

# The Maryland-National Capital Park and Planning Commission

[www.mncppc.org](http://www.mncppc.org)

## Supplemental Program Budget Fiscal Year 2013

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
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**Maryland-National Capital Park & Planning Comm**

For the Fiscal Year Beginning

**July 1, 2011**

*Linda C. Danison Jeffrey R. Emer*

President

Executive Director

The Government Finance Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Maryland-National Capital Park and Planning Commission for its annual budget for the fiscal year beginning July 1, 2011. This award is the highest form of recognition in governmental budgeting.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

The Distinguished Budget Presentation Award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

**The Maryland-National Capital Park and Planning  
Commission  
Supplemental Program Budget  
Fiscal Year 2013  
Montgomery County**

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February 29, 2012

The Honorable Isiah Leggett  
Montgomery County Executive  
Executive Office Building  
101 Monroe Street  
Rockville, MD 20850

The Honorable Roger Berliner  
President, Montgomery County Council  
Stella B. Werner Council Office Building  
100 Maryland Avenue  
Rockville, MD 20850

Dear Mr. Leggett and Mr. Berliner:

On January 17, 2012, the Commission submitted its FY13 Proposed Operating Budget pursuant to §2.118 of Article 28 of the Annotated Code of Maryland. The enclosed document provided today is a Supplemental Program Budget for the Planning Department and Department of Parks. This information complements the full proposed budget providing a comprehensive perspective on the budget and programs of the Commission.

The Supplemental Program Budget contains program budget information. The program budgets are a subset of the full FY13 Proposed Operating Budget and show the planned use of resources at the level of very specific services. The information should be read in conjunction with the full budget for the complete budget perspective. We have included some of the same information provided in the FY13 Proposed Operating Budget for continuity and understanding of the program budget.

The program budget for the Planning Department is detailed in the same fashion as previous years. However, for the Department of Parks, the Commission is presenting program budget information using Vision 2030 as a guide. Vision 2030 was shaped by more than a year of surveys, public meetings, and focus groups and outlines a strategy for the future provision of parks and recreation services. A joint effort by the M-NCPPC Department of Parks and the Montgomery County Department of Recreation, the plan positions both departments to collaboratively meet the challenges and opportunities of a changing and diverse community.

One of the focal points of Vision 2030 is the Cost Recovery Pyramid/Financial Resource Allocation. The Cost Recovery Pyramid defines each program delivered, by the Department, based on a nexus between who benefits from the program and who should pay for the program. This presentation of program information is very useful in managing an equitable allocation of tax resources. It looks at community benefits compared to individual benefits, with the goal being to ensure long-term sustainability by focusing taxpayer funding on those services that produce the widest community benefit.

FY13 is the first year the Department of Parks has applied the Cost Recovery Pyramid to its program budget. It will be a multi-year effort to fully incorporate this new approach. We hope that you will find this new cost recovery information as useful as we do.

We look forward to working with you and your staffs on our FY13 budget proposal.

Sincerely,

A handwritten signature in cursive script that reads "Françoise M. Carrier". To the right of the signature is a simple, stylized line drawing of a pen nib.

Chair

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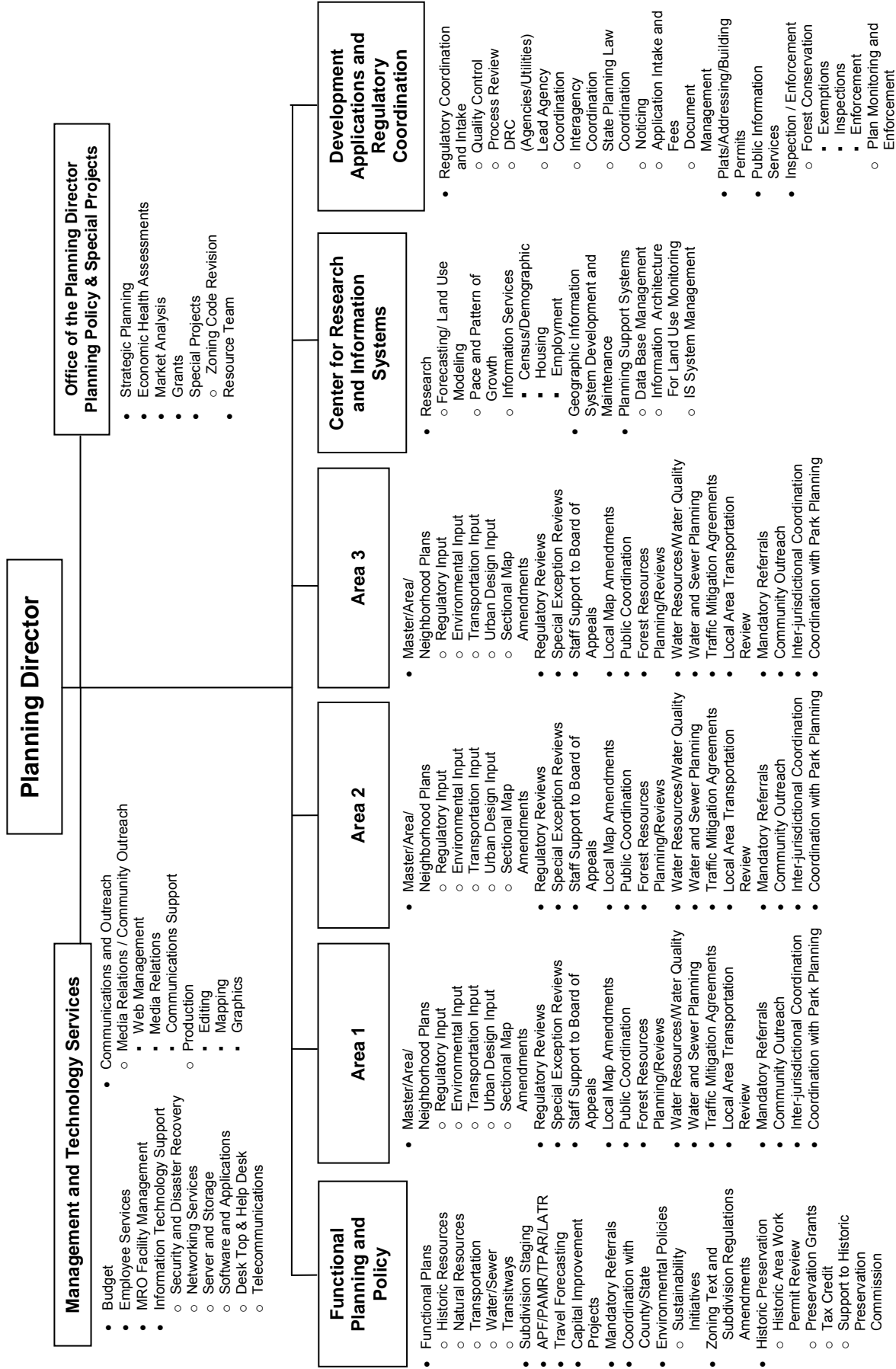
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# MONTGOMERY COUNTY PLANNING DEPARTMENT



# MONTGOMERY COUNTY PLANNING DEPARTMENT

## EXECUTIVE OVERVIEW: GROWING SMARTER

The Planning Department works under the direction of the Planning Board, whose statutory mission is to plan, guide and manage change and growth through master planning and regulatory review. Subject to review and approval by the County Council, the Planning Department's work program focuses on emerging land-use and development issues in the County with the goal of ensuring that Montgomery County is a distinctive community that makes the best use of all its resources. The Department endeavors to ensure that planned growth balances commercial and economic development opportunities with community needs, public facilities and resources, and stewardship of natural, cultural and historic resources.

Two components of smart growth are planning for new development and regulating how that development will be built. These two functions are integrated comprehensively to ensure that efforts are directed toward the following four goals:

- **Connectivity**
  - Connected communities, parks, and people strengthen the sense of community.
- **Diversity**
  - A variety of land uses provides options and flexibility in the face of ever changing demands.
- **Design**
  - Better living through design - whether preserving historic heritage or responding to cutting edge science - adds value and longevity to communities.
- **Environment**
  - The value, health, and enjoyment of the natural environment are supported by sustainable building and community design.

### Organization

The Planning Department's work program is achieved via an integrated approach to master planning and regulatory review. The Department's reorganization, which was fully implemented during FY12, focused its work program into three geographically based Divisions (Areas 1, 2, and 3) and created two subject matter focus areas: the Development Applications and Regulatory Coordination Division (DARC), and the Functional Planning and Policy Division (FPP). Specifically:

- Areas 1, 2 and 3 encompass defined geographic locations. Key work performed includes: development of master and sector plans, and review of development applications and other regulatory items.
- DARC provides leadership and coordination of all planning related administrative functions, such as public noticing and plan distribution, operation of the information counter, street addressing, building permits and plats, and inspections.
- FPP prepares functional master plans that are county-wide in focus, in addition to coordinating with county, state and regional agencies on policy issues, such as environmental and transportation policies.

Two other divisions, the Center for Research and Information Systems and Management and Technology Services, retained their previous scopes of work under the Department's restructuring.

## Work Program Overview

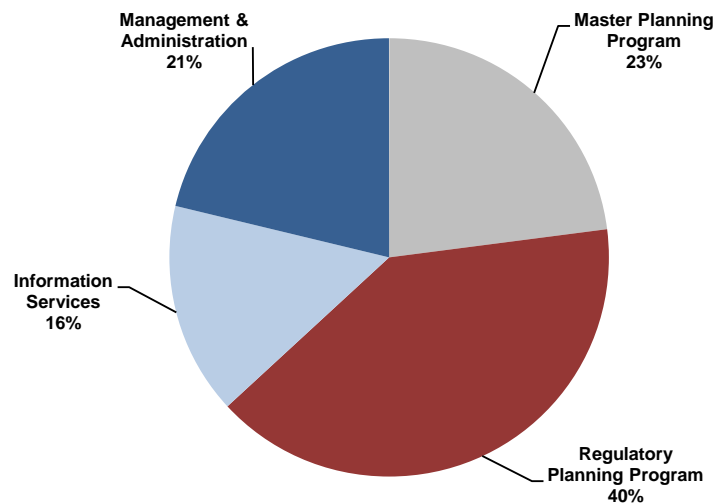
### Program Budgeting

The Planning Department’s FY13 work program is organized into four functions: (1) The Master Planning Program, (2) The Regulatory Planning Program (3) Information Resources and (4) Management and Administration. Each of the four Programs contains Program Elements, which outline the key areas of focus in the work program. Each Program Element outlines the benefits to the County, the tasks, products and timetable, major outputs and baseline measures, and budgeted resources. Program Elements allow for tracking and reporting accomplishments, and managing resources.

The program budget process derives its estimates of workyears needed to complete each program element through tracking and monitoring the actual number of hours historically worked by staff on given projects. The work hours are consolidated into workyears and the proportion of work effort per work program is displayed in the workyears matrix which appears in this document. The Department monitors the reporting of work codes by staff to ensure that staff activities are accurately assigned to the appropriate labor code. The current resource allocation to the four programs has been revised from the Approved FY12 Budget and reflects work hours to the Administration and Management Program shifted to the Regulatory Planning Program where the work directly related to regulatory review. In addition, elements allocated to the Regulatory Planning Program were determined to be required earlier in the planning process and before regulatory review. The monitoring and staging element, for example, begins the implementation of a master plan, but must be in place before development can be approved.

Accordingly, that element was shifted to the Master Planning Program. Further, Public Project Coordination was shifted into the Master Planning Program. This element involves the review of other agencies’ expansions or changes to master plans, and is more properly allocated to the Master Planning Program. More detailed information on these program elements is included in the program element descriptions. The reallocation reflects a more factual balance among statutory requirements, master planning and regulatory review.

**Workyears by Program  
FY11 Actual**



The Department’s core functions are identified in the State of Maryland and Montgomery County Codes. The charts below reflect the major statutory references that drive the Department’s work program:

## Statutory and Code References for Planning Department Work Program

CODE OF MARYLAND	
Statutory Reference	Subject
Art 28 § 2.118	Preparation of the Operating Budget
Art 28 § 5.117	Street Names
Art 28 § 7.108	Input Into Master Plans
Art 28 § 7.108 (a)	General Plan
Art 28 § 7.108 (b)	Master Plans, Sector Plans, Functional Plans
Art 28 § 7.108 (c)	Master Plan of Bikeways
Art 28 § 7.108 (c)	Master Plan of Highways
Art 28 § 7.108 (e)	Historic Preservation Unit
Art 28 § 7.112	Mandatory Referrals
Art 28 § 7.116; Art 66B § 1.01 (10)	Forest Conservation
Art 28 § 8.119	Building Permit Reviews
Art 66B § 1.01 (2)	Community Participation
Art 66B § 1.04	Water Resources Plan
Art 66B § 1.01	General Plan

MONTGOMERY COUNTY CODE	
Statutory Reference	Subject
Chapter 19	Special Protection Review
Chapter 19	Planning Board Review of Imperviousness
Chapter 19	Environmental Guidelines as approved by Planning Board
Chapter 22A	Forest Conservation
Chapter 24.A	Historic Work Area Permits
Chapter 24.A	Master Plan Designation
Chapter 33A-15	Growth Policy
Chapter 33A-15	Transportation Modeling Unit (Growth Policy)
Chapter 49	Road Code
Chapter 45	Ten Year Comprehensive Water and Sewer Plan Advisory
Chapter 50	Subdivision and Plats
Chapter 50	Transportation Regulatory Unit
Chapter 59	Urban Design Guidelines
Chapter 59 A	Planning Board Advisory to Board of Appeals
Chapter 59 D.2, D.3	Site/Project Plans
Chapter 59 G1.2	Special Exceptions
Chapter 59 H	Zoning Sheets/GIS Layer
Chapter 59 H.3	Local Map Amendments
Chapter 59 H 9.33	Text Amendments
County Bill 32-07	Climate Protection Plan/Sustainability Working Group

## MAJOR HIGHLIGHTS BY PROGRAM

### Master Planning Program

#### *Master and Sector Plans*

Master and Sector Plans contain land-use strategies that advance the goals and policies of the General Plan at smaller geographic area in greater detail. The planning process includes broad public engagement; detailed research into a variety of land use, development and community issues; and analysis of functional areas such as transportation capacity and housing needs, and testing of alternative land-use scenarios.

In FY13, the proposed budget includes transmittal of Sectional Map Amendments to implement any changes in zoning recommended in the Long Branch Sector Plan, the Purple Line Station Plan and the Burtonsville Crossroads Neighborhood Plan. The Staff Draft for Chevy Chase Lake Purple Line Station Sector Plan will be delivered to the Planning Board and the County Council in early FY13.

Planning staff will complete work on the **White Oak Science Gateway Plan** (East County Science Master Plan), with delivery of a staff draft projected for spring 2013. Planning staff will begin four sector plans at the end of FY12 and the beginning of FY13: **White Flint Phase II Sector Plan, Gaithersburg East/Montgomery Village Sector Plan, the Glenmont Sector Plan** and the **Brookville Road (Lyttonsville) Purple Line Station Area Sector Plan**. These plans are to be delivered in FY13 and FY14, respectively.

#### *Functional Plans*

Functional plans address community-wide issues impacting residents and development activities, such as highways, bikeways, historic preservation and water resources. Some functional plans are updated regularly, such as historic preservation. Others, such as water resources, by state law, must be updated periodically. In FY13, the work effort will focus on staff presentation to the Planning, Housing and Economic Development (PHED) Committee and County Council regarding issues of this kind.

#### *Neighborhood Outreach and Planning Initiatives*

This program element responds to the County Council and Planning Board's direction to increase timeliness and agility in master planning. This effort will address community issues that are confined to a specific neighborhood (e.g. a more limited geography than the master and sector plans), and may not require rezoning.

The FY13 work program includes capacity for one neighborhood plan, and is expected to take approximately six to nine months. It will involve community engagement; identification of goals and alternatives; discussion of preliminary ideas with the community; refinement and consultation; and recommendation of a strategy to resolve the issue(s).

### ***Minor Amendments***

The proposed FY13 Budget includes two minor amendments, as directed by the County Council. A minor amendment is limited in nature, should not trigger a major transportation analysis and is intended to be completed within six months or less.

## **Public Policies Planning and Coordination**

### ***Public Projects Planning and Coordination***

This element involves monitoring Federal, State and municipal planning efforts. Department activities include: reviewing the CIP; collaborating and maintaining liaison with the Council of Governments (COG) and related regional planning organizations, task forces and work groups; participating in state-wide planning undertaken by the Office of State Planning; and monitoring proposed State Legislation.

### ***Master Plan Staging and Monitoring***

Certain master plans have required that staging and monitoring plans be in place by a specified date before any regulatory review can proceed. This element focuses on the necessary sequencing.

## **Special Projects**

This element encompasses those planning policies that county or state law require be periodically evaluated by a date certain. Activities appear in the work program and budget according to the statutory requirement. For example, the current statutory requirement for delivery of the Subdivision Staging Policy is transmittal to the Council by July every four years, two years after the election year. As such, Staff will complete the **Subdivision Staging Policy/Growth Policy** by the end of FY12, with transmittal to the County Council early in FY13 (by July 2012), in accordance with statute. The scope of work includes:

- Establishment of a replacement for Policy Area Mobility Review and amend procedures necessary for implementation.
- Collaboration with the County Council to adopt and implement other needed changes to the Subdivision Staging Policy, including:
  - Methodologies to replace and/or supplement Critical Lane Volumes (CLV) in Local Area Transportation Review (LATR)
  - Establish Policy Area boundaries
- Establishment of appropriate modeling software and staff training needed to incorporate recommended changes to LATR and master planning local area modeling
- Development of next generation of Smart Growth Criteria
- Evaluation of methodology to incorporate carbon offsets
- Evaluation of changes to trip generation rates/vehicle miles of travel (VMT) for neighborhood-serving retail types and proximity

## Regulatory Planning Program

The Regulatory Planning Program ensures that development applications submitted for consideration are fully compliant with applicable regulatory requirements, adopted master plans, and Planning Board and County Council decisions/actions. The Department's regulatory caseload includes the review of **sketch plans, project plans, preliminary plans, site plans, special exceptions, and zoning cases**, as well as **mandatory referrals** for on-the-ground Federal, State and local projects and **historic area work permits**. Further, the Department is responsible for applying the **Forest Conservation Law** (Chapter 22A). Regulated activities include: natural resource inventory and forest stand delineations; forest conservation exemptions; forest conservation plans; plans to save trees, as well as other tools to ensure full compliance with the law. The Department plays an integral part in Montgomery County's mandate to conform to the State's Water Quality standards, especially in applying state and county regulations regarding Special Protection Areas and associated imperviousness levels in both public and private development projects.

In FY13, the Department will continue the **Zoning Code Revision**. Activities include:

- Public review of the zoning code draft
- Evaluation of all comments with modifications to the draft if needed

The Department will continue to use the input of the Zoning Advisory Panel and the Council's Zoning Text Amendment advisors to react to the consultant's work products.

Additionally, work continues to convert the official paper zoning maps to a GIS database with an interactive, web-based component. When completed, this effort will require: 1) a County-wide corrective map amendment; and 2) taking legal steps to make GIS zoning layer the official zoning map. Staff will continue to update community groups and other stakeholders on the progress of the project through the interactive webpage devoted to the rewrite, as well as workshops and outreach meetings.

Simplification of the Department's **development application processes** is increasingly critical to improve efficiencies. Staff is working on ways to modify development review processes in order to improve service delivery. One of these efforts is Montgomery ePlans (also Project.Dox) the Department's electronic plan submission and review program. Work will continue in FY13, including roll out to the County Agencies (i.e., Montgomery County Department of Permitting Services, Montgomery County Department of Transportation) involved in the review of development applications.

## Information Resources Program

The Information Resources Program provides public access to information using the website, print and electronic formats, through walk-in and phone-in services, and involves the work of two Service Areas: Center for Research and Information Services and Management and Technology Services. Research activities focus on Census information, forecasting, and market analyses; conducts research and analysis of trends, economic impacts, and public policy issues for the Planning Board, County Council and Planning Department; and public information on land use. It also provides information helpful to the County's fiscal impact analyses for master plans and test amendments. The **Information System/Geographic Information System (IS/GIS)** program element maintains the County's basic demographic, economic, land use and geographic databases. In FY13, the Department proposes to enhance its data warehouse by continuing to purchase data for layers.

The Department maintains a significant web-presence, and Priorities for FY13 include:

- Implementation of an integrated web-based application intake and tracking system (Hansen) and Montgomery ePlans (Project.Dox) (on-line application review).



