts**

- ▶ Montgomery County has the largest population in Maryland (757,027)
- ▶ Between 1980 and 1990, Montgomery County population grew twice as fast as the Maryland State population (30.7% vs. 13.4%)
- ▶ The growth in Montgomery County population between 1980 and 1990 exceeded Frederick County total 1990 population
- ▶ 52.2 percent of the County's total population growth between 1980 and 1990 was minority
- ▶ Foreign born residents constituted 40 percent of the County's population growth between 1980 and 1990
- ▶ Montgomery County far surpasses the state, the Washington D.C. region, and the nation in its percent of foreign-born population
- ▶ 8 percent of the County's population in 1990 is Asian, the second largest Asian population in the region
- ▶ 7 percent of the County's population in 1990 is Hispanic, the largest Hispanic population in the region

U.S. Census 1990  
MCPD, Research Division  
(Taken from assorted 1990 "Census Facts" documents by Silver Spring Government Center)

**Government Center Service Areas  
School Enrollment by Ethnic Group  
As a Percentage of Total Enrollment**

Bethesda	MidCounty	East County	UpCounty	Silver Spring
17,617	22,166	13,174	39,767	10,032

**Total Student Enrollment**

Bethesda	MidCounty	East County	UpCounty	Silver Spring
5,013 (28%)	10,837 (49%)	7,415 (56%)	13,666 (34%)	6,691 (67%)

**All Minority Students**

Bethesda	MidCounty	East County	UpCounty	Silver Spring
1,282 (7%)	4,688 (21%)	3,972 (30%)	6,289 (16%)	3,166 (32%)

**African American Students**

Bethesda	MidCounty	East County	UpCounty	Silver Spring
2,391 (14%)	2,623 (12%)	2,225 (17%)	4,067 (10%)	1,125 (11%)

**Asian Students**

Bethesda	MidCounty	East County	UpCounty	Silver Spring
1,290 (7%)	3,451 (16%)	1,171 (9%)	3,174 (8%)	2,351 (23%)

**Hispanic Students**

Bethesda	MidCounty	East County	UpCounty	Silver Spring
12,604 (72%)	11,487 (52%)	5,759 (44%)	26,101 (66%)	3,341 (33%)

**Caucasian Students**

Source: Montgomery County Public Schools, Dept. of Educational Accountability, 10/93.

stats4 /94

**Government Center Service Areas  
Median Household Income By Ethnic Group**  
All County Households (Includes all ethnic groups)

(lowest income)				(highest income)
Silver Spring	UpCounty	East County	MidCounty	Bethesda
\$37,270	\$52,022	\$56,041	\$63,255	\$71,677

**County Median Household Income = \$54,089**

**Median Hispanic Household Income**

Silver Spring	East County	UpCounty	MidCounty	Bethesda
\$29,174	\$40,608	\$41,518	\$41,863	\$48,413

**County Median Hispanic Household Income = \$39,627**

**Median African American Household Income**

Silver Spring	UpCounty	MidCounty	East County	Bethesda
\$31,814	\$36,057	\$48,341	\$46,354	\$53,840

**County Median African American Household Income = \$39,741**

**Median Asian Household Income**

Silver Spring	MidCounty	UpCounty	East County	Bethesda
\$36,092	\$47,463	\$50,694	\$53,008	Unknown

**County Median Asian Household Income = \$51,605**

**Median Caucasian Household Income**

Silver Spring	UpCounty	MidCounty	East County	Bethesda
\$43,603	\$55,437	\$55,784	\$60,827	\$73,060

**County Median Caucasian Household Income = \$58,802**

Source: U.S. Census Bureau, 1990 Census of Population & Housing . Prepared by  
M-NCPPC Research & Information Systems Division, April 1994 .

**Government Center Service Areas**  
**Multi-family Housing Density**  
**( Multi-family Housing as a Percentage of Total Housing Units)**

(lowest density)				(highest density)
Mid-County	UpCounty	East County	Bethesda	Silver Spring
23.1%	25.8%	29.7%	30.3%	59.5%

**Total Housing Units**

<u>Mid-County</u>	<u>UpCounty</u>	<u>East County</u>	<u>Bethesda</u>	<u>Silver Spring</u>
69,471	80,077	30,472	66,736	32,375

**Number of Multi-family Housing Units**

<u>Mid-County</u>	<u>UpCounty</u>	<u>East County</u>	<u>Bethesda</u>	<u>Silver Spring</u>
16,026	20,677	9,042	20,204	19,266

Source: U.S. Census Bureau, 1990 Census of Population & Housing . Prepared by  
M-NCPPC Research & Information Systems Division, April 1994 .