- Development and utilization of web based GIS tools designed to make accessible the agency's development pipeline, master plan staging process, and other extended planning information and analytics to County agencies, the land development community, and to the rest of the public.
- Management of continuous updating of address, parcel, and other County GIS base layer data.
- Enhancement of the County's land use forecasting model to better incorporate information from our existing development pipeline, newly proposed Master Plans, the 2010 Census, and newly available economic datasets and models.
- Routine analysis and publication of data that gives policy makers insight into the demographic and land use trends that shape the County, including:
  - Analysis of neighborhood demographic change based on new releases from the 2010 Census and American Community Survey including support for the County redistricting effort;
  - Monthly updates (i.e. "trend sheets") that provide analysis of relevant County and Sub-County employment, housing, and land development change;
  - Comprehensive, comparative County and Sub County demographics (including the annual "Council District Snapshot");
  - Economic and land use reports designed to better link the County land use forecast to economic impacts of the projected land use change.
- Improvements to public access to information and customer service
- Major restructuring of document management
- Seamless connections between print products and Web

## Management and Administration Program

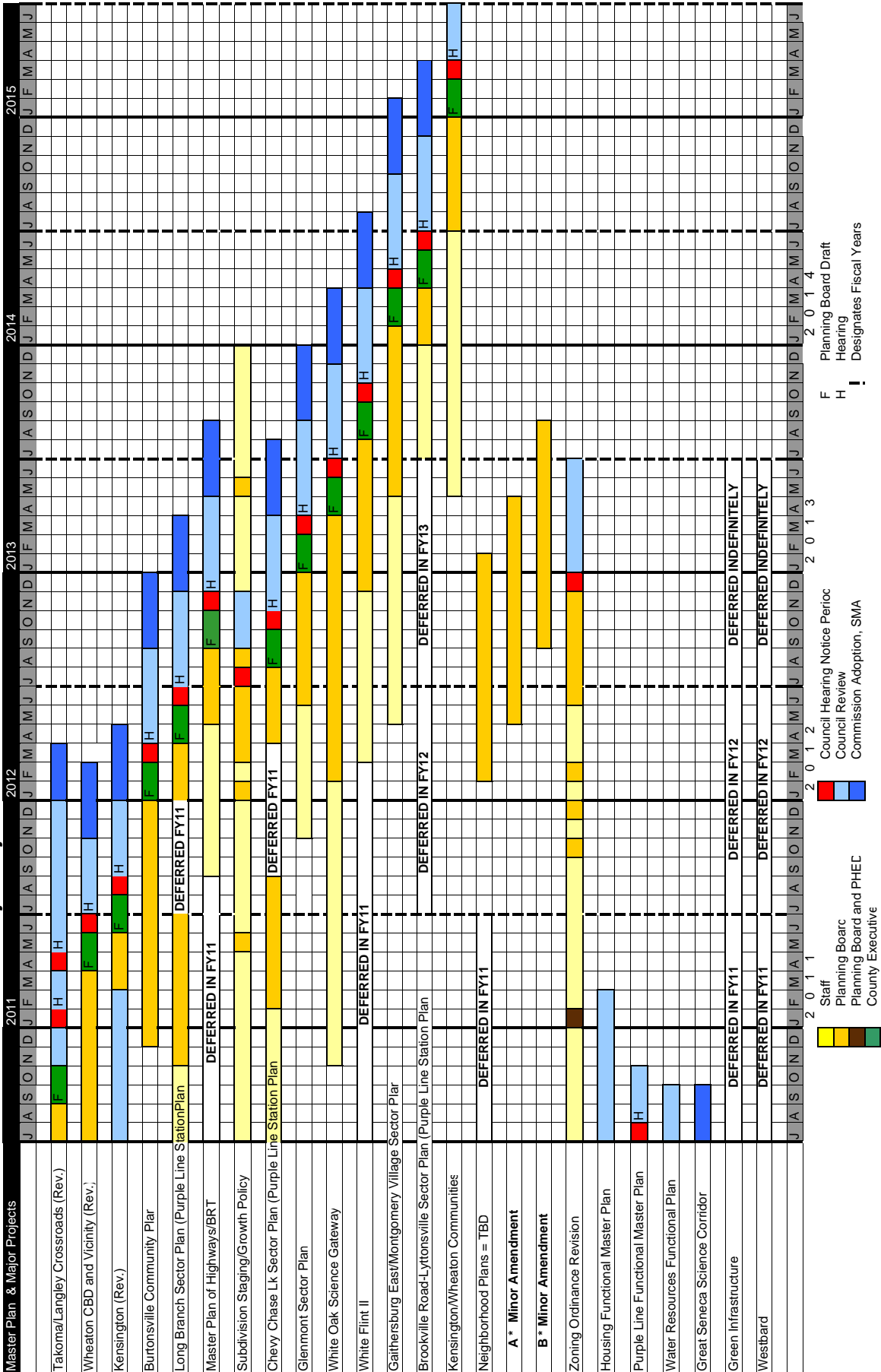
Management and administration provides leadership and operational support to assure effective and efficient coordination within the Department. In FY13, program emphasis includes:

- the information technology resources that support both the Planning and Parks Departments
- Continued cross-training and other supports to affirm and promote the Department's restructuring
- Enhanced performance management
- Departmental services standards
- Increased adherence to established publication standards
- Identifying efficiencies in desktop and help desk support
- Adherence to continuity of operations practices, including upgrade to Storage Area Network System (SANS) technology
- Enhanced technology and service delivery methods to increase efficiency

The Department's ***Schedule of Master Plans and Major Projects*** chart reflects the multi-year commitments and demanding workload of the Department's Work Program.

Revised 12/19/2011

Master Plans and Major Projects Schedule



\* Assumes minor amendments start in FY12 and have staggered delivery

Montgomery County Planning Department: FY13 Proposed Program Resources Summary										
	FY12 Revised Budget	FY13 Proposed Budget	Personnel **	Professional Services	Publication	Other Costs	Sub Total	CW Chargeback	DR Chargeback	Total
<b>Total Funded Workyears</b>	<b>137.85</b>	<b>137.85</b>								
<b>Program: MASTER PLANNING PROGRAM</b>										
<b>Master &amp; Sector Plans</b>										
<b>Functional Plans</b>										
Countywide Transit Corridors Functional Master Plan	3.20	2.15	\$249,100			\$40,900	\$290,000			\$290,000
Master Plan for Historic Preservation	1.65	2.15	\$249,100			\$40,900	\$290,000			\$290,000
<b>Metro Stations Transit Plans</b>										
Wheaton CBD and Vicinity Sector Plan	3.00	0.40	\$46,300			\$7,600	\$53,900			\$53,900
White Flint II Sector Plan	2.20	2.80	\$324,300			\$53,200	\$377,500			\$377,500
Glennmont Sector Plan	2.25	2.65	\$306,900			\$50,400	\$357,300			\$357,300
<b>Purple Line Station Transit Plans</b>										
Takoma/Langley Crossroads Sector Plan	1.70	0.60	\$69,500			\$11,400	\$80,900			\$80,900
Long Branch Sector Plan Amendment	1.15	1.45	\$167,900			\$27,600	\$195,500			\$195,500
Chevy Chase Lake Sector Plan	1.30	1.85	\$214,300			\$35,200	\$249,500			\$249,500
Brookville Road (Lyttonsville) Sector Plan Amendment	0.40	2.20	\$254,800	\$4,000		\$41,800	\$300,600			\$300,600
<b>Neighborhood / Community Plans</b>										
White Oak Science Gateway Master Plan (previously East County Science Center Master Plan)	4.95	4.50	\$521,200	\$9,000		\$85,600	\$615,800			\$615,800
Gaithersburg East/Montgomery Village Master Plan	0.45	2.80	\$324,300			\$53,200	\$377,500			\$377,500
Kensington And Vicinity Sector Plan	2.05	0.30	\$34,700			\$5,700	\$40,400			\$40,400
Master Plan for the Communities of Kensington Wheaton		0.65	\$75,300	\$8,000		\$12,400	\$95,700			\$95,700
Burtonsville Neighborhood Plan	1.70	0.50	\$57,900			\$9,500	\$67,400			\$67,400
<b>Neighborhood Outreach and Planning</b>										
TBD	1.85	1.40	\$162,100	\$4,000		\$26,600	\$192,700			\$192,700
<b>Minor Amendments</b>										
Minor Amendment A*	1.00	1.40	\$162,100	\$4,000		\$26,600	\$192,700			\$192,700
Minor Amendment B*	1.95	1.75	\$202,700	\$4,000		\$33,300	\$240,000			\$240,000
<b>Public Policies Planning and Coordination</b>										
Public Project Coordination	6.95	8.10	\$938,100			\$154,000	\$1,092,100			\$1,092,100
Master Plan Staging/Monitoring	3.70	3.95	\$457,500			\$75,100	\$532,600			\$532,600
<b>Special Projects</b>										
Subdivision Staging Policy (Growth Policy)	4.80	4.50	\$521,200			\$135,600	\$656,800			\$656,800
Sustainability Indicators and Planning Activity	1.05	1.40	\$162,100			\$26,600	\$188,700			\$188,700
Agriculture Initiatives	1.90	1.90	\$220,100			\$36,100	\$256,200			\$256,200
Special Projects	0.90	1.35	\$156,400	\$75,000		\$25,700	\$257,100			\$257,100
<b>SUB-TOTAL</b>	<b>50.10</b>	<b>50.75</b>	<b>\$5,877,900</b>	<b>\$108,000</b>	<b>\$0</b>	<b>\$1,015,000</b>	<b>\$7,000,900</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,000,900</b>
New Work Program Efforts in FY13										

Montgomery County Planning Department: FY13 Proposed Program Resources Summary										
	FY12 Revised Budget	FY13 Proposed Budget	Personnel **	Professional Services	Publication	Other Costs	Sub Total	CW Chargeback	DR Chargeback	Total
<b>Program: REGULATORY PLANNING PROGRAM</b>										
<b>Regulatory Policy Development/Amendment</b>										
Zoning Text Amendments (ZTA)/Subdivision Regulation Amendments (SRA)	2.00	1.95	\$225,800			\$37,100	\$262,900			\$262,900
Zoning Code Rewrite	6.70	6.20	\$718,100			\$117,900	\$836,000			\$836,000
<b>Land Use Regulations</b>										
Special Exceptions	4.10	4.10	\$474,900			\$78,000	\$552,900			\$552,900
Local Map Amendments and Development Plan Amendments	2.75	2.95	\$341,700			\$56,100	\$397,800		-\$218,300	\$179,500
Preliminary Plans/Subdivision Plans	9.20	10.65	\$1,233,500			\$202,500	\$1,436,000		-\$1,178,700	\$257,300
Project, Sketch and Site Plan Reviews and Site Plan Enforcement	10.35	9.30	\$1,077,100			\$176,800	\$1,253,900		-\$1,035,300	\$218,600
Historic Area Work Permits	4.75	4.00	\$463,300	\$9,000	\$6,000	\$76,000	\$554,300	-\$254,900		\$299,400
Forest Conservation Reviews, Inspections & Enforcement	10.40	10.40	\$1,204,500			\$197,700	\$1,402,200			\$1,402,200
<b>SUB-TOTAL</b>	<b>50.25</b>	<b>49.55</b>	<b>\$5,738,900</b>	<b>\$9,000</b>	<b>\$6,000</b>	<b>\$942,100</b>	<b>\$6,696,000</b>	<b>-\$254,900</b>	<b>-\$2,432,300</b>	<b>\$4,008,800</b>
<b>Program: INFORMATION RESOURCES</b>										
<b>Public Information</b>										
Research	4.00	4.15	\$480,600			\$102,300	\$582,900			\$582,900
Information Systems/Geographic Information Systems (IS/GIS)	5.45	5.45	\$631,200	\$75,000		\$103,600	\$809,800		-\$131,000	\$678,800
Information Services	6.40	6.35	\$735,400			\$237,700	\$973,100		-\$374,200	\$598,900
<b>SUB-TOTAL</b>	<b>15.85</b>	<b>15.95</b>	<b>\$1,847,200</b>	<b>\$75,000</b>	<b>\$0</b>	<b>\$443,600</b>	<b>\$2,365,800</b>	<b>\$0</b>	<b>-\$505,200</b>	<b>\$1,860,600</b>
<b>Program: MANAGEMENT/ADMINISTRATION</b>										
<b>Governance</b>										
Work Program Management	6.55	6.45	\$747,000			\$122,600	\$869,600			\$869,600
Work Program Support	10.20	10.25	\$1,187,100			\$194,800	\$1,381,900			\$1,381,900
<b>Agency Support</b>										
Information Technology	4.90	4.90	\$567,500	\$90,000		\$475,600	\$1,133,100			\$1,133,100
<b>SUB-TOTAL</b>	<b>21.65</b>	<b>21.60</b>	<b>\$2,501,600</b>	<b>\$90,000</b>	<b>\$0</b>	<b>\$793,000</b>	<b>\$3,384,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,384,600</b>
<b>TOTAL</b>	<b>137.85</b>	<b>137.85</b>	<b>\$15,965,600</b>	<b>\$282,000</b>	<b>\$6,000</b>	<b>\$3,193,700</b>	<b>\$19,447,300</b>	<b>-\$254,900</b>	<b>-\$2,937,500</b>	<b>\$16,254,900</b>
New Work Program Efforts in FY13										

\* For revised budget Project Coordination Sub Program was moved from Plan Implementation to Master Plan Program

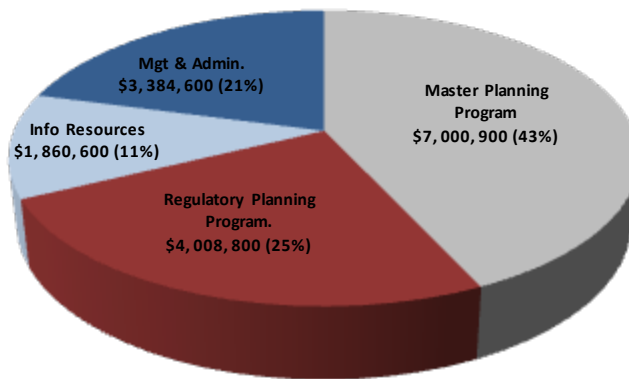
Montgomery County Planning Department: FY13 Crosswalk of Work Years by Division to Work Program Elements												
	FY12 Adopted Budget	FY12 Revised Budget	FY13 Proposed Budget	Director's Office	Management & Technology Services	Functional & Planning Policy	Area 1	Area 2	Area 3	Development & Applications Regulatory Coordination	Center For Research & Information Systems	
<b>Total Funded Workyears</b>	<b>137.85</b>	<b>137.85</b>	<b>137.85</b>	<b>6.00</b>	<b>21.65</b>	<b>17.50</b>	<b>16.00</b>	<b>20.00</b>	<b>20.70</b>	<b>21.00</b>	<b>15.00</b>	
<b>Program: MASTER PLANNING PROGRAM</b>												
<b>Master &amp; Sector Plans</b>												
<i>Functional Plans</i>												
Countywide Transit Corridors Functional Master Plan	3.10	3.20	2.15	0.05	0.35	0.85	0.30	0.20	0.30		0.10	
Master Plan for Historic Preservation	1.65	1.65	2.15	0.05	0.35	1.50	0.05	0.05	0.10		0.05	
<i>Metro Stations Transit Plans</i>												
Wheaton CBD and Vicinity Sector Plan	3.00	3.00	0.40	0.10	0.20			0.10				
White Flint II Sector Plan	2.45	2.45	2.80	0.10	0.50	0.30		1.80			0.10	
Glenmont Sector Plan	1.90	2.25	2.65	0.05	0.50	0.20		1.80			0.10	
<i>Purple Line Station Transit Plans</i>												
Takoma/Langley Crossroads Sector Plan	1.20	1.70	0.60	0.05	0.45		0.10					
Long Branch Sector Plan Amendment	3.35	1.15	1.45		0.10		1.25				0.10	
Chevy Chase Lake Sector Plan	3.40	1.30	1.85	0.05	0.20		1.50				0.10	
Brookville Road (Lyftonsville) Sector Plan Amendment	1.05	0.40	2.20			0.10	2.00				0.10	
<i>Neighborhood / Community Plans</i>												
White Oak Science Gateway Master Plan (previously East County Science Center Master Plan)	6.00	4.95	4.50	0.50	0.55	1.00		2.00	0.25		0.20	
Gaithersburg East/Montgomery Village Master Plan	0.40	0.45	2.80	0.10	0.50	0.20		1.80			0.20	
Kensington And Vicinity Sector Plan	1.65	2.05	0.30		0.20		0.10					
Master Plan for the Communities of Kensington Wheaton			0.65		0.10	0.10	0.20	0.20			0.25	
Burtonsville Neighborhood Plan	1.15	1.70	0.50	0.10	0.30				0.10			
<i>Neighborhood Outreach and Planning</i>												
TBD	1.45	1.85	1.40	0.10	0.25	0.20	0.75				0.10	
<i>Minor Amendments</i>												
Minor Amendment A*		1.00	1.40	0.05	0.30	0.20			0.80		0.05	
Minor Amendment B*		1.95	1.75	0.05	0.50	0.20	0.75		0.20		0.05	
<i>Public Policies Planning and Coordination</i>												
Public Project Coordination	6.50	6.95	8.10			2.50	1.25	1.25	2.60	0.50		
Master Plan Staging/Monitoring	3.70	3.70	3.95	0.20		0.40	0.10	0.80	0.50	0.35	1.60	
<i>Special Projects</i>												
Subdivision Staging Policy (Growth Policy)	4.80	4.80	4.50	0.40	0.50	2.20	0.10	0.10	0.10	0.50	0.60	
Sustainability Indicators and Planning Activity	1.05	1.05	1.40		0.05	1.05	0.10	0.10	0.10			
Agriculture Initiatives	1.90	1.90	1.90		0.10				1.80			
Special Projects	0.85	0.90	1.35	0.20	0.30		0.10	0.10	0.15		0.50	
<b>SUB-TOTAL</b>	<b>50.55</b>	<b>50.35</b>	<b>50.75</b>	<b>2.15</b>	<b>6.30</b>	<b>11.00</b>	<b>8.35</b>	<b>10.40</b>	<b>7.00</b>	<b>1.35</b>	<b>4.20</b>	
<i>New Work Program Efforts in FY13</i>												

<b>Program: REGULATORY PLANNING PROGRAM</b>												
<b>Regulatory Policy Development/Amendment</b>												
Zoning Text Amendments (ZTA)/Subdivision Regulation Amendments	2.00	2.00	1.95	1.00	0.25	0.25	0.25	0.25	0.20	0.20	0.20	0.25
Zoning Code Rewrite	6.60	6.70	6.20	1.30	2.00	2.00	1.00	0.75	0.75	0.75	0.75	0.20
<b>Land Use Regulations</b>												
Special Exceptions	4.00	4.10	4.10	0.10	1.00	1.30	1.60	1.00	1.30	1.60	0.10	0.10
Local Map Amendments and Development Plan Amendments	2.75	2.75	2.95	0.10	0.50	1.00	1.20	0.50	1.00	1.20	0.25	0.25
Preliminary Plans/Subdivision Plans	9.20	9.20	10.65	0.10	1.65	1.80	2.70	1.65	1.80	2.70	4.40	4.40
Project, Sketch and Site Plan Reviews and Site Plan Enforcement	10.25	10.25	9.30	0.05	1.60	1.95	3.20	1.60	1.95	3.20	2.50	2.50
Regulatory Plan Enforcement (Site Plan Enforcement)	0.00	0.00	0.00									
Historic Area Work Permits	4.75	4.75	4.00	4.00								
Forest Conservation Reviews, Inspections & Enforcement	10.40	10.40	10.40		0.90	1.55	3.00	0.90	1.55	3.00	4.95	4.95
<b>SUB-TOTAL</b>	<b>49.95</b>	<b>50.15</b>	<b>49.55</b>	<b>1.30</b>	<b>2.05</b>	<b>2.05</b>	<b>12.70</b>	<b>6.65</b>	<b>8.60</b>	<b>12.70</b>	<b>12.60</b>	<b>0.25</b>
<b>Program: INFORMATION RESOURCES</b>												
<b>Public Information</b>												
Research	4.00	4.00	4.15	0.10								4.05
Information Systems/Geographic Information Systems (IS/GIS)	5.45	5.45	5.45		0.10						0.35	5.00
Website	0.00	0.00	0.00									
Information Services	6.35	6.35	6.35	0.25	2.45							3.65
<b>SUB-TOTAL</b>	<b>15.80</b>	<b>15.80</b>	<b>15.95</b>	<b>0.25</b>	<b>2.55</b>	<b>2.55</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>4.00</b>	<b>9.05</b>
<b>Program: MANAGEMENT/ADMINISTRATION</b>												
<b>Governance</b>												
Work Program Management	6.45	6.45	6.45	1.30	1.70	1.70	0.40	0.40	0.40	0.40	1.10	0.75
Work Program Support	10.20	10.20	10.25	1.00	4.15	4.15	0.60	0.60	0.60	0.60	1.95	0.75
<b>Agency Support</b>												
Information Technology	4.90	4.90	4.90	4.90								
<b>SUB-TOTAL</b>	<b>21.55</b>	<b>21.55</b>	<b>21.60</b>	<b>2.30</b>	<b>10.75</b>	<b>10.75</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>3.05</b>	<b>1.50</b>
<b>TOTAL</b>	<b>137.85</b>	<b>137.85</b>	<b>137.85</b>	<b>6.00</b>	<b>21.65</b>	<b>21.65</b>	<b>17.50</b>	<b>16.00</b>	<b>20.00</b>	<b>20.70</b>	<b>21.00</b>	<b>15.00</b>
<b>New Work Program Efforts in FY13</b>												
* For revised budget Project Coordination Sub Program was moved from Plan Implementation to Master Plan Program												

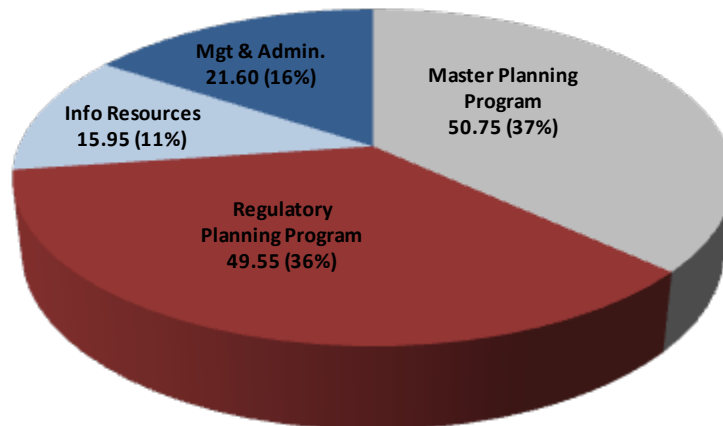
## Montgomery County Planning Department FY13 Work Program

The Planning Department's FY13 work program is categorized into four major programs - (1) Master Planning Program, (2) Regulatory Planning Program, (3) Information Resources, and (4) Management and Administration.

Distribution of Expenditures by Program  
Tax Supported



Distribution of Workyears by program  
(before Chargeback)



## MASTER PLANNING PROGRAM

Master, Sector, Neighborhood, and Functional plans create blueprints for well-designed communities and include recommendations to address: housing, jobs, shopping, entertainment, commercial, recreation and open space, as well as roads, schools, sewer and water, public safety, libraries, and social service functions.