## Government Service Center Areas Assisted Housing Units

**Total Housing Units, UpCounty Government Services Area.....80,064 (highest total #)**

**Total Number of Assisted Housing Units.....2,906 (highest number)**

**Assisted Housing as a Percentage of Total Housing Units.....3.6%**

**Total Housing Units, Silver Spring Government Service Area....32,375**

**Total Number of Assisted Housing Units.....1,588**

**Assisted Housing as a Percentage of Total Housing Units.....4.9% (highest percent)**

**Total Housing Units, MidCounty Government Service Area.....66,849**

**Total Number of Assisted Housing Units.....2,673**

**Assisted Housing as a Percentage of Total Housing Units.....4.0%**

**Total Housing Units, Bethesda Government Service Area.....66,931**

**Total Number of Assisted Housing Units.....1,048 (lowest number)**

**Assisted Housing as a Percentage of Total Housing Units.....1.6% (lowest percent)**

**Total Housing Units, East County Government Service Area.....30,472 (lowest total #)**

**Total Number of Assisted Housing Units.....1,102**

**Assisted Housing as a Percentage of Total Housing Units.....3.6%**

- Sources: 1) U.S. Census Bureau, 1990 Census of Population & Housing. Prepared by  
M-NCPPC Research & Information Systems Division, April 1994.  
2) HOC Development Division, August 1993.  
3) Montgomery County DHCD, August 1993.

## Ideas/ Items for East County Storefront Operation

- I. Basic Health Care Seminars  
Some Health Care Treatment (i.e. Immunizations, Flu Shots, etc)  
Stop Smoking Sessions  
Breast Examinations
- II. Some Mental Health Counseling  
(i.e) Group Therapy Sessions  
Individual Counseling  
Other type Mental Health Seminars and Workshops
- III. One Day Office of Revenue Services (Provide one day services closer to the residents for convenience)  
  
Paying of Parking Tickets/Other County fines  
Payment of Property Taxes  
Etc.
- IV. Commission for Women Services  
Workshops, Seminars, Displaced Homemaker Services
- V. Distribution of Ride-on and Metro Materials  
Maps, Bus Schedules, Fare Cards
- VI. Distribution of Department of Environmental Protection Materials  
Compost Bins, etc.
- VII. Coordination of Emergency Needs for People in Crisis  
  
Food and clothing  
Emergency funds  
Work with Community Action Agency/ Clothes Closet/ Community Ministry
- VIII. An array of other services as provided by Government Services Centers  
  
Office of Economic Development/Small Business Seminars and Workshops  
in conjunction with Chamber of Commerce

Programmatic Thrust/ East County Government Services

- I. Child Care/Day Care
- II. Senior Citizens Center
- III. Police Substation
- IV. Department of Health Services
- V. Department of Social Services
- VI. Department of Addictions/Victims and Mental Health Services
- VII. Icons of Smaller Departments
- VIII. Small Business Center (partnership with Chamber of Commerce)

**BETHESDA - SILVER SPRING - TESS PARTNERSHIP****FY94 STATISTICAL REPORT: JULY 1, 1993 THRU JUNE 30, 1994****Page One: Client Profile**