For FY13, the Master Planning Program is organized into three Sub-Programs that contain a total of 23 Program Elements. The Sub-Programs are:

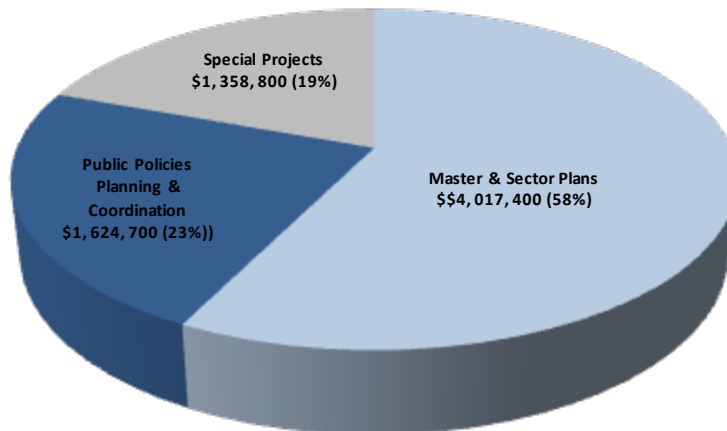
Sub-Programs	WY	Expenditure**
1. Master and Sector	29.55	\$4,017,400
2. Public Policies Planning and Coordination	12.05	\$1,624,700
3. Special Projects	9.15	\$1,358,800

\*\* Tax Supported Expenditure, Programs, Sub Programs and Program elements do not include COLA, Merit, OPEB paygo or OPEB prefunding.

Budgeted Resources	FY12		FY13	
	WY	\$	WY	\$
Personnel	50.10	\$5,917,300	50.75	\$5,877,900
Professional Services		\$633,000		\$108,000
Publications		\$0		\$0
Other Operating Expenses		\$952,500		\$1,015,000
Chargebacks		\$0		\$0
<b>Total</b>		<b>7,502,800</b>		<b>\$7,000,900</b>

Revenue Source: Administration Fund

Distribution of Expenditures for Master Plan Program by Sub -Program (Tax Supported)





**SUB PROGRAM: MASTER AND SECTOR PLANS**

**FUNCTIONAL PLANS**

***Countywide Transit Corridors Functional Master Plan***

**Description**

The Countywide Transit Corridors Functional Master Plan will amend the Master Plan of Highways, the General Plan, and area master and sector plans to facilitate the development of a countywide transitway system. This Amendment uses the information and network described in the Countywide Bus Rapid Transit (BRT) Study, which was prepared for the Montgomery County Department of Transportation, as its starting point.

*Lead Division: Functional Planning and Policy*

**Goals**

- Meet the County’s long-term transportation objectives as defined in the General Plan:
  - Develop an interconnected transportation system that increases options in modes and routes of travel.
  - Provide appropriate access to, around, and within communities using a full range of travelways.
  - Improve the efficiency of the existing and planned transportation system by managing its supply and demand.
  - Provide a transit system in those areas of the County where it is a viable alternative to single-occupant travel.
- Make public transit a preferred mode of choice by creating a network that increases reliability, minimizes delay, and compares favorably to driving times during peak periods.
- Determine “right-of-way” requirements to accommodate a high-quality transitway system.
- Meet current and projected transit demand based on forecasted growth.

**Performance Measures**

Objective	Measure
Identify appropriate transitway corridors and rights-of-way based on the findings of the Countywide BRT study	Lane-miles of new transit corridor classification
Identify station locations based on the findings of the Countywide BRT study	Number of new transit stations planned

**Specific Tasks/Products for FY13**

- Recommendations on specific corridors and stations (identified in the Countywide BRT Study) should be included in the Countywide Transit Corridors Functional Master Plan.
- Recommendations on “rights-of-way” for those corridors and stations.
- Recommendations on additional “rights-of-way” at intersections where bus queue-jumpers will be needed.
- Designation of Bicycle-Pedestrian Priority Areas around transitway stations.
- Prepare a Master Plan of Highways and Transitways map showing all corridors and stations.
- Development of the Planning Board Draft Plan of the Countywide Transit Corridors Functional Master Plan.
- Secure County Council approval and Commission adoption of the plan.

Program Milestones	FY11 Target Month/ Year	FY11 Actual (%)	FY12 Target %	FY12 Estimated As of 6/12	FY13 Target %	Comments
Draft Master Plan book and map			100	100		
Scope of Work			100	100		
Public Hearing Draft Plan Publication			100	100		
Planning Board Draft Plan Publication			100	95	100	
Council Approval			0	0	100	
Plan Publication			0	0	100	

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	3.20	\$378,000	2.15	\$249,100
Professional Services		\$375,000		\$0
Publications		\$0		\$0
Other Operating Expenses		\$60,800		\$40,900
Chargebacks		\$0		\$0
Total		\$813,800		\$290,000

**Major Changes**

- The schedule was extended to reflect delayed publication of the Montgomery County Department of Transportation (MCDOT) countywide BRT study.
- If Council decides to study more corridors, the schedule may be further extended and more resources will be required for professional services.

**Master Plan for Historic Preservation**

**Description**

This functional plan involves research and evaluation properties for designation on the Master Plan for Historic Preservation. This work focuses on evaluating properties identified in the Locational Atlas and Index of Historic Sites that have never been reviewed, and on evaluating properties nominated for historic designation by citizen groups and/or individuals. All designations take the form of amendments to the Master Plan for Historic Preservation, and include a series of public hearings before the Historic Preservation Commission, the Planning Board, and the County Council. Staff actively participates on planning teams for sector plans and master plans with historic resources.

*Lead Division: Functional Planning and Policy*

**Goals**

- Develop amendments to the Master Plan for Historic Preservation to protect and preserve, those resources determined to meet the criteria for designation.
- Provide practical historic preservation expertise to the development and implementation of master plans and sector plans.

- Identify and evaluate sites under consideration for historic designation.

**Performance Measures**

Objective	Measure
Research, evaluate, and recommend resources for historic designation	Number of resources evaluated
Participate in the preparation of sector and master plans	Community master plan reviews completed

**Specific Tasks/Products for FY13**

- Continue evaluation of Locational Atlas resources
- Provide historic preservation support for master plans

Program Milestones	FY11 Target Month/Year	FY11 Actual	FY12 Target	FY12 Estimated As of 6/12 %	FY13 Target	Comments
Greenwich Forest; Animal Industry; Higgins Cemetery Amendment		April 2011		Council 100% Complete		Council Approved
Kensington Cabin (Kensington Master Plan)			March 2011	Council 100% Complete		Council Approved
Upper Patuxent Amendment	Planning Board February 2011	Planning Board 100%	Council June 2012	Council 100% Complete		
Flower Shopping Center and Theater (Long Branch Sector Plan)			Planning Board 100% Complete	Planning Board 100% Complete	Council 100% Complete	Timing Determined by Long Branch Sector Plan Schedule
Historic Resources (White Oak Science Gateway Plan)			Planning Board 50% Complete	Planning Board 50% Complete	Planning Board 100%, Council 25% Complete	Timing Determined by WOSG Plan Schedule

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	1.65	\$194,900	2.15	\$249,100
Professional Services		\$0		\$0
Publications		\$0		\$0
Other Operating Expenses		\$31,400		\$40,900
Chargebacks		\$0		\$0
Total		\$226,300		\$290,000

**Major Changes**

- None.

## **METRO STATION TRANSIT PLANS**

### **Wheaton CBD and Vicinity Sector Plan (Wheaton Metro Center Plan)**

#### **Description**

This plan amends the Wheaton Central Business District and Vicinity Sector Plan. This effort will address issues related to development near the Metro station, including: design guidelines, mixed uses, and quality of development.

*Lead Division: Area 2*

#### **Goals**

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

#### **Performance Measures**

Objective	Measure*
Focus on new development around the Metro station	# acres zoned for mixed-use development within ½ mile of Metro station
Increase connectivity/walkability	Street connectivity index
Increase the amount of open space	# acres of open space recommended
Create more diverse housing in the plan area	# market rate housing units # affordable and workforce housing units
Connect downtown to the surrounding neighborhoods and community facilities	Linear feet of bikeways and trail/sidewalks recommended

\*Data to be completed after plan approval by the County Council.

#### **Specific Tasks/Products for FY13**

- Coordination with public/private partnership and advisory boards regarding downtown revitalization.

Program Milestones	FY11 Target Month/ Year	FY11 Actual (%)	FY12 Target Month/Year	FY12 Estimated As of 6/12 %	FY13 Target	Comments
Scope of Work				Complete		
Public Hearing Draft Plan Publication				Complete		
Planning Board Draft Plan Publication	April 2011			Complete		
Council Approval			November 2011	Complete		
Plan Publication			April 2012			
SMA, Final Urban Design Guidelines			February 2012			

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	3.00	\$354,300	.40	\$46,300
Professional Services		\$0		\$0
Publications		\$0		\$0
Other Operating Expenses		\$57,000		\$7,600
Chargebacks		\$0		\$0
Total		\$411,300		\$53,900

**Major Changes**

- None

**White Flint II Sector Plan**

**Description**

This plan will consider the redevelopment of the area adjoining White Flint I (including properties along Executive Boulevard) into a mixed-use area that includes housing. The Department’s work will focus on development of recommendations to address renovation, redevelopment, and infill of the existing suburban development. Housing will be a key 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. Further, the transportation analysis will address the relationship between White Flint I and II for road network capacity.

*Lead Division: Area 2*

**Goals**

- Evaluate options for a mix of uses.
- Provide a range of housing, including affordable housing and work force housing.
- Create mixed-use, transit-oriented neighborhoods.
- Encourage development in a block pattern that improves pedestrian and bicycle connections to the Metro station and bus services.
- Address the capacity of roads, schools, and other public facilities, create public open space and increase green areas. Improve the design character of the area.
- Apply zoning tools that foster the creation of a high quality community.

**Performance Measures**

Objective	Measure*
Encourage high density, mixed-use development	Square Feet of commercial space recommended # of housing units recommended
Improve access to transit	Linear feet of pedestrian and bicycle improvements recommended Street connectivity index
Support affordable housing	# of Moderately Priced Dwelling Unit (MPDUs) # of workforce housing units
Improve sustainability	# acres of pervious surface recommended
Improve public realm	# acres of public space recommended
Support Transferrable Development Rights (TDR) program	# Building lot termination (BLTs)

\*To be refined at project initiation

**Specific Tasks/Products for FY13**

- Prepare preliminary recommendations
- Prepare Public Hearing Draft Plan
- Conduct Planning Board public hearing
- Prepare Planning Board Draft Plan

Program Milestones	FY11 Target Month/ Year	FY11 Actual (%)	FY12 Target Month/Year	FY12 Estimated As of 6/12 %	FY13/Beyond Target	Comments
Scope of Work			May 2012			
Public Hearing Draft Plan Publication					February 2013 (FY13)	
Planning Board Draft Plan Publication					August 2013 (FY14)	
Council Approval					March 2014 (FY14)	
Plan Publication					September 2014 (FY15)	
SMA, final urban design guidelines					July 2014 (FY15)	

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	2.20	\$289,400	2.80	\$324,300
Professional Services		\$6,000		\$0
Publications		\$0		\$0
Other Operating Expenses		\$46,600		\$53,200
Chargebacks		\$0		\$0
Total		\$342,000		\$377,500

**Major Changes**

- Project start up in FY12
- Project was deferred in FY11

**Glenmont Sector Plan**

**Description**

This plan will amend the 1997 Glenmont Sector Plan and propose rezoning of the major redevelopment properties in Glenmont to appropriate Commercial Residential (CR) Zones. Such rezoning will update the current zoning framework of the core properties in Glenmont, including the Glenmont Shopping Center and the Privacy World residential complex, to encourage redevelopment of these properties into a mixed-use walkable community with street level retail, pedestrian amenities and public spaces around the Glenmont Metro Station.

*Lead Division: Area 2*

**Goals**

- Replace the current single-use commercial zones on the major redevelopment properties in Glenmont with new CR Zones to create more mixed-use, walkable communities with improved public realm.

**Performance Measures**

Objective	Measure*
Concentrate development at transit stations	Total development recommended within 1/2 mile of Metro station
Improve walkability to local retail/services	Linear feet of sidewalks and bike paths
Create more open spaces	# acres of open space recommended
Improved connectivity/walkability	Street connectivity index
Support Transferrable Development Rights (TDR) program	# Building lot termination (BLTs)

\*To be refined at project initiation

**Specific Tasks/Products for FY13**

- Publish Public Hearing Draft
- Conduct Planning Board public hearing
- Prepare and publish Planning Board Draft Plan
- Council public hearing and worksessions

Program Milestones	FY11 Target Month/ Year	FY11 Actual (%)	FY12 Target Month/Year	FY12 Estimated As of 6/12 %	FY13 /Beyond Target	Comments
Start Sector Plan Amendment			November 2011			
Sector Plan Scope of Work			January 2012			
Preliminary Recommendations			April 2012			
Public Hearing Draft Report Publication					September 2012 (FY13)	
Planning Board Draft Report Publication					January 2013 (FY13)	
Council Approval					September 2013 (FY14)	
SMA Final Urban Design Guidelines					January 2014 (FY14)	

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	2.25	\$265,800	2.65	\$306,900
Professional Services		\$0		\$0
Publications		\$0		\$0
Other Operating Expenses		\$42,800		\$50,400
Chargebacks		\$0		\$0
Total		\$308,600		\$357,300

**Major Changes**

- None

## Purple Line Station Transit Plans

### Takoma/Langley Crossroads Sector Plan

#### Description

The Takoma/Langley Crossroads Sector Plan will implement the County's transit, housing, and economic development policies by fostering transit-oriented development and encouraging reinvestment by allowing mixed use projects in the existing commercial district. This work will be conducted in coordination with the City of Takoma Park and in accordance with Prince George's County's adopted plan.

*Lead Division: Area 1*

#### 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 # of new market rate and affordable housing units
Preserve and support business diversity and reinvestment	# of retained and new businesses
Establish green space for passive and active use	# acres of parkland
Support Transferrable Development Rights (TDR) program	# of Building lot termination(BLTs)
Improve sustainability	# acres zoned for mixed-use development within ¼ mile of public transit # of new sidewalks # of new pedestrian connections

\*Data to be completed after approval of Plan

#### Specific Tasks/Products for FY13

- Publication of approved Plan
- SMA, Final Urban Design Guidelines



Program Milestones	FY11 Target Month/ Year	FY11 Actual (%)	FY12 Target Month/Year	FY12 Estimated As of 6/12 %	FY13 Target	Comments
Scope of Work						Complete
Public Hearing Draft Plan Publication		100%				Complete
Planning Board Draft Plan Publication		100%				Complete
Council Approval			June 2012			
Plan Publication			March 2012		August 2012	
SMA Final Urban Design Guidelines					October 2012	

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	1.70	\$200,800	.60	\$69,500
Professional Services		\$0		\$0
Publications		\$0		\$0
Other Operating Expenses		\$32,300		\$11,400
Chargebacks		\$0		\$0
Total		\$233,100		\$80,900

**Major Changes**

- Work refocused in consideration of approval of Commercial Residential (CR) family of zones and to assure compatibility with residential neighborhoods.

**Long Branch Sector Plan**

**Description**

The sector plan will address affordable housing, reinvestment in the commercial areas, transit improvements, pedestrian safety, community facilities, parks and open space. The community’s multi-cultural population and future transit accessibility make Long Branch an ideal location to support new jobs, mixed residential and retail uses and recreational opportunities.

*Lead Division: Area 1*

**Goals**

- Preserve existing affordable housing.
- Broaden housing options.
- Recommend areas for new mixed-use, transit-oriented development.
- Promote reinvestment in the Flower Avenue commercial “core” and other commercial areas.
- Create connections to public transportation.
- Improve pedestrian safety.
- Guide the physical extent and design of the stations at Arliss Street and Gilbert Street.
- Recommend urban design guidelines for new development and redevelopment.
- Complete Sectional Map Amendment that either confirms or changes existing zoning.

**Performance Measures**

Objective	Measure*
Encourage reinvestment in the area	Amount of increase in commercial density # new commercial Floor Area Ratio(FAR) # new market rate and affordable housing units # retained and new business
Improve connectivity	# linear feet of sidewalks recommended; street connectivity index
Enhance public realm	# acres of public space recommended
Improve sustainability	# acres of pervious surface recommended # acres zoned for mixed-use development within ¼ mile of public transit

\*Data to be completed after approval of the Plan

**Specific Tasks/Products for FY13**

- Council approval of the Plan November 2012
- Adopt the Section Map Amendment (SMA) April 2013
- Finalize the Urban Design Guidelines March 2013

Program Milestones	FY11 Target Month/ Year	FY11 Actual (%)	FY12 Target Month/Year	FY12 Estimated As of 6/12 %	FY13 Target	Comments
Scope of Work		100%				Complete
Public Hearing Draft Plan Publication			January 2012			
Planning Board Draft Publication			April 2012			
Council Approval-Plan Publication					November 2012	
SMA Final Urban Design Guidelines					March 2013	

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	1.15	\$135,800	1.45	\$167,900
Professional Services		\$0		\$0
Publications		\$0		\$0
Other Operating Expenses		\$21,900		\$27,600
Chargebacks		\$0		\$0
Total		\$157,700		\$195,500

**Major Changes**

- Deliver date changed from FY12 target to study and affirmation of key characteristics of the community.

## Chevy Chase Lake Sector Plan

### Description

Chevy Chase Lake is a mixed use community located along Connecticut Avenue between Jones Bridge Road and Chevy Chase Drive. The goal of this sector plan is to encourage mixed-use, transit and pedestrian-oriented development and commercial reinvestment to support the proposed Purple Line Station at Connecticut Avenue between Manor Road and Chevy Chase Drive. The sector plan will address affordable housing, reinvestment in the commercial areas, transit improvements, pedestrian safety, community facilities, parks and open space. An above grade crossing of Connecticut Avenue is proposed by the Maryland Transit Administration (MTA).

*Lead Division: Area 1*

### Goals

- Preserve existing affordable housing.
- Broaden housing opportunities.
- Recommend areas for new mixed-use, transit-oriented development.
- Promote reinvestment in the Chevy Chase Lake retail area.
- Create connections to public transportation, especially the Purple Line.
- Improve pedestrian safety.
- Guide the location and design of the station at Connecticut Avenue between Manor Road and Chevy Chase Drive.
- Recommend urban design guidelines for new development and redevelopment.
- Support the Transferrable Development Rights (TDR) program.

### Performance Measures

Objective	Measure*
Improve Connecticut Avenue	Establish new cross section Linear feet of sidewalk recommended # street trees recommended
Encourage mixed-use development near Purple Line	Square feet of commercial space recommended # housing units recommended
Improve access to transit	Linear feet of pedestrian and bicycle improvements recommended
Provide public open spaces	# Acres of amenity spaces recommended
Support TDR program	# Building lot termination (BLTs)
Support affordable housing	# Moderately Priced Dwelling Unit (MPDUs) # workforce housing units

\*Data to be completed after approval of the Plan

### Specific Tasks/Products for FY13

- Public Hearing Draft Sector Plan Publication: April 2012 after talking to project manager
- Planning Board Draft Sector Plan Publication: August 2012
- Council Public Hearing January 2013
- Council Worksessions February 2013

Program Milestones	FY11 Target Month/ Year	FY11 Actual (%)	FY12 Target Month/Year	FY12 Estimated As of 6/12	FY13 /Beyond Target	Comments
Scope of Work	July 2010			100%		Complete
Public Hearing Draft Publication				April 2012		
Planning Board Draft Plan					August 2012	
Council Approval					March 2013	
Plan Publication					August 2013 (FY14)	

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	1.30	\$153,500	1.85	\$214,300
Professional Services		\$4,000		\$0
Publications		\$0		\$0
Other Operating Expenses		\$24,700		\$35,200
Chargebacks		\$0		\$0
Total		\$182,200		\$249,500

**Major Changes**

- Six month delay to assist and/or provide technical assistance to Chevy Chase Land Company, to refine development scenarios.

**Brookville Road (Lyttonsville) Sector Plan**

**Description**

The Brookville Road industrial area (Lyttonsville) is located within minutes of downtown Silver Spring and is home to a strong, competitive market for light industrial and commercial services uses. The businesses serve the larger Silver Spring and Bethesda community. The Walter Reed Army Medical Center, Forest Glen Annex and the redeveloped National Seminary Park Historic District are located in the Lyttonsville area. The surrounding residential community (Rosemary Hills) consists primarily of a mixture of single family detached housing and typical post-World War II style apartment housing. There is a high-rise building adjacent to the planned Lyttonsville Place Purple Line Station.

The Lyttonsville station will enhance regional accessibility within this area and could become a catalyst for new transit oriented development. The community’s proximity to downtown Silver Spring and future transit accessibility makes Lyttonsville/Brookville Road Industrial Area an appropriate location to support new jobs, mixed residential uses and improved community facilities.

The goals of this Sector Plan are to preserve the affordability of this community, insure connectivity to the future Purple Line Station, and provide additional opportunities for reinvestment within the industrial area, while enhancing the quality of life and the unique character of the residential community. The plan will address the development of mixed-use, transit and pedestrian oriented development and commercial reinvestment to support the Purple Line station located immediately east of Lyttonsville Place.

Lead Division: Area 1

**Goals**

- Preserve affordability of the community.
- Broaden housing and commercial options.
- Recommend areas for new mixed-use, pedestrian oriented development.
- Promote reinvestment and encourage facilities and services that support the Brookville Road Industrial Area.
- Create connections to transit and trail facilities.
- Improve pedestrian and bicycle connections.
- Provide protection to environmentally sensitive areas.
- Guide the location and design of the proposed Lyttonsville Place transit station.
- Recommend urban design guidelines for new development and redevelopment opportunities.

**Specific Tasks/Products for FY13**

- Project Scope of Work

Program Milestones	FY11 Target Month/ Year	FY11 Actual (%)	FY12 Target Month/Year	FY12 Estimated As of 6/12 %	FY13/Beyond Target	Comments
Scope of Work					June 2013 (FY13)	
Public Hearing Draft Plan Publication					January 2014 (FY14)	
Planning Board Draft Plan Publication					April 2014 (FY14)	
Council Approval						
Plan Publication						
SMA, final urban design guidelines						

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	0.40	\$47,200	2.20	\$254,800
Professional Services		\$0		\$4,000
Publications		\$0		\$0
Other Operating Expenses		\$7,600		\$41,800
Chargebacks		\$0		\$0
Total		\$54,800		\$300,600

**Major Changes**

- Work effort will start in FY13

**Professional Services**

- Consulting services for traffic study.

## NEIGHBORHOOD / COMMUNITY PLANS

### White Oak Science Gateway Master Plan (previously East County Science Center Master Plan)

#### Description

This work concerns development of a new master plan for the Cherry Hill Employment Area and creation of a mixed-use life sciences center. It is intended to address land use, urban design and planning issues related to the future development of the Cherry Hill Employment Area including, but not limited to: the Food and Drug Administration (FDA); the planned Washington Adventist Hospital site; the repurposed County Site 2 (former WSSC Site 2); and the Percontee property. This plan will also consider the future of the White Oak and Hillandale shopping centers and the National Labor College and will include transportation recommendations for supporting transit infrastructure, some of which may extend beyond the sector plan boundary. The proposed master plan will make recommendations for:

- providing housing and amenities to complement existing and future employment activities ;
- improving transit mobility in the eastern County; and
- determining the amount of development that can be accommodated in the plan area.

*Lead Division: Area 2*

#### Goals

- Evaluate expanded transit to support new growth at the Food and Drug Administration (FDA) and major sites in the Cherry Hill Employment Area.
- Create mixed-use, walkable development nodes at transit stations.
- Address the capacity of roads, schools, and other public facilities.
- Create public open space and increase green areas.

#### Performance Measures

Objective	Measure
Create a 24-hour community in this area	# housing units, retail square footage and supporting services recommended in the plan
Provide a better jobs/housing balance in the eastern County area	Additional jobs in the Cherry Hill Employment area Additional life sciences jobs
Encourage transit-oriented development	Amount of new development recommended within ¼ mile and ½ mile of transit facilities
Improve walkability to local retail/services	Linear feet of pedestrian and bicycle improvements recommended
Provide public open spaces	Acres of amenity spaces recommended
Bring more up-scale housing to eastern County	Number of new market rate multifamily housing proposed in the sector plan
Improved connectivity/walkability through street grid and smaller blocks	Street connectivity index of the proposed street network

#### Specific Tasks/Products for FY13:

- Prepare preliminary recommendations
- Prepare Staff Draft Plan
- Conduct Planning Board Public Hearing

- Publish Public Hearing Draft Plan
- Conduct Planning Board work sessions

Program Milestones	FY11 Target Month/ Year	FY11 Actual (%)	FY12 Target Month/Year	FY12 Estimated As of 6/12 %	FY13/Beyond Target	Comments
Scope of Work	January 2011	100%				Complete
Preliminary Land Use Recommendations			April 2012			
Public Hearing Draft Report Publication					July 2012 (FY13)	
Planning Board Draft Report Publication					April 2013 (FY13)	
Council Approval					November 2013 (FY14)	
Plan Publication					March 2014 (FY14)	
SMA, Final Urban Design Guidelines					April 2014 (FY14)	

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	4.95	\$584,700	4.50	\$521,200
Professional Services		\$9,000		\$9,000
Publications		\$0		\$0
Other Operating Expenses		\$94,100		\$85,600
Chargebacks		\$0		\$0
Total		\$687,800		\$615,800

**Major Changes**

- Plan renamed.

**Professional Services**

- Marketing / Economic Consulting Support.

**Gaithersburg East/Montgomery Village Master Plan**

**Description**

Planning for Gaithersburg West was completed in 2010 with the approval of the Great Seneca Science Corridor Master Plan. This project will address Gaithersburg East by amending the 1987 Gaithersburg and Vicinity Master Plan and propose land use and zoning for 2,435 acres of Montgomery Village. Montgomery Village is zoned a Town Sector (T-S) Zone. The T-S Zone has restrictions regarding rezoning that expire in 2015.

*Lead Division: Area 2*

**Goals**

- Finalize planning area boundaries particularly to the north of Montgomery Village.

- Recognize the effects of Municipal Expansion Limits for Gaithersburg and Rockville on the Gaithersburg East planning area.
- Look for redevelopment opportunities at mixed use centers and adjoining properties.
- Examine the use of mixed use and other zones to replace the T-S zone for Montgomery Village.
- Analyze aging, potentially re-developable and undeveloped properties for future uses.
- Analyze industrial needs in vicinity of the Montgomery County Airpark.
- Develop a comprehensive transportation plan to examine M-83, the Intercounty Connector (ICC) and sustainable transit to address insufficient transit service.\*
- Stormwater management is not up to date to address water quality in Montgomery Village (water quantity is addressed by Montgomery Village lakes).

\*The February 2014 Plan delivery date assumes that M-83 (Midcounty Highway Extended) remains on its current master plan alignment. Should the planning effort require examination of a rebalancing of land use and transportation in the Midcounty Corridor Study Area, the plan schedule may need to be extended.

**Performance Measures**

Objective	Measure*
Coordination meetings with Gaithersburg and Rockville	Number of meetings with municipalities
Examine redevelopment opportunities on underdeveloped land	Amount of land rezoned to new zones
Examine long-term use and manageability of the Montgomery County Airpark	Consultant report on long-term viability of Airpark
Apply new zones in conformance with Zoning Ordinance Rewrite	Amount of land for redevelopment

\*To be refined at project initiation

**Specific Tasks/Products for FY13**

- Prepare scope of work
- Prepare preliminary recommendations

Program Milestones	FY12 Target Month/ Year	FY12 Actual (%)	FY13 Target Month/Year	FY14 Target	FY15 Target	Comments
Start Master Plan	May 2012					
Scope of Work			July 2012			
Preliminary Recommendations			January 2013			
Public Hearing Draft Report Publication				July 2013		
Planning Board Draft Report Publication				February 2014		
Council Approval					September 2014	
Plan Publication					April 2015	
SMA, Final Urban Design Guidelines					February 2015	



Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	.45	\$53,200	2.80	\$324,300
Professional Services		\$8,000		\$0
Publications		\$0		\$0
Other Operating Expenses		\$8,600		\$53,200
Chargebacks		\$0		\$0
Total		\$69,800		\$377,500

**Major Changes**

- Increase in workyears in FY13 as work will be initiated near the end of FY12.

**Professional Services**

- Consulting support for traffic study.

**Kensington and Vicinity Sector Plan**

**Description**

This comprehensive amendment to the 1978 Town of Kensington Sector Plan will include 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: Area 2*

**Goals**

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

**Performance Measures**

Objective	Measure*
Enliven the town center through mixed-use development	# housing units and square feet 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	linear feet of recommended sidewalks, bike paths, and trails
Support Transferrable Development Rights (TDR) program	# Building lot termination (BLTs)

\*Data to be completed after plan approval by the County Council

**Specific Tasks/Products for FY13**

- Publish approved and adopted plan

Program Milestones	FY11 Target Month/ Year	FY11 Actual (%) /Month/year	FY12 Target Month/Year	FY12 Estimated As of 6/12 %	FY13 Target	Comments
Scope of Work						Complete
Public Hearing Draft Plan Publication	April 2011	100%				Complete
Planning Board Draft Plan Publication		June 2011				Original Plan remanded
Council Approval			February 2012			
Plan Publication			April 2012			
SMA, final urban design guidelines			June 2012			

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	2.05	\$242,100	.30	\$34,700
Professional Services		\$2,000		\$0
Publications		\$0		\$0
Other Operating Expenses		\$39,000		\$5,700
Chargebacks		\$0		\$0
Total		\$283,100		\$40,400

### Major Changes

- Work effort continued into FY12 due to schedule change.
- Reduction in resources in FY13 due to advancement of project.

## Master Plan for the Communities of Kensington-Wheaton (K/W Master Plan)

### Description

This amendment to the 1989 *Master Plan for the Communities of Kensington and Wheaton* will review the current land use and zoning framework for the master plan area and apply the latest zoning tools and policies. Future development in the master plan planning area will advance growth in appropriate areas, while protecting and enhancing the existing single family residential neighborhoods through provision of adequate infrastructure and community facilities. Four of the County's proposed Bus Rapid Transit (BRT) routes (Georgia Avenue, Connecticut Avenue, Veirs Mill Road, and Randolph Road) are within the K/W Master Plan area. This planning effort will review the existing planning framework and explore how the new BRT system can be fully integrated with the future growth.

*Lead Division: Area 2*

**Goals**

- Analyze the future potential of aging commercial shopping centers.
- Plan for appropriate mixed-use development at commercial nodes served by transit.
- Preserve and enhance existing single family residential communities,
- Implement state of the art environmental protection tools and policies.
- Explore the future of single-family residential properties along major corridors, especially the potential impact of traffic volumes.

**Performance Measures**

Objective	Measure*
Create mixed-use places at major commercial centers	# housing units in existing commercial nodes,
Improve walkability to local retail/services	Linear feet of pedestrian and bicycle improvements recommended
Apply new zones in conformance with Zoning Ordinance Rewrite	Amount of land rezoned to new zones
Improve sustainability	# acres of pervious surface recommended

**Specific Tasks/Products for FY13**

- None Project will start in late FY13

Program Milestones	FY12 Target Month/ Year	FY12 Actual (%)	FY13 Target Month/Year	FY13 Estimated %	FY14/Beyond Target	Comments
Start Master Plan amendment			May 2013			
Scope of Work					September 2013 (FY14)	
Public Hearing Draft Plan Publication					May 2014 (FY14)	
Planning Board Draft Plan Publication					January 2015 (FY15)	
Council Approval					July 2015 (FY16)	
Plan Publication					TBD	

	FY12		FY13	
	WY	\$	WY	\$
Personnel			0.65	\$75,300
Professional Services				\$8,000
Publications				\$0
Other Operating Expenses				\$12,400
Chargebacks				\$0
Total				\$95,700

**Major Changes**

- None

**Professional Services**

- Consulting for traffic study .

**Burtonsville Neighborhood Plan****Description**

This is an amendment to the Fairland Master Plan; specifically, the Burtonsville Commercial Crossroads. Originally proposed as a neighborhood study (Neighborhood Outreach and Planning Program) for the Burtonsville Crossing Shopping Center, the geographic area was expanded by the County Council to include a portion of the Patuxent Watershed, which is north of the commercial areas. This plan examines revitalization opportunities in the commercial areas, including mixed use development and appropriate land uses and densities for the surrounding low density rural area. The plan explores options for improving the access and connections between parcels on either side of two state highways (MD 29 and MD 198).

*Lead Division: Area 3*

**Goals**

- Analyze revitalization potential for aging commercial shopping centers.
- Plan for appropriate mixed-use development at commercial nodes.
- Preserve and enhance rural land uses and densities.
- Implement state of the art environmental protection tools and policies.

**Specific Tasks/Products for FY13**

Program Milestones	FY11 Target Month/ Year	FY11 Actual	FY12 Target Month/Year	FY12 Estimated	FY13 Target	Comments
Start Master Plan amendment		November 2010				
Scope of Work		January 2011				
Council expands scope of work			July 2011			
Public Hearing Draft Plan Publication				January 2012		
Planning Board Draft Plan Publication				February 2012		
Council Approval				May 2012		
Plan Publication					July 2012	

**Performance Measures**

Objective	Measure*
Create mixed-use revitalized commercial centers	# housing units in existing commercial nodes/commercial use changes
Improve walkability to local retail/services	Linear feet of pedestrian and bicycle improvements recommended
Apply new zones in conformance with Zoning Ordinance Rewrite	Amount of land rezoned to new zones
Improve sustainability	# acres of pervious surface/limits on imperviousness recommended

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	1.70	\$200,800	.50	\$57,900
Professional Services		\$2,000		\$0
Publications		\$0		\$0
Other Operating Expenses		\$32,300		\$9,500
Chargebacks		\$0		\$0
Total		\$235,100		\$67,400

**Major Changes**

- None

**NEIGHBORHOOD OUTREACH AND PLANNING**

**Neighborhood Plans (TBD)**

**Description**

This effort will address community issues that do not rise to the level of an area wide master/sector plan effort because the issue is confined to a specific neighborhood (i.e., very limited geography) and/or the concern is limited in scope and does not require examination of the full range of topics normally covered in an area wide master plan. A neighborhood outreach and planning project may lead to a limited master plan amendment for approval by the Council or it may result in a design study or economic analysis not requiring Council approval.

Some local neighborhood concerns are already known (e.g., Burtonsville); other neighborhood plans may be suggested by Council members or interested people in the community. Neighborhood plans are prepared by small interdisciplinary teams within the Planning Department with the expertise to study and recommend a course of development, depending upon the nature of the problem to be addressed. Coordination and consultation with other agencies and targeted community outreach will be integral to the success of neighborhood plans. A typical neighborhood planning effort will take approximately six to twelve months. It will involve: community engagement up-front; identification of goals and alternatives; discussion of preliminary ideas with the community; refinement and consultation; and recommendation of a strategy to resolve the issue(s). The product resulting from such efforts will vary. The limited scope and

time frame associated with neighborhood plans allows the Planning Department to undertake one or two such efforts annually in addition to the normal complement of master/sector/functional plans.

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	1.85	\$218,500	1.40	\$162,100
Professional Services		\$0		\$4,000
Publications		\$0		\$0
Other Operating Expenses		\$35,200		\$26,600
Chargebacks		\$0		\$0
Total		\$255,700		\$192,700

**Major Changes**

- None

**Professional Services**

- Consulting for traffic study.

**MINOR AMENDMENTS**

**Description**

Minor Amendments address local issues that are narrowly defined, limited in scope and not contrary to the goals of the area master plan. A minor amendment may involve inconsistent language in a plan, a change to a master plan right-of-way, a location for a needed public facility and other minor land use issues. The time frame associated with minor amendments from initiation to approval should be within a two-nine month time frame. The proposed FY13 Budget has capacity for two minor amendments.

*Lead Division: Geographic Area Team(s)*

**Goals**

- Empower neighborhoods to solve problems by working in partnership with residents, businesses and government.
- Create a process for identifying and addressing discrete problems that can be addressed outside of the lengthy comprehensive amendment planning process.

**Performance Measures**

Objective	Measure
Identify limited planning problems that can be solved	# of community issues identified
Produce neighborhood plans to address such issues	# of neighborhood plans produced

**Specific Tasks/Products for FY13**

- Identify and initiate neighborhood plan(s) to be undertaken in FY13
- Create an interdisciplinary planning team with the range of expertise needed to address neighborhood plan

**Minor Amendment A**

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	1.00	\$118,100	1.40	\$162,100
Professional Services		\$0		\$4,000
Publications		\$0		\$0
Other Operating Expenses		\$19,000		\$26,600
Chargebacks		\$0		\$0
Total		\$137,100		\$192,700

**Minor Amendment B**

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	1.95	\$230,300	1.75	\$202,700
Professional Services		\$0		\$4,000
Publications		\$0		\$0
Other Operating Expenses		\$37,100		\$33,300
Chargebacks		\$0		\$0
Total		\$267,400		\$240,000

**Major Changes**

- New Neighborhood Plan to be initiated in FY13.
- Battery Lane Study deferred in the FY12 work program.
- Two minor amendments to be initiated in FY13.

**Professional Services**

- Consulting services in support of traffic study.

**SUBPROGRAM: PUBLIC POLICIES PLANNING AND COORDINATION****Public Projects Coordination****Description**

This element encompasses activities related to the planning and implementation of public projects. These activities include: the development of recommendations for capital programs (e.g. Capital Improvement Program [CIP] and Consolidated Transportation Program [CTP]); review of environmental, project planning, and facility planning studies at federal, state, regional, and local levels; the conduct of Mandatory Referral reviews per Article 28; and the review of annexation proposals. These actions provide the opportunity for the Planning Board to ensure public project consistency with recommendations in master plans and other public policies.

*Lead Division: Geographic Area Team(s) and Functional Planning and Policy*

**Goals**

- Implement master and sector plan recommendations through public sector involvement.
- Improve the design quality and sustainability of capital projects constructed in the County.

- Support Advisory Committees and Task Forces as requested by the Executive and County Council.

**Performance Measures**

Objective	Measure
Ensure the timely provision of facilities recommended in approved master plans	In FY11, the Planning Department reviewed and provided recommendations for approximately 100 new capital projects, reviewed the State Consolidated Transportation Program (CTP), recommended priority projects for the Executive's proposed Capital Improvement Project (CIP), and reviewed the proposed CIP
Ensure Mandatory Referrals that are in accordance with recommendations in master plans	Number of Mandatory Referrals reviewed

**Specific Tasks/Products for FY13**

The major coordination efforts include:

- Public sector transit implementation plans for the Corridor Cities Transitway, Purple Line, Georgia Avenue Busway, Veirs Mill Road Bus Rapid Transit (BRT), Priority Corridor Network studies, Washington Metropolitan Area Transit Authority (WMATA) station access studies, WMATA Regional Transit System Plan, , and the Takoma/Langlely Transit Center.
- MD355 Crossing Study at the Medical Center Metro Station.
- Project planning and mandatory referral reviews for roads, transitways, schools/universities, libraries, police stations, fire stations, and recreation centers (including the countywide transitways and related support facilities).
- County-sponsored Transportation Management Organizations
- County Task Forces and Advisory Groups for Friendship Heights, Germantown, Rustic Roads, Woodmont Triangle
- Water resources initiatives including Chesapeake Bay Tributary Strategies, Countywide Stream Protection Strategy, Patuxent Reservoir Protection Group, Potomac Tributary Team, Clarksburg Special protection Area, Watershed Implementation Plans
- Solid waste initiatives including Solid Waste Advisory Group
- Ongoing efforts to implement design standards and streetscape plans in accordance with Road Code
- Monitor and advise on impacts of Maryland State Legislation to Montgomery County and the planning process
- Ongoing efforts to identify “Designated Areas” as part of the PlanMaryland process and working with state agencies to align state and local smart growth initiatives.
- Municipal annexations

Program Indicators	FY11 Target	FY11 Actual	FY12 Target	FY12 Estimated As of 6/12	FY13 Target	Comments
Number of public facilities or projects reviewed	50	47	50	50	50	Renewed focus on school projects
Number of transportation projects reviewed	50	33	50	30	30	Increased use of administrative review process
Mandatory Referrals in conformance with Master Plan recommendations	100%	100%	100%	100%	100%	Includes federal, state and local projects



Budgeted Resources	FY12		FY13	
	WY	\$	WY	\$
Personnel	6.95	\$820,900	8.10	\$938,100
Professional Services		\$0		\$0
Publications		\$0		\$0
Other Operating Expenses		\$132,100		\$154,000
Chargebacks		\$0		\$0
Total		\$953,000		\$1,092,100

**Major Changes**

- Work Program Element restructured to incorporate all public planning and project activities unassociated with explicit master plan staging or implementation requirements.

**Master Plan Staging / Monitoring**

**Description**

Certain master and sector plans require close monitoring of implementation to ensure that the plan’s vision is fulfilled and development is phased as recommended. Those plans that include staging elements are: Clarksburg, Shady Grove, White Flint, Great Seneca Science Corridor, and Bethesda. This program element addresses the Planning Department’s staging and monitoring role for public and private development in these areas, and supports the master plan implementation advisory groups in Shady Grove, Olney Town Center, White Flint, the Great Seneca Science Corridor and Bethesda.

*Lead Division: Geographic Area Team(s)*

**Goals**

- Ensure effective and timely implementation of master plan recommendations
- Facilitate the involvement and support of stakeholders in plan implementation
- Provide information for biennial report on master plan implementation

**Performance Measures**

Objective	Measure
Ensure that public and private actions are consistent with the master plans	Number of approvals that implement plan recommendations
Coordinate plan implementation with stakeholders	Number of advisory group meetings
Investigate and assess plan implementation strategies	Agreement on financing mechanism(s) for plan implementation

**Specific Tasks/Products for FY13**

The major projects for coordination efforts include:

- Work with the Implementation Advisory Committees for White Flint and the Great Seneca Science Corridor to monitor development, the need for capital projects and address issues that arise
- Coordinate the Olney Town Center implementation with the Olney Town Center Advisory Committee
- Coordinate implementation of the Shady Grove Sector Plan

- prepare analysis for Shady Grove Plan Stage 2 triggers, including:
  - evaluating elementary school needs local park acquisition
  - Comprehensive Local Area Transportation Review including aggregate Transportation Mitigation Agreement Performance, and
  - establishment of CIP/CTP funding for metro Access and MD 355/Gude Drive interchanges
- Support Smart Growth Implementation Advisory Committee
- Monitor and make recommendations regarding staging in Clarksburg
- Coordinate implementation of the Bethesda CBD Sector Plan with the Woodmont Triangle Working Group

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	3.70	\$437,000	3.95	\$457,500
Professional Services		\$0		\$0
Publications		\$0		\$0
Other Operating Expenses		\$70,300		\$75,100
Chargebacks		\$0		\$0
Total		\$507,300		\$532,600

**Major Changes**

- New Program

**SUBPROGRAM: SPECIAL PROJECTS**

**Subdivision Staging Policy/Growth Policy**

**Description**

This project supports the development of policies and regulations governing the County’s growth, including decisions on infrastructure programming and financing. This project also conducts research to gather data concerning the amount, type, location, and pace of development occurring in Montgomery County, for comparison with recommendations in plans as well as zoning and adequate public facilities ordinances. This project supports public understanding of the impacts of growth and growth management. The Subdivision Staging Policy consists of two components; 1) a biennial analysis that informs Council direction on budgets and agency work programs, and 2) a quadrennial Report on Adequate Public Facilities Ordinance (APFO) Administration. The next review of APFO Administration will be delivered in FY12 and determined by the County Council in FY13.

*Lead Division: Functional Planning and Policy*

**Goals**

- Support the development of policies and regulations related to the County’s growth
- Establish a body of knowledge related to development in the County
- Support public understanding of the impacts of growth and growth management within the County.
- Improve the timely provision of public facilities.