Clients served	BCC Govt Center		Sil Spg Govt Center		TESS Center		Total All Centers	
	number	percent	number	percent	number	percent	number	percent
Total Client Cases	23		133		1424		1580	
<b>Race Distribution</b>								
Black	3	13%	30	23%	277	19%	310	20%
Caucasian	2	9%	5	4%	129	9%	136	9%
Hispanic	17	74%	53	40%	776	54%	846	54%
Asian	0	0%	42	32%	219	15%	261	17%
Other	0	0%	0	0%	11	1%	11	1%
Unknown	1	4%	3	2%	12	1%	16	1%
<b>Gender Distribution</b>								
Male	7	30%	40	30%	414	29%	461	29%
Female	16	70%	93	70%	1010	71%	1119	71%
<b>Country of Origin</b>								
United States	6	26%	34	26%	333	23%	373	24%
Vietnam	0	0%	42	32%	205	14%	247	16%
Other Asian	0	0%	0	0%	11	1%	11	1%
Central America	9	39%	36	27%	562	39%	607	38%
South America	3	13%	6	5%	128	9%	137	9%
Other Hispanic	1	4%	0	0%	47	3%	48	3%
Africa	1	4%	1	1%	43	3%	45	3%
Eastern Europe	1	4%	0	0%	1	0%	2	0%
Middle East	0	0%	0	0%	5	0%	5	0%
Other Country	0	0%	6	5%	46	3%	52	3%
Country Unknown	2	9%	8	6%	43	3%	53	3%
Average Family Size	1.57		2.27		2.49		2.11	
Average Monthly Income	\$603		\$673		\$566		\$614	
Receives Pub. Asst.	0	0%	25	19%	222	16%	188	12%

For the family size of 2.11:

- A. Mont. Co. "Minimum Standard of Need: Income is \$ 1,946 per month.  
 B. 1994 Federal Poverty Level is \$ 852 per month.

The "Minimum Standard of Need" is the amount of cash dollars needed to purchase goods and services necessary to maintain a minimum standard of living in Mont. Co. Source: "Report on Minimum Standard of Need", Community Action Board, August 1991.

[QP94/REPORT1/A]

**BETHESDA - SILVER SPRING - TESS PARTNERSHIP****FY94 STATISTICAL REPORT: JULY 1, 1993 THRU JUNE 30, 1994****Page Two: Sessions & Services**

	BCC Govt Center		Sil Spg Govt Center		TESS Center		Total All Centers	
Type of Session	number	percent	number	percent	number	percent	number	percent
Walk ins	67	8%	584	29%	8,595	38%	9,246	34%
Appointments	25	3%	214	11%	1,562	7%	1,801	7%
Outreach	29	3%	84	3%	73	0%	186	1%
Phone contacts	729	86%	1,169	58%	13,777	57%	15,675	58%
Total Sessions	850		2,031		24,007		26,888	
Type of Service	number	percent	number	percent	number	percent	number	percent
Documentation	58	7%	568	18%	5,012	15%	5,638	15%
Case coordination	132	16%	494	16%	4,425	13%	5,051	14%
Info & Referral	321	38%	1,082	35%	11,617	35%	13,020	35%
Informal counsel	91	11%	107	3%	1,825	5%	1,823	5%
Financial counsel	21	3%	5	0%	151	0%	177	0%
Translation/Interp	141	17%	767	25%	7,182	22%	8,090	22%
Emergency food	11	1%	17	1%	397	1%	425	1%
Emergency money	0	0%	3	0%	102	0%	105	0%
Gave tokens	0	0%	0	0%	50	0%	50	0%
Gave transpo	0	0%	2	0%	8	0%	10	0%
Sold Ride-On	0	0%	0	0%	42	0%	42	0%
Notary service	0	0%	11	0%	195	1%	206	1%
Thanksgiving help	0	0%	0	0%	354	1%	354	1%
Holiday help	0	0%	0	0%	560	2%	560	2%
Other service	63	8%	37	1%	1,181	4%	1,281	3%
Total services	838		3,093		32,901		36,832	

**Definitions:**

**Documentation services:** Writing letters for clients, or helping clients to understand and complete documents such as Public Assistance eligibility applications, legal forms, income tax forms, job applications, etc.

**Case coordination:** Direct contacts with one or more agencies to assist clients to obtain services and/or to resolve problem situations. (Also known as advocacy.)

**Informal counseling:** Conversation with clients to assist in addressing problems.

**Translation/Interpretation:** Includes interpretation or translation of written or oral communications.

**Thanksgiving/Holiday help:** Number of individuals who actually received holiday help such as baskets, toys, clothes, etc. through referral or TESS holiday programs.

[QP94/REPORT1/B]

**BETHESDA - SILVER SPRING - TESS PARTNERSHIP****FY94 STATISTICAL REPORT: JULY 1, 1993 THRU JUNE 30, 1994**

Page Three: Problems.

Type of Problem	BCC Govt Center		Sil Spg Govt Center		TESS Center		Total All Centers	
	number	percent	number	percent	number	percent	number	percent
Economic	180	21%	680	22%	5,898	19%	6,758	19%
Consumer	12	1%	31	1%	422	1%	465	1%
Employment	45	5%	151	5%	1,312	4%	1,508	4%
Child Care	3	0%	16	1%	212	1%	231	1%
Alcohol/Drugs	11	1%	5	0%	54	0%	70	0%
Family Trouble	13	1%	45	1%	500	2%	558	2%
Mental Health	19	2%	34	1%	294	1%	347	1%
Housing	72	8%	319	10%	2,588	8%	2,979	8%
Legal	57	7%	130	4%	2,383	8%	2,570	7%
Health	96	11%	425	14%	3,118	10%	3,639	10%
Non-English Spkg	176	20%	721	24%	8,358	27%	9,255	26%
Education	22	3%	82	3%	832	3%	936	3%
Recreation	9	1%	22	1%	416	1%	447	1%
Immigration	19	2%	144	5%	1,902	6%	2,065	6%
Transportation	4	0%	8	0%	126	0%	138	0%
Other Problems	138	16%	242	8%	2,722	9%	3,100	9%
Total Problems	674		3,055		31,137		35,068	

[QP94/REPORT1/C]

## TESS COMMUNITY SERVICE CENTER

FY94 STATISTICAL REPORT: JULY 1, 1993 THRU MARCH 31, 1994

Page Four: TESS/Pro Bono Legal Aid Clinic

	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Year to Date	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
<b>ELIGIBILITY</b>										
No. Eligible Applicants	133	75%	72	82%	143	93%			348	83%
No. Ineligible Applicants	44	25%	16	18%	10	7%			70	17%
Total Applicants	177		88		153				418	
<b>GENDER</b>										
Female	115	86%	58	78%	103	72%			274	79%
Male	18	14%	16	22%	40	28%			74	21%
<b>RACE</b>										
Asian	8	5%	8	11%	10	7%			24	7%
Black	21	16%	12	17%	24	17%			57	16%
Caucasian	8	6%	8	11%	17	12%			33	9%
Hispanic	97	73%	42	58%	89	62%			228	66%
Other	1	1%	1	1%	2	1%			4	1%
Unknown	0	0%	1	1%	1	1%			2	1%
<b>AGE</b>										
Under 60 yrs.	127	95%	68	94%	134	94%			329	95%
60 yrs. & over	6	5%	4	6%	9	6%			19	5%
REC'S PUBLIC ASST.	9	7%	3	4%	15	10%			27	8%
<b>FAMILY SIZE</b>	2.94		2.87		2.87				2.99	
<b>AVERAGE INCOME/MO</b>	\$752		\$731		\$686				\$726	
<b>TYPE OF CASE</b>										
Domestic	93	70%	44	61%	80	56%			217	62%
Tort	0	0%	1	1%	0	0%			1	0%
Administrative	0	0%	1	1%	1	1%			2	1%
Housing	9	7%	4	6%	10	7%			23	7%
Employment	3	2%	1	1%	7	5%			11	3%
Consumer/debt	22	17%	13	18%	23	16%			58	17%
Other	8	5%	8	11%	22	15%			38	10%
Not a legal problem	0	0%	0	0%	0	0%			0	0%
<b>DISPOSITION OF CASES</b>										
Advised	35	26%	17	24%	57	40%			109	31%
Accepted for action	22	17%	18	25%	17	12%			57	16%
Advised/ref Pro Bono	21	16%	18	25%	29	20%			68	20%
Advised/ref other	18	14%	14	19%	32	22%			64	18%
Handled internally	15	11%	2	3%	2	1%			19	5%
Pending: out of expertise	7	5%	3	4%	3	2%			13	4%
Pending: too many clients	15	11%	0	0%	3	2%			18	5%
<b>Ineligible: over income</b>	2	5%	1	6%	2	20%			5	7%
<b>Ineligible: type of case</b>	26	59%	7	44%	2	20%			35	50%
<b>Ineligible: out of venue</b>	6	14%	3	19%	1	10%			10	14%
<b>Ineligible: other</b>	10	23%	5	31%	5	50%			20	29%

[QP94/REPORT1/D]

# BETHESDA-CHEVY CHASE CITIZENS ADVISORY BOARD QUARTERLY SUMMARY

## OCTOBER, 1994

Karen Kumm, an urban designer with the Maryland National Capital Park and Planning Commission presented a project plan amendment submitted by B.F. Saul Mortgage Company for Chevy Chase Garden Plaza. B. F. Saul desires to permanently convert to office-use space in the building which was designated for retail when the project plan was approved in 1984. In 1989, a request for interim use of this space for 3 years as office-use was approved by MNCPPC. However, the staff of MNCPPC opposes the conversion of the space to office use. The Board voted 8 to 2, with one recused, to support the staff's position.