**Performance measures**

Objective	Measure
Identify and prioritize 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	Submission of the analyses and documentation of development activity and the status of public facilities to determine subdivision staging
Identify and add principles of sustainability to the Subdivision Staging policy	Planning Board recommendations that provide Council direction on agency work programs and Report on APFO Administration strategies that incorporate sustainability principles
Identify changes to APFO that ensure appropriate public and private sector participation in planned infrastructure as part of the subdivision approval process	Planning Board recommendations in the Report on APFO Administration reflect equitable participation

**Specific tasks/products for FY13**

- Establish a replacement for Policy Area Mobility Review, and amend procedures as necessary to implement it.
- Work with the County Council to adopt and implement other appropriate changes to Subdivision Staging Policy including:
  - Methodologies to replace and/or supplement on Critical Lane Volumes in Local Area Transportation Review
  - Establish Policy Area boundaries
- Establish appropriate modeling software and staff training needed to incorporate recommended changes to LATR and master planning local area modeling.

Program Milestones	FY11 Target Month/ Year	FY11 Actual (%)	FY12 Target Month/Year	FY12 Estimated As of 6/12 %	FY13 Target	Comments
Compilation of Studies Supporting APFO Administration			February 2012	100%		Guides development of Appendix and supporting documentation for Staff Draft of FY13 Subdivision Staging Policy
Staff Report on APFO Administration			May 2012	100%		Proposed changes to APFO rules and regulations
Public Hearing on APFO Administration			May 2012	100%		
Planning Board Proposed Changes to APFO Administration			June 2012	100%		Planning Board draft is sent to Council
Council Approval				0%	November 2012	Council Resolution to be adopted 11/15/12
Plan Publication				0%	December 2012	Final Resolution

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	4.80	\$566,900	4.50	\$521,200
Professional Services		\$150,000		\$0
Publications		\$0		\$0
Other Operating Expenses		\$91,300		\$135,600
Chargebacks		\$0		\$0
Total		\$808,200		\$656,800

**Major Changes**

- Adjustment to quadrennial schedule
- Incorporates replacement system for Policy Area Mobility Review
- Incorporate new methodologies Local Area Transportation Review

**Sustainability Indicators and Planning Activity**

**Description**

This program element covers participation in cooperative efforts to reduce greenhouse gas emissions and promote environmental sustainability Countywide. This includes:

- Working on the Council’s Sustainability Working Group to determine land use and transportation strategies that will reduce emissions.
- Developing and refining models to assess the carbon footprint of master plans (as required by County law).
- Tracking established indicators to measure the effects of growth policies, master plans, Planning Board decisions and public policies that influence quality of life and sustainability.
- Assessing ways that land use policies or zoning code revisions can promote and support sustainable local food production, and urban environmental sustainability.
- Link efforts to improve public health to master planning and functional planning.

*Lead Division: Functional Planning and Policy*

**Goals**

- Promote sustainable quality of life.
- Measure and publicize the effectiveness of growth policies in promoting sustainable development.
- Assist with County’s efforts to address climate change through the Climate Protection Plan.
- Evaluate public expenditures for their effect on sustainability.
- Develop tools that can be used to measure the sustainability of master plan recommendations.

**Performance Measures**

Objective	Measure
Evaluate the Capital Improvement Projects (CIP) for sustainability	Planning Board recommendations consider sustainability
Provide annual updates to the Climate Protection Plan	County Council receives annual report
Prepare a model to estimate greenhouse gas emissions	Model applied to master plans

**Specific Tasks/Products for FY13**

- Implement the Climate Protection Plan through land use and environmental planning

- Work with Montgomery County to measure progress on Healthy and Sustainable Communities indicators.
- Refine emissions models to better assess the potential impact of master plans.
- Review CIP for sustainability concerns.
- Collect and analyze data on indicators.
- Participate in County efforts to implement Complete Streets concepts through the Road Code and design guidelines.
- Work with the County Executive on a plan for the Watershed Implementation Plan that would allow urban development to benefit from water quality offsets needed for suburban development.
- Continue to refine policies for environmental enhancement of redevelopment areas.

Program Milestones	FY11 Target Month/ Year	FY11 Actual (%)	FY12 Target	FY12 Estimated As of 6/12 %	FY13 Target	Comments
Complete CIP Review		100%	100%	100%	100%	
Complete Indicators Analysis		100%		100%	100%	Annual analysis
Complete Smart Growth Implementation Program		20%	100%	100%		Completed
Participate in Annual Update to County Council for Climate Protection Plan		100%	100%	100%	100%	Annual Report to County Council

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	1.05	\$124,000	1.40	\$162,100
Professional Services		\$0		\$0
Publications		\$0		\$0
Other Operating Expenses		\$20,000		\$26,600
Chargebacks		\$0		\$0
Total		\$144,000		\$188,700

**Major Changes**

- Expanded work on Complete Streets initiative cooperatively with Executive.
- Work on an offset plan for Watershed implementation Program (in cooperation with MCDEP) that complements Smart Growth.

## Agricultural Initiatives

### Description

This project provides continuing review of efforts to preserve agriculture in Montgomery County. It monitors the status of Transferable Development Rights (TDR) 'sending and receiving' areas, and recommends amendments to the Zoning Ordinance Revision to implement the goals of the Master Plan for Preservation of Agriculture and Rural Open Space. All development applications within the Agricultural Reserve are reviewed in order to minimize loss of prime soils, fragmentation of viable agricultural land, and impacts on Rustic Roads.

Staff works with applicants to minimize lot sizes for proposed non-agricultural developments, address child lot legislation, encourage easement applications, and makes occasional presentations to the Agricultural Preservation Advisory Board and The Agricultural Advisory Committee. Staff contributes to the Horticultural Green Industry Work Group.

Staff will continue to identify additional receiving areas for the transfer of TDRs and Building Lot Terminations (BLTs) and ensure inclusion master plan review.

*Lead Division: Area 3*

### Goals

- Timely review of preliminary plans, special exceptions and mandatory referrals in the Reserve.
- Review nominations for Rural and Rustic Roads.
- Draft Zoning Text Amendments as necessary.
- Track TDR and BLT Sending and Receiving Areas.
- Review regulations and policies regarding non-agricultural development in the Reserve while addressing landowner and farmer equity concerns.

### Performance Measures

Objective	Measure
Review applications for impact on Rural and Rustic Roads, including telecommunication towers	Applications reviewed on Rustic Roads
Provide timely review of Preliminary Plans, Site Plans, Mandatory Referrals, and Special Exception applications in the Agricultural Reserve	Pre-preliminary plans, preliminary plans, site plans, mandatory referrals, special exception applications reviewed
Track TDR and BLT Sending and Receiving Areas. Recommend locations for new TDR and BLT receiving areas in upcoming master plans	New TDR and BLT easements transferred

### Specific Tasks/Products for FY13

- Track Transferable Development Rights (TDR) and Building Lot Termination (BLT) Sending and Receiving Areas.

Program Indicators	FY11 Target Month/Year	FY11 Actual	FY12 Target Month/Year	FY12 Estimated As of 6/11 %	FY13 Target	Comments
Draft ZTA to propose lot area limitations to prevent fragmentation of viable agricultural land			Ongoing			Draft ZTA presented to Agricultural Preservation Advisory Board (APAB) , Agricultural Advisory Committee (AAC), Upcounty Citizens Advisory Board and transmitted to County Council
Maximize the placement of TDR and BLT receiving areas during master plan review			Ongoing		Ongoing	

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	1.90	\$224,400	1.90	\$220,100
Professional Services		\$0		\$0
Publications		\$0		\$0
Other Operating Expenses		\$36,100		\$36,100
Chargebacks		\$0		\$0
Total		\$260,500		\$256,200

**Major Changes**

- None

**Special Projects**

**Description**

This initiative responds to requests from the County Council and County Executive for assistance in the implementation of master plan recommendations. This program element provides capacity for projects not envisioned or anticipated in the annual budget.

*Lead Division: All Divisions*

**Goals**

- Provide staff and conduct community outreach meetings for projects as needed in the FY13 Budget. Examples of such projects assigned to the Planning Department in FY12 included:
  - Assistance with Complete Streets initiatives
  - Forest Conservation Law amendments

**Performance Measures**

Objective	Measure
Respond to requests from the County Council and County Executive not anticipated in the previous budget	Number of projects completed or underway

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	.90	\$106,300	1.35	\$156,400
Professional Services		\$75,000		\$75,000
Publications		\$0		\$0
Other Operating Expenses		\$17,100		\$25,700
Chargebacks		\$0		\$0
Total		\$198,400		\$257,100

**Major Changes**

- None.

**Professional Services**

- Consulting services to respond to Council Special request.

**DEFERRED MASTER PLAN PROGRAM ELEMENTS**

**Westbard/River Road Plan**

**Description**

This project was deferred for FY11-FY13.

This project will update the 1982 Westbard Sector Plan and will address 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, including the 11.4-acre Westwood Shopping Center will be included. Recommendations will also address affordable housing, urban design, and zoning.

*Lead Division: Area 1*

**Goals**

- Provide affordable and workforce housing options..
- Analyze 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
TBD	TBD
TBD	TBD
TBD	TBD



Program Milestones	FY11 Target Month/ Year	FY11 Actual (%)	FY12 Target Month/Year	FY12 Estimated As of 6/12 %	FY13 Target	Comments
Scope of Work						TBD
Public Hearing Draft Plan Publication						TBD
Planning Board Draft Plan Publication						TBD
Council Approval						TBD
Plan Publication						TBD
SMA, final urban design guidelines						TBD

**Major Changes**

- Project deferral extended.

**Battery Lane**

**Description**

This project was deferred in FY11-FY13. 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:*

**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
TBD	TBD
TBD	TBD
TBD	TBD

Program Milestones	FY11 Target Month/ Year	FY11 Actual (%)	FY12 Target Month/Year	FY12 Estimated As of 6/12 %	FY13 Target	Comments
Scope of Work						TBD
Public Hearing Draft Plan Publication						TBD
Planning Board Draft Plan Publication						TBD
Council Approval						TBD
Plan Publication						TBD

**Major Changes**

- Project deferral extended

**REGULATORY PLANNING PROGRAM**

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

The Program is organized into two Sub-Programs that contain 8 Program Elements. (The Project Coordination Sub Program was moved from Plan Implementation to Master Planning program in FY12).

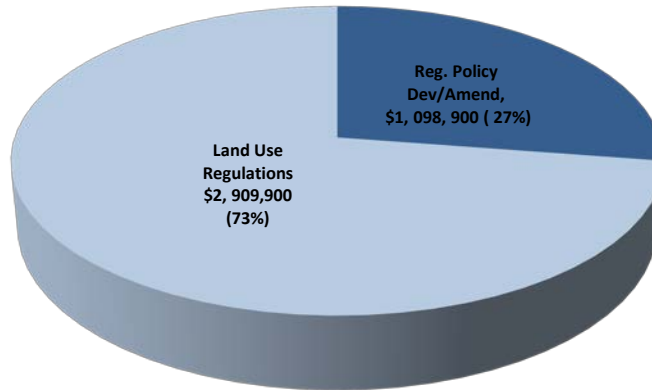
Sub-Programs	WY	Expenditure**
1. Regulatory Policy Development/Amendment	8.15	\$1,098,900
2. Land use Regulations	41.40	\$2,909,900

\*\* Tax Supported Expenditure, Programs, Sub Programs and Program elements do not include COLA, Merit, OPEB paygo or OPEB prefunding.

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	50.25	\$5,935,250	49.55	\$5,738,900
Professional Services		\$9,000		\$9,000
Publications		\$6,000		\$6,000
Other Operating Expenses		\$955,400		\$942,100
Chargebacks		(\$2,691,100)		(2,687,200)
<b>Total</b>		<b>\$4,214,550</b>		<b>\$4,008,800</b>

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

Distribution of Expenditure for Plan Implementation Program by Sub-program (Tax-Supported)



**SUBPROGRAM: REGULATORY POLICY DEVELOPMENT/AMENDMENT**

**Zoning Text Amendments (ZTA)/Subdivision Regulation Amendments (SRA)**

This project area provides ongoing research, analysis, and preparation of individual and comprehensive text amendments requested by the County Council or Planning Board or 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: Functional Planning and Policy*

**Goals**

- To evaluate each zoning text and subdivision regulation amendment to ensure 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 of ZTAs/SRAs	Planning Board recommendations forwarded to County Council
Post report and recommendations on any application for a ZTA or SRA on the Planning Board website at least six days before the Planning Board Public Hearing	99% of reports/recommendations are 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	99% of reports/recommendations are submitted within the required timeframe

**Specific Tasks/Products for FY13**

- Ensure that all proposed Zoning Text Amendments (ZTAs) are considered by the ZTA Advisors group before introduction
- Seek to limit site specific zoning text amendments
- Analyze proposed text amendments for clarity or conflicts with other parts of the code

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	2.00	\$236,200	1.95	\$225,800
Professional Services		\$0		\$0
Publications		\$0		\$0
Other Operating Expenses		\$38,000		\$37,100
Chargebacks		\$0		\$0
Total		\$274,200		\$262,900

**Major Changes**

- None.

**Zoning Code Rewrite**

**Description**

The Zoning Code Rewrite involves two distinct parts. The first involves the conversion of the paper official zoning maps to the Geographic Information System (GIS) database. The second involves updating and rewriting the zoning code, to make it easier to understand and use and to incorporate new planning concepts, such as sustainability, that will be of benefit to the overall community.

*Lead Division: Director's Office*

**Part I: Remapping**

The purpose of the remapping is to document all existing zoning in preparation for changes to the zoning categories that may occur through the rewrite process in relation to parcels. The remapping involves a parcel-by-parcel review of the zoning designations and history. This effort will consolidate the Mylar sheets (created by both hand-drawn and AutoCAD files) into an electronic database, from which any zoning analysis and zoning changes can be made. It is anticipated that the GIS layer, once created, will become the official zoning map for the County.

**Goals (Remapping)**

- Create one data source for all zoning information.
- Allow the adoption of the GIS as the official source for zoning information.
- Provide a unified process for updates to the official zoning map, including annexations.
- Provide a seamless transition to proposed zoning categories identified and approved by County Council through the zoning code rewrite.
- Geo-reference the zoning history related to an individual property.
- Geo-reference the zone boundary information to real world geography.
- Create a zoning tool that is accessible (viewable) to the general public.

**Performance Measures**

Objective	Measure
Official Zoning Maps converted to GIS and available in-line to the public	% maps converted to GIS % available digitally on the Web

### Specific Tasks/Products for FY13

- Most of the mapping project will be completed in FY12. However, depending on the timing of actions by the County Council, the following tasks/projects may still need to be done in FY13:
  - Complete the review of all corrective map amendments needed before project completion
  - Prepare zoning text amendment to adopt the GIS as official zoning layer
  - Finalize the case history annotation layer
  - Finalize the automation process of updating both the zoning layer and history annotation layer, which includes the Hansen database system

### Part II: Zoning Code Rewrite

Over the years, the County's zoning code has become overly complex and difficult to navigate. The Code has not been comprehensively updated for more than thirty years making it difficult for developers to propose innovative projects that respond to new concepts in planning. This project includes a thorough in-house analysis of zones, uses, footnotes, process, standards, and definitions. Several drafts have been produced through a collaborative effort between planning staff and our zoning consultant, Code Studio. The project is currently in the middle of the code drafting phase, with several more sections to be released. The project includes an ongoing public participation element in order to introduce and educate the public and other stakeholders on the progress of the rewrite, and gather feedback during the testing and drafting of a new code.

### Goals (Zoning Code Rewrite)

- Update and modernize terms, simplify the organization (by incorporating footnotes and eliminating redundant zones and uses), and utilize user-friendly techniques such as illustrations, graphics and improved layout.
- Incorporate a commitment to sustainability.
- Create zoning tools to address infill and redevelopment.
- Clarify and streamline regulatory and administrative procedures.

### Performance Measures

Objective	Measure
Review all sections of the new code within consultant's time schedule	Module 1 – Was Completed in December 2010 Module 2 – Was Completed in November 2011 Module 3 – Complete by January 2012 Module 4 – Complete by March 2012
Compile a draft zoning code ready for public review	By May 2012
Coordinate comments from the public review period and incorporate into staff draft	Following Public Review Period of 60 days
Compile a draft zoning code ready for Planning Board review	Summer 2012
Review staff draft zoning code with the Planning Board	Summer/Fall 2012
Compile a Planning Board draft Zoning Code	December 2012
Review Planning Board draft Zoning Code with the County Council	Winter 2012/2013
Plan and participate in public involvement activities during the drafting and review phase	Ongoing, # of activities

### Specific Tasks/Products for FY13

- Consolidate the completed modules into a public review draft and post for comments
- Hold public meetings to introduce the public review draft
- Evaluate all comments based on the comment tracking system and make revisions

- Continue to manage an outreach program that includes keeping all stakeholders informed on the project and submitting feedback
- Continue to maintain an interactive webpage devoted to this project
- Continue to manage the Zoning Advisory Panel as they review and comment on the draft code and serve as a sounding board on all issues
- Continue to test new ideas and concepts as the drafting progresses
- Engage in review and revision with the Planning Board and County Council
- Develop a method for implementation of the new code
- Develop a program to train Planning Department Staff on implementing the new code
- Adopt final Zoning Code

**Items for Consideration for FY14**

- Potential for completion of review and revision with the County Council
- Adopt final Zoning Code
- Keep track of all items that need to be corrected in a “fix-it” ZTA within one year

Program Indicators	FY11 Target Month/ Year	FY11 Actual (%)	FY12 Target Month/Year	FY12 Estimated As of 6/12 %	FY13 Target	Comments
Stakeholder Process						On-going throughout project
Zoning Code Analysis						Completed in January 2009
Annotated Outline and Project Approach						Complete
Code Drafting			March 2012			
Deliver public draft			May 2012			
Deliver draft ready for the Planning Board and Council approval process					July 2012	
Revisions, Adoption & Implementation					December 2012	
Draft Zoning Map					December 2012	Coordinate with draft of new code
Zoning Map Revisions, Adoption and Implementation					Spring 2013	

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	6.70	\$791,400	6.20	\$718,100
Professional Services		\$0		\$0
Publications		\$0		\$0
Other Operating Expenses		\$127,400		\$117,900
Chargebacks		\$0		\$0
Total		\$918,800		\$836,000

**Major Changes**

- None.

**SUBPROGRAM: LAND USE REGULATIONS**

**Special Exceptions**

**Description**

This ongoing work is a statutory requirement of the Montgomery County Zoning Ordinance. Staff provides a report with 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. Staff reports establish the findings as required. 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 considers the inherent and non-inherent adverse impacts of a special exception use on nearby properties.

*Lead Divisions: Geographic Area Team(s)*

**Goals**

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

**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	98% of reports/recommendations are 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	98% of reports/recommendations are submitted within the required timeframe

**Specific Tasks/Products for FY13**

- Encourage a pre-application review by Planning Board staff before filing with Board of Appeals
- Schedule more complicated special exceptions for review by the Development Review Committee.
- Streamline the staff report format to eliminate redundancy
- Reduce postponements and continue to work towards a system in which the Office of Zoning and Administrative Hearing(OZAH) does not schedule hearing dates for special exceptions until the staff report has been completed
- Improve response time from in-house reviewers to reduce delays

Program Indicators	FY11 Target	FY11 Actual	FY12 Target	FY12 Estimated As of 6/12	FY13 Target	Comments
Number of applications received	N/A	43	N/A	56	60	

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	4.10	\$484,300	4.10	\$474,900
Professional Services		\$0		\$0
Publications		\$0		\$0
Other Operating Expenses		\$78,000		\$78,000
Chargebacks		\$0		\$0
Total		\$562,300		\$552,900

**Major Changes**

- None.

**Local Map Amendments and Development Plan Amendments**

**Description**

This ongoing work is a statutory requirement of the Montgomery County Zoning Ordinance. Staff provides a report with recommendation on all local map amendment and development plan amendment applications. Recommendations are based on an analysis of standards and requirements. Staff reports establish the findings as required. 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 Divisions: Geographic Area Teams*

**Goals**

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

**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	99% of reports/recommendations are 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	99% of reports/recommendations are submitted within the required timeframe

**Specific Tasks/Products for FY13**

- Encourage a pre-application review by Planning Board staff before official filing with Hearing Examiner.
- Require all local map amendments be scheduled for review by the Development Review Committee.
- Implement a revised process that sets the official hearing date in Rockville one month later than the hearing before the Planning Board.



Program Indicators	FY11 Target	FY11 Actual	FY12 Target	FY12 Estimated As of 6/12	FY13 Target	Comments
Number of applications received	7	7	11	12	15	

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	2.75	\$324,800	2.95	\$341,700
Professional Services		\$0		\$0
Publications		\$0		\$0
Other Operating Expenses		\$52,300		\$56,100
Chargebacks		(\$247,200)		(\$218,300)
Total		\$129,900		\$179,500

**Major Changes**

- None.

**Preliminary Plans/Subdivision Plans**

**Description**

This ongoing review of plans for proposed development includes the property location and access, existing topography, proposed layout and adequacy of roads and streets, location and adequacy 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, plot lines, exact width and location of all street rights-of-way, easements or rights-of-way for public services or utilities, and outlines of areas to be reserved for public use. Work includes monitoring the implementation of the transportation conditions of approval.

*Lead Divisions: Geographic Area Team(s) and Development Applications and Regulatory Coordination*

**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 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.
- Adhere to the protocol set forth in the Report of the Conflict Resolution Workgroup and memorialized in the subsequent Memorandum of Understanding (MOU) which governs the interaction of agency participants to resolve differences.

**Performance Measures**

Objective	Measure
Ensure that public facilities are adequate and all other requirements of Chapter 50 of the County Code are met before a development is approved	In FY11, 46 preliminary plans, 18 preliminary plan amendments and 11 pre-preliminary plans were processed In FY12, 6 preliminary plans, 8 preliminary plan amendments and 0 pre-preliminary plans were processed (from July 1 to November 4).

**Specific Tasks/Products for FY13**

- Document Lead Agency Decisions and include the results in the annual report to the County Council regarding the conflict resolution process
- Complete and fully implement the submission and review of development applications for preliminary, pre-preliminary, project and site plans through Montgomery ePlans
- Monitor trip reduction programs as required by conditions of approval
- Coordinate revisions to Subdivision Regulations pursuant to Zoning Ordinance Revision

Program Indicators	FY11 Target (# of Days / %)	FY11 Actual (# of Days / %)	FY12 Target (# of Days / %)	FY12 As of 12/11 (# of Days)	FY13 Target (# of Days / %)	Comments
Average plan processing time from application submittal to Development Review Committee meeting	40	74	40	83	40	FY11- 37 preliminary plans went to DRC as of 6/30/11 FY12- 24 preliminary plans went to DRC as of 11/3/11
Average plan processing time from Development Review Committee meeting to a Decision	70	61	70	n/a	70	FY11- 41 preliminary plans with a decision as of 6/30/11 FY12- 10 preliminary plans with a decision as of 11/3/11
% of plans processed in mandated timeframes	90%	52%	90%	n/a	90%	

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	9.20	\$1,086,600	10.65	\$1,233,500
Professional Services		\$0		\$0
Publications		\$0		\$0
Other Operating Expenses		\$174,900		\$202,500
Chargebacks		(\$1,054,000)		(\$1,178,700)
Total		\$207,500		\$257,300

**Major Changes**

- Subdivision review work is being done by staff in three geographic areas.
- Adoption of Memorandum of Understanding (MOU) for Lead Agency protocol.

## Project, Sketch and Site Plan Reviews and Site Plan Enforcement

### Description

This project area provides ongoing staff review on land use plans, considering all elements of proposed developments. Key work in this project area includes:

- Pre-application meetings: Pre-application meetings help new applicants obtain a better understanding of the regulatory process before they make any investment of funds.
- Acceptance of Applications
- Site Plan Review
- Enforcement Activities:

*Lead Division: Geographic Area Team(s) and Development Applications and Regulatory Coordination*

### Goals

- Conform to public policy as set forth in master plans, the Zoning Ordinance, the Forest Conservation Law, Planning Board conditions established through Project, Sketch and Preliminary Plan approvals, and other policies.
- Ensure that development meets applicable 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 FY11, six project plans were processed, including 5 amendments; 70 site plans were processed, including 54 administrative amendments; and 3 sketch plans. In FY12 (July 1 – November 3), 26 site plans including administrative and consent agenda amendments; 2 project plans; and 2 sketch plans were processed.

### Specific Tasks/Products for FY13

- Manage data and fully implement Montgomery County ePlan (Project.Dox).
- Evaluate use of more flexible site plan conditions
- Update and improve templates for the amendment processes in accordance with the adopted Development Manual
- Continue processing the Amenity Fund Guidelines
- Develop and publish a landscape manual to assist applicants in the submission of landscape plans
- Comprehensive update of the Recreation Guidelines
- Finalize revisions of Chapter 50, the Subdivision Regulations

Program Indicators	FY11 Target (# of Days / %)	FY11 Actual (# of Days / %)	FY12 Target (# of Days / %)	FY12 As of 12/11 (# of Days / %)	FY13 Target (# of Days / %)	Comments
Average project plan processing time from application submittal to Development Review Committee meeting	40	75	40	84	40	FY11- 4 project plans went to DRC as of 6/30/11 FY12- 3 project plans went to DRC as of 11/3/11
% of project plans processed within mandatory timeframe	90%	50%	90%	n/a	90%	
Average site plan processing time from application submittal to Development Review Committee Meeting.	40	68	40	67	40	FY11- 14 site plans went to DRC as of 6/30/11 FY12- 10 site plans went to DRC as of 11/3/11
% of site plans processed within mandatory timeframe	90%	63%	90%	67%	90%	

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	10.35	\$1,222,550	9.30	\$1,077,100
Professional Services		\$0		\$0
Publications		\$0		\$0
Other Operating Expenses		\$196,800		\$176,800
Chargebacks		(\$1,039,000)		(\$1,035,300)
Total		\$380,350		\$218,600

**Major Changes**

- Plan reviews will be conducted electronically

**Historic Area Work Permits**

**Description**

This project area supports the Montgomery County Historic Preservation Commission (HPC) by reviewing and processing Historic Area Work Permit (HAWP) applications, processing applications for Montgomery County Historic Preservation Tax Credits, administering the historic preservation grant program, and implementing public outreach and education on historic preservation processes and benefits.

*Lead Division: Functional Planning and Policy*

**Goals**

- Preserve and protect 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	Number of Historic Area Work Permits (HAWP) received and processed
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 and Historic Preservation Grant applications	Historic Preservation Tax Credit applications, and grant applications reviewed and processed. (No funding was provided for Historic Preservation Grants in FY12 and none is expected in FY13.)

**Specific Tasks/Products for FY13**

- Process all HAWP applications within 45 days, in accordance with the Historic Preservation Ordinance
- Process Historic Preservation tax credit applications for eligibility prior to submission to Montgomery County

Program Indicators	FY11 Target	FY11 Actual	FY12 Target	FY12 Estimated As of 6/11	FY13 Target	Comments
% of HAWPs reviewed and processed within the 45-day statutory review period	100%	100%	100%	100%	100%	
Number of HAWPs reviewed and processed	138	150	160	94	160	
Number of Tax Credits/ grants processed	90/16	90/16	100/16	46/0	60/0	Grant program not funded in FY11; no funding anticipated in FY12

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	4.75	\$561,000	4.00	\$463,300
Professional Services		\$9,000		\$9,000
Publications		\$6,000		\$6,000
Other Operating Expenses		\$90,300		\$76,000
Chargebacks		(\$254,800)		(\$254,900)
Total		\$411,500		\$299,400

**Major Changes**

- Staff work reallocated to Master Plan for Historic Preservation and individual master plans. Total number of staff workyears on Historic Preservation efforts remains the same as FY12.

**Professional Services**

- Transcription services for public testimony are required for hearings on Historic Area Work Permits and Amendments to the Master Plan for Historic Preservation.

## Forest Conservation Reviews Inspections and Enforcement

### Description

This program manages and administers the County's Forest Conservation law and regulations Enforcement of Planning Board conditions is a critical component of the regulatory process. M-NCPPC staff continues to work closely with the Department of Permitting Services (DPS), who is responsible for sediment control inspections. Planning Department Enforcement staff document violation cases and prepare testimony, where applicable, for presentation to a Hearing Examiner, or the Board as necessary. Violation cases are presented in an adjudicatory manner with the intention of providing the Board and public the opportunity to establish violations on a site and propose compliance actions, where necessary.

*Lead Division: Geographic Area Team(s) and the Development Applications and Regulatory Coordination Division*

### Goals

- Ensure development projects conform to the public policy objectives expressed in the Planning Board's approval conditions.
- Promote stewardship of County forest resources.
- Provide inspection and enforcement of the County forest conservation law.
- 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.
- Apply consistent enforcement by area inspectors.
- Manage the forest conservation fund to increase the long-term forest and tree canopy in the County.

### Performance Measures

Objective	Measure
Hold developers accountable by ensuring projects are built according to the approved development standards	# of cases presented to the Planning Board as a result of enforcement action
Respond to potential forest conservation violations within one business day	% of violations responded to within one business day
Assess status of the approximately 2,300 individual conservation easements in the County	# of conservation easements evaluated each year.

### Specific Tasks/Products for FY13

- Expand public outreach on the Forest Conservation Law
- Use Hansen to accurately document all pending violation issues
- Ensure timely action on all forest conservation violations and continue to work closely with DPS to follow-up on any sediment control citations
- Complete an update to the trees technical manual
- Continue training programs for inspectors to ensure consistency in enforcement actions and to enhance their skills

Program Indicators	FY11 Target	FY11 Actual	FY12 Target	FY12 Actual	FY13 Target	Comments
% of plan reviewed within statutory timelines	100	90	100	90	100%	
Average number of inspections per inspector per week	24	24	24	40	40	
Number of violations per month	N/A	2	N/A	2	N/A	

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	10.40	\$1,228,400	10.40	\$1,204,500
Professional Services		\$0		\$0
Publications		\$0		\$0
Other Operating Expenses		\$197,700		\$197,700
Chargebacks		\$0		\$0
Total		\$1,426,100		\$1,402,200

**Major Changes**

- Implementation of an enforcement process to document violations and provide for compliance action to ensure consistency with the approved forest conservation plans.

**INFORMATION RESOURCES PROGRAM**

The Information Resources Program provides demographic studies and data analysis, as well as Geographic Information System (GIS) supports and access to the public.

For FY13, there are 3 program elements in the Public Information Sub-Program.

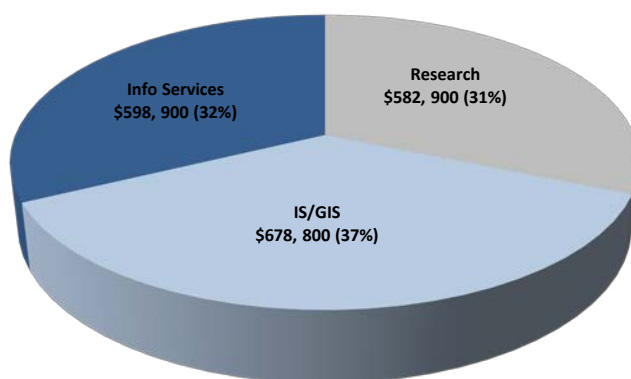
Program Elements	WY	Expenditure**
1. Research	4.15	\$582,900
2. Information Systems/Geographic Inventory Systems (IS/GIS)	5.45	\$678,800
3. Information Services	6.35	\$598,900

\*\* Tax Supported Expenditure, Programs, Sub Programs and Program elements do not include COLA, Merit, OPEB paygo or OPEB prefunding.

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	15.85	\$1,872,100	15.95	\$1,847,200
Professional Services		\$75,000		\$75,000
Publications		\$0		\$0
Other Operating Expenses		\$441,800		\$443,600
Chargebacks		(\$501,200)		(\$505,200)
<b>Total</b>		\$1,887,700		\$1,860,600

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

Distribution of Expenditure for Information Resources Program (Tax-Supported)



**SUBPROGRAM: PUBLIC INFORMATION**

**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 other entities. The Department develops and maintains a body of knowledge about the County’s land use including current, proposed, and potential development related economics, demographics, housing and associated trends and issues. The Research Program is responsible for forecasting the County’s population, housing, and employment. This information is essential for master planning, master plan implementation and policymaking.

*Lead Division: Center for Research & Information Systems*

**Goals**

- Improve the understanding of land use, current and potential development, and related demographics and economics of the County.



**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 other Montgomery County public and private sector agencies	Collection, management, and publication of data on a number of demographic and fiscal indicators to facilitate decision-making
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	Provide demographic, housing, and economic analysis supporting the master plan process Facilitate County Executive's fiscal analysis
Establish and maintain demographic, economic, land use, housing, and other data and decision-making resources that are regularly updated and accurate	Prepare official population, housing, and employment forecasts Prepare quarterly County demographic data profiles and updates Regularly analyze and publish analysis of Federal survey and census data. Regularly conduct and publish in-house survey analysis topics otherwise not available from other sources

**Specific Tasks/Products for FY13**

- Report and analyze new releases from the 2010 Census and the American Community Survey and perform other topical demographic analysis.
- Prepare the annual topical report on the interaction between County land use and the local economy (formerly Economic Forces that Shape Montgomery County).

Program Indicators	FY11 Target	FY11 Actual	FY12 Target	FY12 Estimated As of 6/12 %	FY13 Target	Comments
# of economic, demographic, and land use data resources published			7	100%	15	

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	4.00	\$472,400	4.15	\$480,600
Professional Services		\$0		\$0
Publications		\$0		\$0
Other Operating Expenses		\$99,500		\$102,300
Chargebacks		\$0		\$0
Total		\$571,900		\$582,900

**Major Changes**

- None

## Information Systems/Geographic Information Systems (IS/GIS)

### Description

The Information Systems and Geographic Information Systems provide the structure for the Department’s databases. The IS/GIS program supports decision making throughout Montgomery County by providing timely and accurate geographic and land-based data.

*Lead Division: Center for Research & Information Systems*

### Goals

- Provide timely and accurate land-based data to decision-makers and identify ways that data may be used to answer policy questions and support daily operations.
- Employ new industry approaches to improve maintenance and access to geographic resources.

### 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  Data maintenance - update and improve the quality of existing layers i.e. buildings, roads, forests, parcels, easements	<ul style="list-style-type: none"> <li>• Greater utilization of desktop and web based tools, (and trainings) that provide staff and the public access to spatial analysis and GIS mapping functions. Increased accuracy of GIS information; on-going corrections to the County’s parcel and address base map layers.</li> <li>• Wider deployment of land use monitoring tools that improved efficiency of the master planning and development review processes.</li> </ul>

### Specific Tasks/Products for FY13

- Continue to develop and implement web based solutions that support Department GIS workflows, inter-agency access to land use information, and public access to geographic information.
- Continue to support implementation of Phase II of the GIS Strategic Plan. The implementation will take the form of improvements in the coordination of IS/GIS workflows with the Countywide inter-agency administration, updating, and maintenance of GIS datasets.
- Establish GIS as the official source for zoning maps and information
- Fully implement a web based data portal for the agency’s application tracking software (Hansen) and the integration of this portal with a new on-line system for electronic plan review (Montgomery ePlans (Project.Dox))

Program Indicators	FY11 Target	FY11 Actual	FY12 Target	FY12 Estimated As of 6/12	FY13 Target	Comments
# of GIS website visits	16,000	200% (38,300)	40,000	100%	50,000	
# of training sessions	28	0	20 (online trainings)	100%	20	

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	5.45	\$643,800	5.45	\$631,200
Professional Services		\$75,000		\$75,000
Publications		\$0		\$0
Other Operating Expenses		\$103,600		\$103,600
Chargebacks		(\$169,600)		(\$131,000)
Total		\$652,800		\$678,800

## Major Changes

- None.

## Professional Services

Includes funding for the following items:

- Acquisition of data layers to support the region's GIS infrastructure
- Use of professional services to enhance GIS based web capabilities
- Acquisition of professional serves to support GIS based modeling of land use patterns

## Information Services

### Description

Information Services includes general outreach activities, the Web program, and the Public Information Counter. The Web program supports the Park and Planning Departments' communication activities.

Information Services supports public outreach by publicizing and organizing community meetings, hosting and publicizing the Department Speaker Series, developing content and managing two blogs (The Straight Line and the Director's Blog) and issuing press releases for the Planning Board and the Planning Department.

The Public Information Counter serves walk-in, telephone, and email 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 inventories and sells relevant land use documents, assigns addresses and street names, and oversees the final stages of plat reproduction and recordation.

*Lead Division: Development Applications and Regulatory Coordination and Management and Technology Services*

### Goals

- Disseminate up-to-date information regarding the County's and the Planning Board's land use policies, including functional, master, sector and neighborhood plans, studies, changes to the zoning ordinance, Subdivision Regulations, and forest conservation laws.
- Encourage the public to view electronic plans and related documents using the Development Information Activity Center (DIAC) process.
- Provide addressing services for all County agencies and emergency responders.
- Provide accurate land use information, essential in a growing and diverse county.
- Provide timely and detailed information available to visitors 24 hours a day.

- Increase the transparency of the Planning Board’s activities, including viewing meetings and other events online, downloading draft master/functional plans and reviewing development applications.
- Increase public access to our park facilities and programs.
- Enable public participation through online surveys, blogs, social media and other methods.

**Performance Measures**

Objective	Measure
Provide timely information to the public on planning and zoning	Publish 50 e-newsletters (Info Share) Maintain two blogs Conduct periodic Speakers Series presentations Coordinate 20 general outreach events, as needed to support planners The Public Information Counter served an average of 22 walk-in customers per day and uncounted telephone callers. Average for FY12 is expected to be the same
Use technology to provide better information/service	Assignment of street names and street addresses has transitioned from a manual to an electronic process. The use of this process has produced a more accurate assignment of addresses throughout the county
Improve customer service	Through outreach and user input, an information manual was produced that contains a set of guidelines for address assignment and street name approval throughout the county

**Specific Tasks/Products for FY13**

- Create a seamless connection between print products and the Web.
- Support master, sector and functional plan development and major project with effective outreach strategies.
- Refine a customer service protocol.
- Ensure that each caller has been responded to within 24 hours.
- Ensure that personnel are explaining to the public how information can be retrieved through the Development Activity Information Center (DAIC).
- Increase social media presence.

Program Indicators	FY11 Target	FY11 Actual	FY12 Target	FY12 Actual	FY13 Target	Comments
% of requests at Information Counter responded to within 24 hours	92%	90%	89%	70%	95%	
# of new pages created (including blog posts, social media posts)	-	115	120	-	125	New measure
Documents for download	-	-	-	3.2 gigabytes (GB)	3.3 gigabytes (GB)	New measure
Audio/video media files for download	-	-	-	4.2 terabytes (TB)	4.4 terabytes (TB)	New measure

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	6.40	\$755,900	6.35	\$735,400
Professional Services		\$0		\$0
Publications		\$0		\$0
Other Operating Expenses		\$238,700		\$237,700
Chargebacks		(\$331,600)		(\$374,200)
<b>Total</b>		\$663,000		\$598,900

**Major Changes**

- None

**MANAGEMENT AND ADMINISTRATION PROGRAM**

The Management and Administration Program provides the leadership and support resources for the effective and efficient coordination 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:

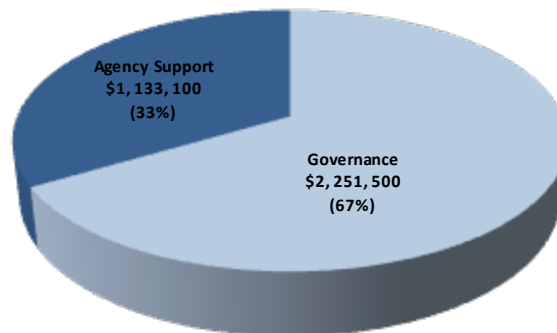
Sub-Programs	WY	Expenditure**
1. Governance	16.70	\$2,251,500
2. Agency Support	4.90	\$1,133,100

\*\* Tax Supported Expenditure, Programs, Sub Programs and Program elements do not include COLA, Merit, OPEB paygo or OPEB prefunding.

Budget Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	21.65	\$2,557,100	21.60	\$2,501,600
Professional Services		\$90,000		\$90,000
Publications		\$0		\$0
Operating Expenses		\$794,000		\$793,000
Chargebacks		\$0		\$0
<b>Total</b>		\$3,441,100		\$3,384,600

Revenue Source: Administration Fund

Distribution of Expenditures for Management & Administration Program (Tax Supported)



**SUBPROGRAM: GOVERNANCE**

**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 service, human resource management, and fiscal management.

*Lead Division: Director’s Office*

**Goals**

- Promote stakeholder satisfaction with the adopted work program.
- Foster work program efforts and improve work product through development and implementation of effective outreach strategies.
- 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
Create performance measures at the program element level	Developed for all program elements of the work program. Expanded inclusion of data
Create system for development of program outcome measures	In progress

**Specific Tasks/Products for FY13**

- Refine work priorities, and develop accountability rubric to assure adherence to scheduling and reporting
- Continue to develop and refine outcome measures at the programmatic level
- Enhance and improve Departmental use of Commission’s performance evaluation system

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	6.55	\$773,600	6.45	\$747,000
Professional Services		\$0		\$0
Publications		\$0		\$0
Other Operating Expenses		\$124,500		\$122,600
Chargebacks		\$0		\$0
Total		\$898,100		\$869,600

**Major Changes**

- None

**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: Management and Technology Services*

**Goal**

- Promote continuous improvement, efficiency, and effectiveness in administrative activities and customer service 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"> <li>• Implement publications standards</li> <li>• Implement orientation program</li> <li>• # employees attending Department and Commission-wide training sessions</li> </ul>

**Specific Tasks/Products for FY13**

- Implement publication standards

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	10.20	\$1,204,800	10.25	\$1,187,100
Professional Services		\$0		\$0
Publications		\$0		194,800
Other Operating Expenses		\$193,900		\$0
Chargebacks		\$0		\$0
Total		\$1,398,700		\$1,381,900

**Major Changes**

- None

**SUBPROGRAM: AGENCY SUPPORT**

**Information Technology**

**Description**

The **Information Technology Team** provides acquisition, configuration, installation, deployment and support of more than 800 desktops, dozens of local area networks, a very complex wide area network, e-commerce systems, Voice Over Internet Protocol (VOIP) telephone systems, videoconferencing systems, law enforcement mobile data terminals and mobile video technology, and all network security systems for the Montgomery County side of the Commission (Planning Department, the Department of Parks, and the Commissioners’ Office). The Technology Team coordinates full-service desk top support and a Help Desk contract for all computer users on the Montgomery County departments. The Unit actively plans for disaster recovery and business continuity while providing mobility for quick access to data at alternative locations.

*Lead Division: Management and Technology Services*

**Goals**

- Provide Strategic and Action Plans to assure that IT services utilize the newest technology and service delivery methods that are affordable and provide short-term and long-term economies.
- Provide secure and reliable communication and information sharing capabilities to enhance the work program of all staff in the Parks and Planning Departments.
- Make IT green to reduce costs and environmental impact.
- Provide mobility through hand-held devices at a reduced cost.
- Follow best industry standards in disaster recovery and business continuity capabilities.
- Provide emergency planning and response.
- Enhance e-commerce capability to increase citizen access to information and programs.