Lt. Jerome Gates, Park Police explained the mounted police program in Bethesda. Bethesda District Commander, Alan Rockbell, described the renovations at the Bethesda Police Station. He also described the community policing program and the reconfiguration of the County's police beats.

The Board heard reports from its committees dealing with neighborhood traffic management, plans by the Bethesda Urban Partnership, Community Service Day, and sidewalk repairs.

The Board suggested possible speakers for up-coming meetings and decided to hold its November meeting at the Chevy Chase Library.

## NOVEMBER, 1994

This meeting was held at the Chevy Chase Library. Mr. Martin Wish, Chairman of the Commission of Aging presented projections and statistics for Montgomery County for the period of 1980 to 2000. He stated that the number of county residents over the age of 85 would double by the year 2000. He stated that many senior citizens in the Bethesda-Chevy Chase area have their own homes but lack sufficient funds to remain there as they age. He stressed that it is important for these individuals to age in place and not have to be in nursing homes. The Commission has listed the following service priorities for seniors: In-home services, respite care, mental health, dental service, and transportation.

Karen Kumm, MNCPPC, and George Dove and Rusty Edwards from the Weihle Partnership explained the pedestrian bridge, designed by the Weihle Partnership, to be built over Old Georgetown Road from Metropolitan Park (the site of County garage 49) to Bethesda Place (the Safety Building).

The Board also heard the concerns of the communities located near the Chevy Chase Library. These included the proposed relocation of the beltway approach ramp at Connecticut Avenue and pedestrian safety on Maryknoll Avenue.

## DECEMBER, 1994

The meeting began with a discussion of sidewalk issues. The Board decided to send a letter to Graham Norton, Director of the Department of Transportation, outlining the concerns raised at the September CIP forum and asking DOT to take them under review.

Robin King, Facilities Analyst with the School System discussed the school modernization program. She stated that 36 schools were ranked between FY 1992 & 1993 for modernization. Rosemary Hills and Westmoreland Elementary are finished; N. Chevy Chase will reopen in Sept. 1995. Westland Middle School is currently being modernized; students will be out of the building for two years. Four other middle schools are in line as well as three high schools. Churchill H.S. modernization will occur in about 4 1/2 years. It will be closed for 2 years and students will be at Northwood. Bethesda Elementary is scheduled in 1999; Chevy Chase in 2000; and Somerset in 2003. Whitman H.S. is out of space. The Board of Ed. is studying several options including a school boundary change. B-CC H.S. has tremendous maintenance needs. Money has been allocated for boiler replacement, new roof and windows. Walter Johnson H.S. will receive an additional 12 rooms in 2000.

The Board also heard a report on the Residential Traffic Management Plan as adopted by the County Council.



**BETHESDA-CHEVY CHASE GOVERNMENT CENTER BULLETIN****DECEMBER 1994****NEW RESOURCE BOOKLET**

The Bethesda-Chevy Chase Government Center has recently developed a new pamphlet entitled, A Community Guide to County Laws and Frequently asked Questions. This helpful booklet includes information about solid waste, weeds, abandoned vehicles and other potential problem areas. The booklet also includes a list of County phone numbers for agencies that handle neighborhood services. To obtain a free copy, stop by or contact the Bethesda-Chevy Chase Government Center at 986-4325.

**PANHANDLING - HOW DO I RESPOND ?**

Do you feel uncomfortable when approached by a person asking for money? Do you want to help but wonder whether this is the right way to do it? The Bethesda-Chevy Chase Government Center, the Bethesda Urban Partnership, the Montgomery County Police, the Coalition for the Homeless and a number of non-profit service providers have developed a brochure with suggestions on how to respond to panhandlers in a positive way. Along with the brochure, the committee developed a resource card listing services for people who are in need in Montgomery County. To obtain a copy of the brochure and resource card, please call Nancy Greene at the Government Center at 986-4325.