**Performance Measures**

Objective	Measure
Provide comprehensive IT support throughout the Montgomery County Planning Department and the Department of Parks	End-user satisfaction
Improve desktop support through outsourcing	Number of calls for service resolved remotely End user satisfaction

**Specific Tasks/Products for FY13**

- Realize economies through hosted and cloud computing alternative service delivery model opportunities (e-mail system in FY12)
- Despite significant financial constraints, maintain reliability and security of our installed base
- Extend PC life-cycle beyond the ITPCC-recommended replacement schedule
- Offer the most critical end-user training due to fiscal constraints and scale back other types of training
- Maintain IT security
- Implement an updated operating system
- Employ virtualization to improve services and reduce costs
- Complete comprehensive update of IT protocol and processes



Program Indicators	FY11 Target	FY11 Actual (%)	FY12 Target	FY12 Estimated As of 6/12 %	FY13 Target	Comments
% of Help Desk calls solved within one day	93%	90%	90%	87%	95%	
% of uptime for networks	99.5%	89%	99%	90%	99%	

Budgeted Resources:	FY12		FY13	
	WY	\$	WY	\$
Personnel	4.90	\$578,700	4.90	\$567,500
Professional Services		\$90,000		\$90,000
Publications		\$0		\$0
Other Operating Expenses		\$475,600		\$475,600
Chargebacks		\$0		\$0
Total		\$1,144,300		\$1,133,100

**Major Changes**

- None

**Professional Services**

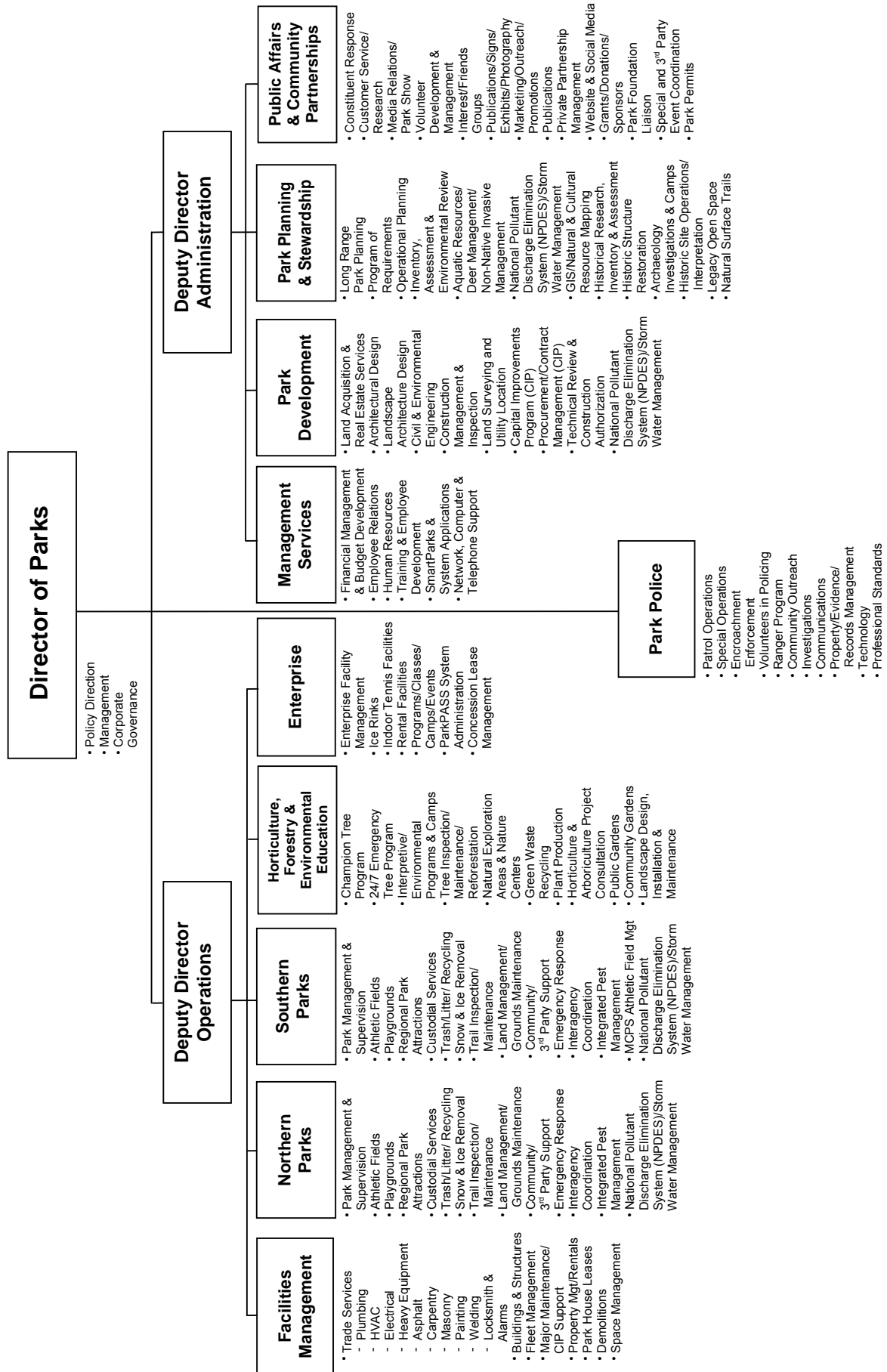
- Expenditures include funding for network maintenance and IT network infrastructure.

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# MONTGOMERY COUNTY DEPARTMENT OF PARKS



## EXECUTIVE OVERVIEW

Article 28 of the Annotated Code of Maryland establishes the statutory basis for the Department of Parks. From this, the core services are defined as the **acquisition, development, operation, and maintenance of a public park system.**

The Montgomery County Park System comprises more than **10% of the land in the County**, protects its watershed and serves as the county's "backyard" -- providing safe and green outdoor spaces, fun and educational programs and events, a wide variety of recreational opportunities for all ages and interests, and important community features.

To effectively meet the statutory requirements, the Department established its vision, mission and values as follows:

### VISION

An enjoyable, accessible, safe and green park system that promotes a strong sense of community through shared spaces and experiences and is treasured by the people it serves.

### MISSION

Protect and interpret our valuable natural and cultural resources; balance the demand for recreation with the need for conservation; offer a variety of enjoyable recreational activities that encourage healthy lifestyles; and provide clean, safe, and accessible leisure-time activities.

### VALUES

- Stewardship** Manage the county park system so it best meets the needs of current and future generations.
- Recreation** Offer a range of leisure activities that strengthen the body, sharpen the mind, and renew the spirit.
- Excellence** Deliver the highest quality product, service and experience possible.
- Integrity** Operate with an objective, honest, and balanced perspective.
- Service** Be courteous, helpful and accessible to each other and the public we serve.
- Education** Promote opportunities for continuous learning among staff and the public we serve.
- Collaboration** Work in cooperation with all stakeholders including residents, communities, public and private organizations, and policy makers, as well as interdepartmentally.
- Diversity** Support and embrace the differences among our employees and the public we serve, and offer suitable programs, activities and services.
- Dedication** Commit to getting the job done the right way, no matter what it takes.

The FY13 Proposed Operating Budget for the Department of Parks provides detail on the funding needs to achieve the mission and vision of the department. The Supplemental Program Budget complements the operating budget by providing a comprehensive perspective on the budget and programs of the Commission.

## Program Budget Overview

For the past 5 years, the Department of Parks has prepared a program budget in addition to a traditional budget appropriated by each division in the Department. The program budget breaks the Department's work program down into various work elements – athletic fields, dog parks, streams, etc. There is a considerable benefit to the program elements in that they provide details about the services provided by the Department including performance measures for each element.

The program budget allows the Department to focus more on delivering quality services with measurable objectives, outcomes and a directed plan for the upcoming fiscal year. It also serves as a guide to specific programs and facilities to enable decision makers to see the effect of their funding choices.

For the past 2 years, the Department has worked in cooperation with the Montgomery County Department of Recreation to complete the *Vision 2030 Strategic Plan for Parks and Recreation in Montgomery County, MD*. The Vision 2030 plan recognized that growing demand and shrinking resources will continue to be a challenge for parks and recreation services in this county.

Through the Vision 2030 initiative, Parks staff committed to develop a resource allocation strategy based on an in-depth analysis of all services offered by Montgomery Parks. Among other things, this process allowed us to work with our stakeholders to identify which services should be fully or partly tax-supported and which should be able to recover all or a portion of their costs through fees, charges or donations, enabling Parks to more effectively determine the priorities for our scarce resources.

For the FY13 budget, the Department replaced the former program budget data with cost recovery data for each program element. The Department will align the program elements with applicable services to provide cost recovery data. The program indicators and performance measures will continue to be captured for the program elements.

For the cost recovery data for Park Fund services, the Department will determine the direct costs associated with the day to day operations. Direct costs are all specific and identifiable costs associated with providing a service or program. Many of these expenditures are tracked through our sub-systems like SmartParks. For Enterprise Fund services, both direct and indirect costs will be identified.

The program elements also include indirect costs. These costs would exist without any of the specific programs and include support from Park Police, Park Planning and Stewardship, Facilities Management, Management Services, Public Affairs and Community Partnerships, and the Director's Office. These costs will not be included in the cost recovery data for Park Fund services this year, however they may be distributed by programs once the Commission implements the new Enterprise Resource Planning system (ERP).

The Department will continue to provide program indicators and performance measures for each program element. These indicators help the Department focus on achieving identifiable service goals. Most of the data for these indicators also comes from SmartParks. The next generation of SmartParks entails implementation of a new Enterprise Asset Management (EAM) system that will allow the Department to enhance data gathering to continue improving the meaningfulness of the performance measures.

By including the cost recovery process in the Department's FY13 program budget, we were better able to align our work program elements and more efficiently measures the following:

- Do the services we provide align with our values, vision, and mission?
- Does the Department utilize our resources responsibly, attempt to collaborate with other entities with similar missions, and make efforts to minimize duplication of services where appropriate?

- Are we utilizing funding in a responsible manner and maintaining a high level of governmental accountability?
- Are the Department's services priced to allow for reasonable public access while competing fairly in the market?

This is the first year of preparing cost recovery data. Some services more readily lend themselves to calculating cost recovery information; we focused our efforts this year on these services as we are learning how to best use this information. We will continue to refine our data collection processes throughout the upcoming year to capture cost recovery information on a greater number of services.

## Consensus Pyramid (including Cost Recovery Targets) and Definition of Costs

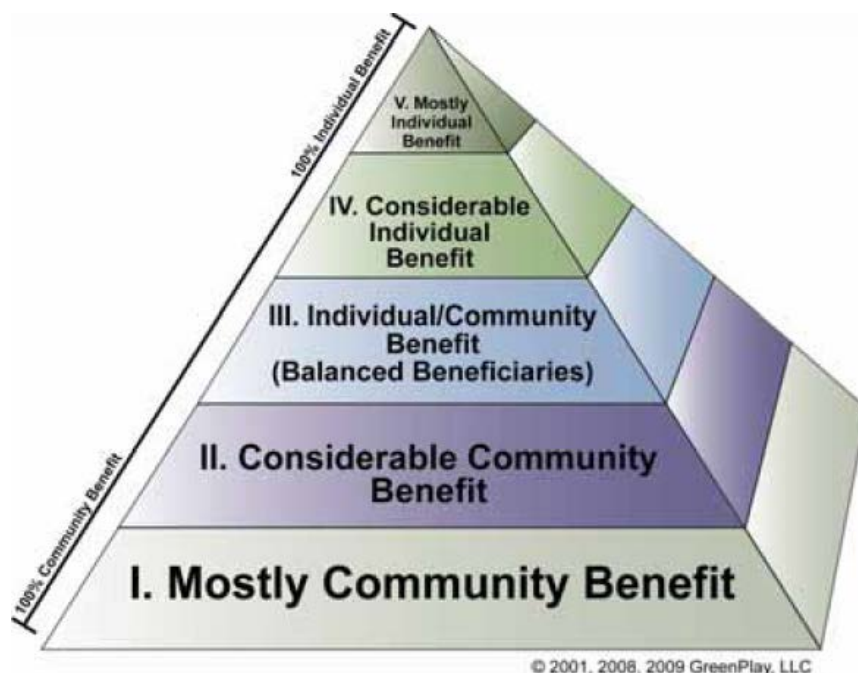
Staff created a consensus pyramids for the Park Fund and the Enterprise Fund and vetted them through a public process. The target cost recovery percentages were established based on current cost recovery when all direct (and indirect costs for the Enterprise Fund) were allocated, and with the goal of increasing cost recovery for the Department.

Direct costs include all the specific, identifiable expenses (fixed and variable) associated with providing a service, or operating and maintaining a facility, space, or program. These expenses would not exist without the program or service.

Departmental administration or indirect costs encompass the remaining overhead (fixed and variable) not identified as direct costs. These *indirect costs* would exist without any one specific service. Indirect costs are intended to be well managed and covered by the taxpayer investment.

The Minimum Cost Recovery Percentages were established by analyzing which category or categories of service the majority of resources were allocated by each tier or level, coupled with typically current cost recovery based on the definitions of direct and indirect costs. The Minimum Cost Recovery Percentages are only attempting to recover the direct cost of service provision, not all costs, or fully loaded (direct and indirect) cost.

The pyramid is divided into five levels. Conceptually, the base level is the foundation of the pyramid and represents the core mission of the park system. The Parks work program is built with a broad supporting base of core services, enhanced with more specialized services as resources allow. The five levels are outlined below.



**Level 1 - Mostly Community Benefit**

The foundational level is the largest and includes those services, programs, and facilities which mostly benefit the community as a whole. These services may increase property values, provide safety, address social needs, and enhance the quality of life for residents. The community generally pays for these basic services via tax support. These services are generally offered to residents at a minimal charge or with no fee.

**Level 2 – Considerable Community Benefit**

The second level of the pyramid represents services which promote individual physical and mental well-being, and may begin to provide skill development. They are generally traditionally expected services and/or beginner instructional levels. These costs are primarily covered by tax support to account for the considerable community benefit with a portion of the costs covered by participant fees to account for the individual benefit received by the service.

**Level 3 – Balanced Individual/Community Benefit**

The middle level of the pyramid represents services that promote individual physical and mental well-being, and provide an intermediate level of skill development. This level provides balanced benefits and the participant fees should recover a higher percentage of the costs than those services that fall in lower pyramid levels.

**Level 4 – Considerable Individual Benefit**

This level of the pyramid represents specialized services general for specific groups and those with may have a competitive focus. Services in this level may be priced to recover full costs.

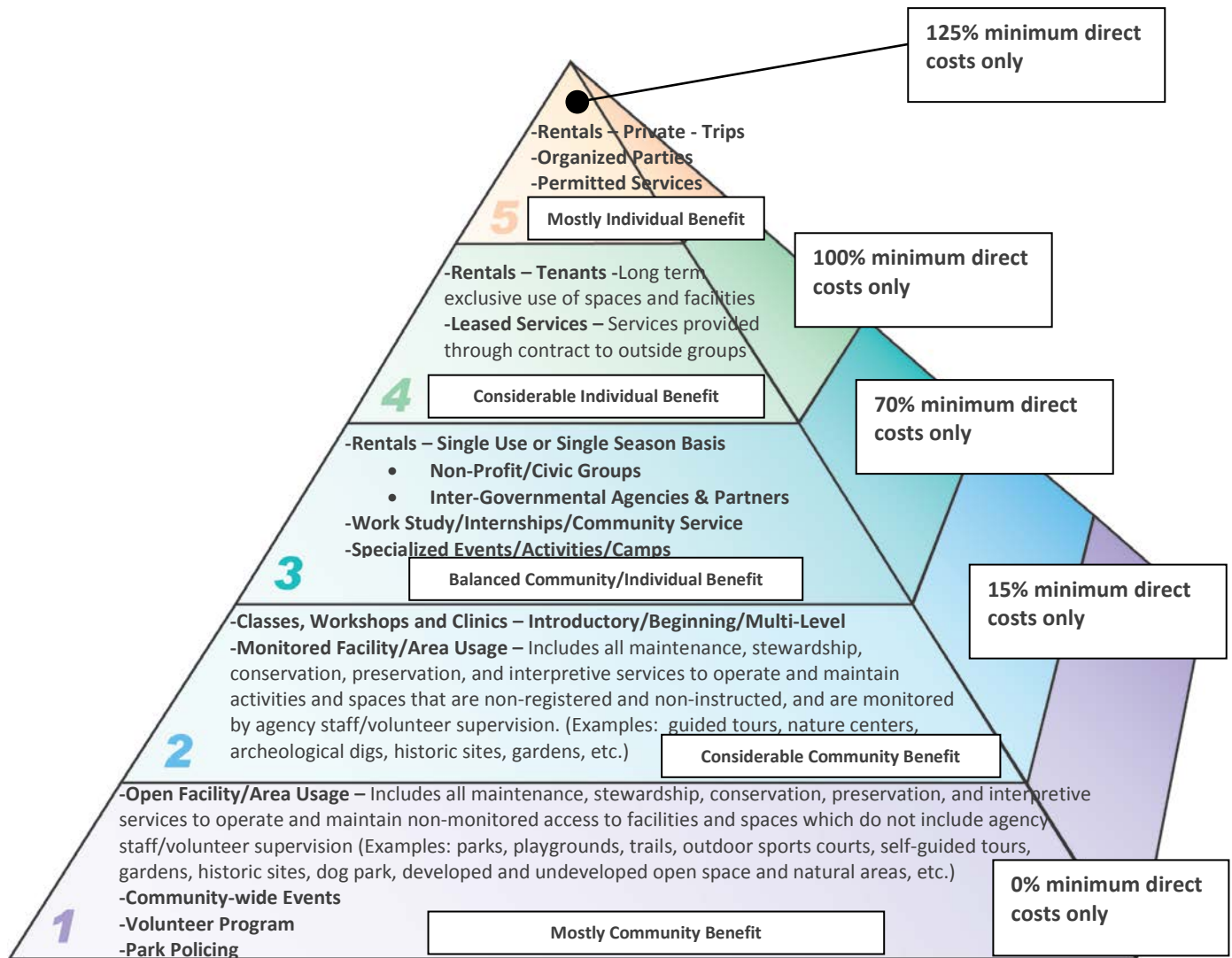
**Level 5 – Mostly Individual Benefit**

At the top of the pyramid, this smallest level represents services which have a profit center potential, may be in the same market space as the private sector, or may fall outside the core mission of the agency. In this level, services should be priced to recover full cost in addition to a designated profit percentage.

The Park Fund and Enterprise Fund cost recovery pyramids are shown on the following pages.

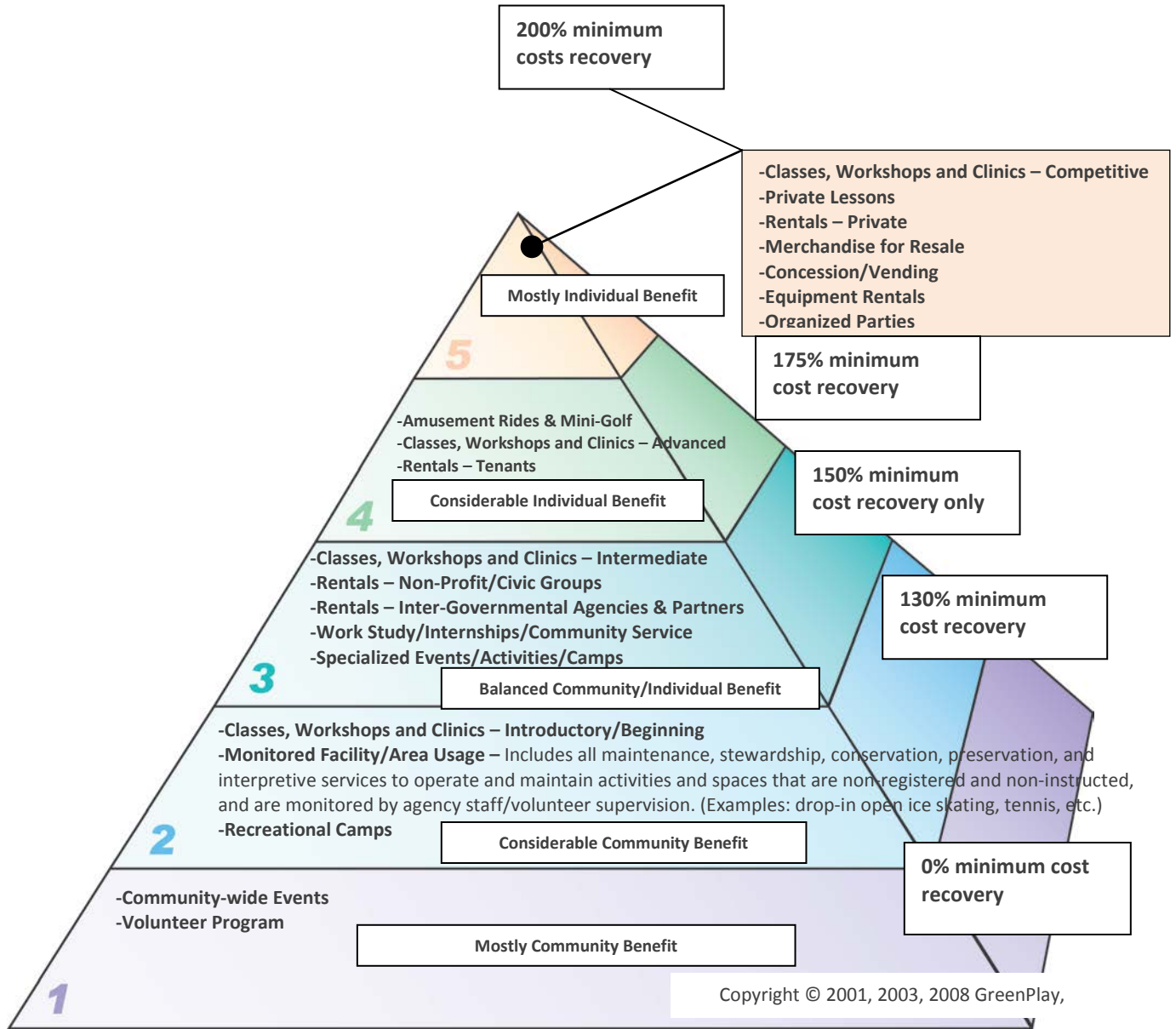


## Park Fund Cost Recovery Pyramid



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## Enterprise Fund Cost Recovery Pyramid



## Program Budget Structure

The Department of Parks FY13 work program is categorized into four major components:

- 1) Park Services Program
- 2) Stewardship of Natural and Cultural Park Resources Program
- 3) Planning and Community Partnerships Program
- 4) Administration of Parks

The chart below is a list of the programs, sub-programs, and program elements. Detailed information about each program element follows.