**NEWCOMERS INFORMATION**

The Bethesda-Chevy Chase Government Center has newcomer packets available for new residents. The packets contain information on motor vehicle registration, voter registration materials, Chamber of Commerce Guides, maps, dining guides and other information. Packets can be picked up at the Government Center during normal business hours.

**VOLUNTEER CENTER**

Interested in volunteering? Montgomery County Volunteer and Community Service Center has hundreds of volunteer opportunities available to you. Trained counselors will meet with you to help you find the opportunity that meets your needs. The Center lists both opportunities for long term or short term positions and also has a special Weekend/Evening Volunteer Program for people who want to volunteer as part of a group or on an intermittent basis. For information, call the Volunteer Center at 217-4949.

**SEMINAR ON THE AMERICANS WITH DISABILITIES ACT**

A seminar entitled, "The Americans with Disabilities Act: Addressing Your Concerns," will be held on Saturday, January 7, 1995 from 10 a.m. to 3 p.m. at the Council Office Building, 100 Maryland Avenue, Rockville. Designed for people with disabilities and their families, this seminar will answer your questions about this important piece of legislation. The seminar will cost \$5 (check payable to TransCen, Inc.) and registration is on a first come, first serve basis. For information on the program or for a fee waiver, please call Odile Saddi at 217-1243 (TTY 217-1246). Any individuals needing assistance or sign language interpretation, should call Cheryl Lampkin at the City of Rockville, 309-3300 (TTY 309-3009).

**RECREATION OPPORTUNITIES**

Montgomery County's Department of Recreation offers a number of different recreation programs for senior citizens in our area. Schedules vary but programs are offered at the Potomac Recreation Center on Falls Road, Waverly House on East-West Highway, Leland Recreation Center on Willow Lane, Lakeview House on Westlake Boulevard, and at the Friendship Heights Village Center. In addition, a wide variety of programs are offered at the Holiday Park Senior Center in Wheaton. To find out more about the programs in Bethesda, call the Senior Adult Programs Office at 217-6870. To find out about Holiday Park, call 468-4448.

**COMPOSTING INFORMATION**

Joe Keyser's popular composting workshops will begin again in the spring, but we still have a good supply of composting bins and aerators for sale. The compost bins cost \$5, and the aerators cost \$10. Free informational brochures on how to compost are available too.

**RAISING A CHILD IN OUR VILLAGE**

The Bethesda Area Parent Network is sponsoring a discussion of problem situations for parents and other adults concerned about helping our kids grow up in a healthy, safe, caring community. Come and hear strategies from experienced persons in our community including psychologists, school administrators, law enforcement officers, business owners, clergy and parents on Wednesday, January 18 from 7:30 - 9:00 p.m. at Bethesda Presbyterian Church. Come early for coffee and dessert from 7 - 7:30 p.m.

MID-COUNTY CITIZENS ADVISORY BOARD

January 17, 1994

7:00 p.m. (note change)

Agenda

7:15 pm	Call to Order	Jay Goldman, Chair
7:20 pm	Montgomery General Hospital Present and Future	Peter Monge, President and CEO, MGH
7:40 pm	County Government Disposition Process-Closed Schools	Representative from Department of Facilities and Services
8:00 pm	Public Awareness Committee	Marie Warner
8:10 pm	Capital Projects Committee	Steve Mann
8:20 pm	Community Services Committee	Helene Rosenheim
8:30 pm	Legislative Committee	Robert Abrams
8:40 pm	Liaison Committee Reports <ul style="list-style-type: none"> <li>o ICC Committee</li> <li>o Revitalization &amp; Urban District</li> <li>o Glenmont Sector Plan Committee</li> <li>o Forest Glen Sector Plan Committee</li> <li>o Sandy Spring/Ashton Master Plan</li> <li>o Health &amp; Human Service Committee</li> <li>o Metro/Community Committees</li> </ul>	
9:00 pm	Chairman's Report	Jay Goldman
9:10 pm	Staff Report	Natalie Cantor
9:20 pm	Community Conditions and Concerns	
9:30 pm	Adjournment	
6:30 pm	Public Awareness Committee Meeting	
7:00 pm	Capital Projects Committee Meeting	