Program	Sub Program	Program Element
<b>PARK SERVICES</b>	Organized Sports	Athletic Fields (includes baseball/softball and field sports)
		Outdoor Courts
		Indoor Tennis
	Regional Attractions	Seasonal Park Amenities (includes trains, carousel, camping, boating, miniature golf, splash playground, skateboard park, driving range)
		Ice Skating
	Meeting & Gathering Places	Community Open Space
		Permitted Picnic Facilities (Includes picnic shelters and group picnic areas)
		Playgrounds
		Dog Exercise Areas
		Park Activity Buildings
Trails & Parkways	Event Centers	
	Paved Surfaces	
<b>STEWARDSHIP OF NATURAL &amp; CULTURAL PARK RESOURCES</b>	Land and Resources Management	Trails – Paved Surface
		Arboriculture
		Horticulture
		Natural Resource Management
		Cultural Resources (includes archaeology, historic site management, interpretive)
		Streams
	Education & Interpretation	Trails – Natural Surface
		Nature Centers
		Public Gardens
<b>PLANNING AND COMMUNITY PARTNERSHIPS</b>	Planning	Park Planning
	Community Partnerships	Partnerships
		Property Management (Includes equestrian centers)
		3 <sup>rd</sup> Party Support (Includes MCRD pools and MCRA golf courses)
<b>ADMINISTRATION OF PARKS</b>	Management and Administration	Management and Administration
	Capital Investment (CIP)	Capital Investment (CIP)

## Athletic Fields

### Description

The Athletic Fields program element provides for the care and maintenance of the Department's 298 athletic fields and 50 overlay football/soccer fields. Activities include infield dragging and lining, mound maintenance, clay replacement, field striping, mowing, fertilizing, aerating, seeding, turf renovations amenity maintenance, and repair and replacement of fences, benches, home plates, pitching rubbers, goals, etc. There are approximately 795,000 baseball/softball field users and 985,000 rectangular field users actively participating through organized, permitted sports programs and approximately 73,000 games and practices each season. Additionally there are many other field users including teams and leagues that regularly use the fields without a permit, pick-up games, special event participants, dog walkers, and all other park patrons who utilize the open space for any of a multitude of activities.

In FY10, the Department initiated the Athletic Field Inspection and Evaluation Program to monitor field conditions and deterioration, post renovation. The challenge is trying to maintain these fields in a non-controlled atmosphere (unlimited access), while meeting the demands of field users. By FY12, we were able to document that the fields continued to be overused, even as permits were limited. Due to these findings, the Department terminated the evaluation portion of the program. However, we will continue to inspect and document the field conditions.

### Goals

To provide fields that are safe, playable, aesthetically pleasing and are available for youth/adult organized sports as well as walk on "Free Play" (at the local park level).

### Performance Measures


Objective	Measure
Provide safe and playable athletic fields	Number of fields rated in "good" condition per annual inspection
Improve customer satisfaction of field conditions and quality of fields	User satisfaction surveys

### Specific Tasks/Products for FY13

- Renovate 6 - 8 baseball/softball fields and 10-12 rectangular fields.
- Generate semi-annual SmartParks Maintenance Request Reports for field repairs.
- Participate in any field use forums scheduled by Community Use of Public Facilities

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of fields rated in good condition per field inspection program	100%	60%	60%	60%	Not enough staff to keep fields in good condition. We anticipate field conditions will remain the same with current maintenance staffing.
% of users who rated field quality and condition satisfactory in customer surveys	80%	Not Available	80%	80%	The Community Use of Public Facilities (CUPF) began permitting Parks' athletic fields in FY11. Parks will work with CUPF to survey customers in FY12 and FY13.

Cost Recovery Goals

Athletic Field Program Element – Park Fund							Vision 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Regional/ Recreational Park Fields	Monitored Facility/ Area Usage	 Considerable Community Benefit	15%	39%	39%	39%	Core service

## Outdoor Courts

### Description

The Outdoor Courts program includes outdoor tennis, basketball, volleyball, racquetball, handball, inline skating, horseshoes and bocce ball courts. This program ensures that all court surfaces are smooth and clear of debris; are free of graffiti; and all fixtures and nets are in place and functional. There are 537 courts across 124 pad sites available on a first come, first served basis.

### Goals

To provide well maintained multi-use courts countywide for informal, organized and competitive play and to promote healthy recreational habits and lifetime skills through community gathering and socializing.

### Performance Measures


Objective	Measure
Inspect all surfaces, fences, nets and standards, etc. each month for proper and safe court conditions	Monthly inspections
Respond to citizen service requests in a timely manner	Respond to service requests and complete repairs within 30 days

### Specific Tasks/Products for FY13

- Continue an every 30 day inspection program that is consistent countywide for all court surfaces, fences, nets, and standards.
- Monitor average response time to SmartParks service requests through SmartParks system.
- Perform a random sampling of customer satisfaction.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of monthly multi-use court inspections completed	100%	85%	65%	65%	Too few staff available to conduct monthly inspections
% of service calls with response and repair within 30 days	100%	48%	38%	38%	Staff reallocated to focus on higher priority areas

### Cost Recovery Goals

Outdoor Courts Program Element – Park Fund							Visjon 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Outdoor Sports Courts	Open Facility/ Area Usage	 Mostly Community Benefit	0%	0%	0%	0%	Core service

## Indoor Tennis

### Description

Indoor Tennis programs at the Wheaton and Cabin John Regional Parks include 12 courts for seasonal court reservations, spot time reservations, group and private lessons, group rental for parties or league play, summer camps and tournaments.

### Goals

To provide well maintained indoor tennis courts for recreational opportunities for the citizens of Montgomery County and the surrounding region.

### Performance Measures




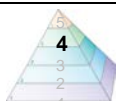
Objective	Measure
Generate sufficient revenues through user fees to cover operating costs of indoor facilities in the Enterprise Fund	Operating revenues in excess of operating expenditures
Increase participation in tennis activities	Participation numbers
Increase indoor court usage through creative pricing and programming during the peak and off seasons	Court hours booked Peak-Season - September-April Off-Season – May-Aug
Provide quality tennis services and programs	User satisfaction survey

### Specific Tasks/Products for FY13

- Continue to offer a wide variety of class and special activities for all ages and levels.
- Increase the number of court rentals by offering Manager Special's during non-peak times.
- Decrease response time to customers' inquiries.
- Administer customer surveys, using the feedback to improve customer service and programming.
- Host non-sanctioned tournaments each year.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of operating revenues that cover operating expenditures	Varies Each Year by Budgeted Amount	137%	127%	124%	Budgeted amount changes based on fluctuations in revenue and expenditures
% increase in # of patrons participating in tennis activities measured through booking court time or taking lessons	5%	0%	5%	5%	
% court hours booked versus available time. PS = Peak Season OS = Off Season	PS 80% OS 50%	PS 70% OS 39%	PS 80% OS 50%	PS 80% OS 50%	FY11 - PS Cabin John 63% Wheaton 49%
% of patrons surveyed who rated service and program quality as good to excellent in the "How Are We Doing?" (HAWD) survey	80%	93%	85%	90%	

Cost Recovery Goals

Indoor Tennis Program Element –Enterprise Fund							
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Spot Time	Rentals Private	 Mostly Individual Benefit	200%	158%	158%	158%	Pricing is structured to maximize what the market will bear.
Beginner Class	Classes, Workshops, Clinics - Beginning	 Considerable Community Benefit	130%	380%	380%	380%	High participation mixed with large class size
Advanced Class	Classes, Workshops, Clinics - Competitive	 Considerable Individual Benefit	175%	246%	246%	246%	High participation with small class size



## Seasonal Regional Park Amenities (includes boating, camping, driving range, miniature trains, carousel, miniature golf, splash playground, and skate park)

### Description

Lake Needwood in Rock Creek Regional Park and Little Seneca Lake in Black Hill Regional Park offer a variety of rental boats, mooring sites, a public boat ramp, boat tours and special events. Camping is provided at Little Bennett Campground and Cabin John Regional Park Robert C. McDonell Campground. In FY11, the Department took over operations of the South Germantown Driving Range which features 40 tees (10 are covered). The Miniature Golf/Splash Playground at South Germantown Recreational Park features one 18-hole championship level miniature golf courses and a 280-jet water maze, water bucket drops, and spraying animals. Two event tents accommodate parties, large groups and summer camps at this facility. Both Wheaton Regional and Cabin John Regional Parks operate miniature trains along with party rooms for group events. The Ovid Hazen Wells Carousel is operated out of Wheaton Regional Park during the summer. The Olney Manor Skate Park offers 14,400 square feet of skateboarding fun.

### Goals

To offer enjoyable, unique and family oriented recreational activities at an affordable price; to give a nostalgic experience of a bygone era; to provide riders with a tour of Montgomery County's valuable natural resources to instill an appreciation of nature; and to provide a safe, clean, and quality recreational experience for all park patrons visiting the Park amenities.

### Performance Measures



Objective	Measure
Provide quality Seasonal Park Amenity services and programs.	User satisfaction survey
Generate sufficient revenue through user fees to cover most or all operating costs in Enterprise Fund	Operating revenues in excess of operating expenditures
Increase participation in Seasonal Park Amenities	Participation numbers

### Specific Tasks/Products for FY13

- Increase innovative programming during off peak season to increase revenue and patronage.
- Increase marketing and outreach for all facilities.
- Expand programming opportunities at Olney Manor Skate Park and South Germantown Driving Range.
- Install picnic pavilions and pathway at the South Germantown Splash Park.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of patrons surveyed who rated service and program quality as good to excellent in the "How Are We Doing?" survey	80%	B= 92% C=90% D=N/A M=100% S=N/A T=94%	B=93% C=93% D=80% M100% S=80% T=95%	B=94% C=94% D=80% M=100% S=80% T=96%	
% of operating revenue that covers operating expenditures	Varies Each Year by Budgeted Amount	B=144% C=77% D=N/A M=103% S=138% T=146%	B = 125% C = 73% D=110% M = 110% S = 120% T 167%	B = 112% C = 69% D=115% M = 111% S = 84% T = 153%	Some facilities increased slightly while others decreased slightly based on weather, programming and popularity
% increase in # of patrons participating in Seasonal Park Amenities	Varies by Facility	B = 4% C = (7%) D=N/A M = (16%) S=N/A T = (6)%	B =5% C =5% D=5% M=5% S =48% T = 5%	B = 5% C = 5% D=5% M = 5% S = 5 T = 5%	Delayed opening for Needwood Boats in Spring FY11 due to dredging
B=Boating C=Camping D=Driving Range M=Miniature Golf/Splash Playground S=Skate Park T=Trains/Carousel					

Cost Recovery Goals

Seasonal Regional Park Amenities Program Element –Enterprise Fund							Vision 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Hourly Boat Rental	Rentals Private	 <p>5 4 3 2 1</p> <p>Mostly Individual Benefit</p>	200%	119%	119%	119%	Pricing is structured to maximize what the market will bear.
Train/ Carousel Ride	Amusement Rides	 <p>4 3 2 1</p> <p>Considerable Individual Benefit</p>	175%	145%	145%	145%	Pricing is structured to maximize what the market will bear.

## Ice Skating

### Description

The Ice Skating program provides for the operation, maintenance, and programming of the Department's ice skating facilities in Cabin John and Wheaton Regional Parks, comprised of four separate sheets of ice. Both facilities offer a diverse selection of programs year round for all ages and skating abilities including general and special skating sessions, skate rentals, group and private lessons, camps, charity events, and leased time for ice. The Wheaton Outdoor facility is used for dry floor activities including flea markets and camp activities.

### Goals

To provide opportunities for individuals, groups, and families of all ages and skill levels to learn and enjoy ice skating, hockey, and other ice-based activities; offer special programs and events to the public on a regular basis; offer structured and safe teen programs; and promote a healthy and active lifetime sport to help develop future generations' interest in skating.

### Performance Measures




Objective	Measure
Generate sufficient revenues through user fees to cover most or all operating costs in the Enterprise Fund	Operating revenues in excess of operating expenditures
Increase participation in ice skating activities	Participation numbers
Provide quality ice skating services and programs	User satisfaction survey

### Specific Tasks/Products for FY13

- Continue to offer a wide variety of classes, special activities and opportunities for all ages and levels.
- Attract groups and organizations to increase rentals during slow times to increase use and revenues.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of operating revenues that cover operating expenditures	Varies Each Year by Budgeted Amount	128%	113%	110%	Budgeted amount changes based on fluctuations in revenue and expenditures
% increase in # of patrons participating in ice skating activities through public sessions, facility rentals or taking lessons	Break Even	5%	3%	3%	
% of patrons surveyed rated service and program quality as good to excellent in the "How Are We Doing?" survey	80%	89%	85%	85%	

**Cost Recovery Goals**

Ice Skating Program Element –Enterprise Fund							Visjon 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Public Ice Skating Session	Monitored Facility/ Area Usage	 Considerable Community Benefit	130%	101%	101%	110%	Average of high attendance on weekend and afternoon/ evening sessions mixed with low attendance on weekday mornings
Beginner Class	Classes, Workshops, Clinics - Beginning	 Considerable Community Benefit	130%	175%	175%	185%	Cost recovery increasing lower expenses in FY13 (final debt service payment for Wheaton in FY12)
Advanced Class	Classes, Workshops, Clinics - Competitive	 Considerable Individual Benefit	175%	254%	254%	265%	Cost recovery increasing lower expenses in FY13 (final debt service payment for Wheaton in FY12)

## Community Open Space

### Description

The Community Open Space program maintains approximately 1,430 acres or 16% of the developed land managed by the Department of Parks. These are areas within local, recreational and regional parks that are maintained for public use but not scheduled for organized activities, including neighborhood and urban parks. These types of spaces traditionally are not permitted athletic fields but provide people with the opportunity to enjoy family time and the benefit of being outdoors. **Community open space should not be viewed as un-used open space--these areas are very heavily used.**

Traditionally these areas are used for passive recreational activities such as Frisbee games, throwing a ball, having a picnic, walking a dog, reading, painting-- the uses are endless. These areas are considered the glue that binds together the rest of the amenities such as shelters, playgrounds, and courts. In some cases, restroom facilities not directly linked to other elements are included here. The program involves all aspects of maintenance including, but not limited to: mowing, trimming, litter and trash collection, leaf removal, maintenance of loop trails in Regional parks, pathways, water fountains, park benches, etc. It also includes police and ranger patrols to ensure visitor safety.

### Goals

To provide valuable social and community green space in the urban and developing areas of the County; provide space for youth to experience unstructured, creative, free play to support the concepts of the “No Child Left Inside” and “Get Outdoors, It’s Yours!” initiatives; and promote healthy recreation, both active and passive in nature and a healthy and balanced lifestyle.

### Performance Measures


Objective	Measure
Provide an aesthetically pleasing open space for visitors to enjoy	Established maintenance standards tasks frequency

### Specific Tasks/Products for FY13

- Continue to monitor targeted maintenance standards and adjust maintenance needs as appropriate and within funding levels
- Monitor and track customer satisfaction and complaints and adjust maintenance and patrols as appropriate

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% established maintenance standards tasks (mowing, turf maintenance, litter collection, etc.)	100%	75%	75%	75%	Not able to achieve target due to budget reductions

**Cost Recovery Goals**

Community Open Space Program Element – Park Fund							Vision 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Open Space, Unprogrammed	Open Facility/ Area Usage	 <p>1 Mostly Community Benefit</p>	0%	0%	0%	0%	Core service

## Permitted Picnic Facilities

### Description

Provide for the care and maintenance of the Department’s permitted picnic facilities. This includes cleaning, replacing/repairing tables and grills, and shelter renovations. The Department has three Group Picnic Areas: Valley Mill, Parklawn, and Cabin John. They accommodate up to 175 people. Revenue from these areas is deposited in the Park Fund. There are also 81 permitted and 49 non-permitted picnic shelters throughout the Department. Revenue from the permitted shelters in local parks is deposited in the Park Fund while revenue from the permitted shelters in recreational and regional parks is deposited into the Enterprise Fund. All shelters can be used on a first-come, first-served basis unless a permit has been issued. A permit guarantees exclusive use.

### Goals

To provide dedicated, clean and safe areas with grills, restrooms, playgrounds, and play fields for large groups to gather. Provide covered outdoor areas with grills and tables for smaller groups to gather.

### Performance Measures


Objective	Measure
Provide a well maintained area for gatherings in permitted shelters	Facility cleaned on schedule
Provide picnic shelters and group picnic areas for gatherings that meet user demand	Rental usage
Provide quality service from the Permits Office	User satisfaction surveys

### Specific Tasks/Products for FY13

- Conduct inspections during routine maintenance.
- Monitor usage patterns.
- Conduct comprehensive fee analysis, introduce new fee schedule as/if appropriate.
- Monitor user satisfaction surveys and user complaints.
- Respond to service calls within 48 hours.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of shelters cleaned after permitted use during peak summer season	Regional Parks				
	100%	95%	95%	95%	
% of shelters cleaned after permitted use during peak summer season	Local Parks				
	100%	95%	95%	95%	
% local park shelters reserved 20% or more on weekends during peak summer season	40%	36%	38%	40%	
% regional/recreational park shelters reserved 40% or more on weekends during peak summer season	50%	47%	50%	50%	
% group picnic areas reserved 85% or more on weekends during peak summer season	100%	100%	100%	100%	
% of patrons surveyed who rated quality of service as good to excellent in random sampling customer surveys	80%	Not Available	80%	80%	User satisfaction survey instrument being developed for FY12.

**Cost Recovery Goals**

Permitted Picnic Facilities Program Element –Park Fund							Visjon 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Local Park Shelter Rentals	Rentals Private	 <p>5 4 3 2 1</p> <p>Mostly Individual Benefit</p>	125%	182%	182%	182%	



## Playgrounds

### Description

The Playgrounds Program provides for the inspection, repair, replacement and maintenance of 291 public playground facilities. Playgrounds range in size from small neighborhood facilities to very large Adventure Playgrounds in some Regional or Recreational Parks. Services under this program include regular inspections by certified inspectors, recording and addressing defects and needed repairs, preventive maintenance, and reporting and/or addressing vandalism or graffiti.

### Goals

To provide safe, accessible, and well maintained playgrounds for children and their families to enjoy.

### Performance Measures


Objective	Measure
Provide safe areas for play through regular inspections by certified inspectors	Monthly inspections
Increase the useful life of the playgrounds through a comprehensive preventative maintenance and repair program	Repair defects identified during monthly inspections within one week
Respond to service requests in a timely manner to ensure playground discrepancies are corrected	Respond to high priority or emergency service requests within 24 hours

### Specific Tasks/Products for FY13:

- Continue to monitor response time to service requests through SmartParks.
- Continue 30 day inspection program.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of monthly playground inspections completed	100%	94%	100%	100%	Department is committed to keeping playgrounds safe for kids - the vulnerable population
% of defects identified and repaired within one week	100%	87%	85%	85%	Delays in purchasing materials/supplies. Some work needs to be scheduled to meet crew schedule.
% of service call response times within 24 hours	100%	64%	66%	66%	

**Cost Recovery Goals**

Playgrounds Program Element – Park Fund							Visjon 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Playgrounds	Open Facility/ Area Usage	 Mostly Community Benefit	0%	0%	0%	0%	Core service

## Dog Exercise Areas

### Description

The Dog Exercise Areas Program provides for the inspection, repair, and maintenance of five dog parks. Each existing park is between ½ and 2 acres in size and is enclosed with a six-foot chain link fence. Shaded seating areas are provided for the enjoyment of dog owners and their pets and water is provided where available. Dog Parks are located at Black Hill Regional Park, Ridge Road Recreational Park, Wheaton Regional Park, Cabin John Regional Park, and Olney Manor Recreational Park.

### Goals

To provide well maintained Dog Parks where dogs can safely run off leash.

### Performance Measures


Objective	Measure
Provide safe areas for patrons to bring their dogs to run off leash	Monthly inspections
Provide clean areas for patrons and their dogs	Collect trash/dog waste
Provide quality and well maintained dog parks	User satisfaction survey

### Specific Tasks/Products for FY13

- Continue to pursue lighting for Ridge Road Dog Park to enable longer use hours
- Continue to plan for future Dog Parks as part of the park master plan process

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of monthly inspections performed to check for safety issues (Inspect for secured fencing, surfacing concerns and safe amenities, and prepare service requests for any deficiencies noted)	100%	81%	85%	85%	
% of time where frequency of trash/dog waste collected meets or exceeds target of 2 times per week	100%	77%	90%	90%	Seasonal funding restored in FY12.
% of patrons surveyed rated service and program quality as good to excellent in the "How Are We Doing?" survey	85%	89%	85%	85%	

### Cost Recovery Goals

Dog Exercise Areas Program Element – Park Fund							Visjon 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Dog Exercise Areas	Open Facility/ Area Usage	 Mostly Community Benefit	0%	10%	10%	10%	Core service

## Park Activity Buildings

### Description

The Park Activity Buildings Program provides for the maintenance, repair, and life-cycle replacement of major building components, permitting, policing, and administration of 29 small one-room buildings. Of these buildings, 18 provide a public indoor meeting space for individuals and organizations annually, and are permitted to users by the Park Permit Office for reunions, social events, civic and other association meetings, religious services, and classes and programs offered by the Recreation Department and other organized groups. The rental of these buildings generates approximately \$500,000 in annual revenue which is deposited into the Park Fund.

### Goals

To provide citizens with attractive, clean, and safe indoor spaces on park property that provide a center of activities for the local community.

### Performance Measures


Objective	Measure
Provide quality service from the Permits Office	User satisfaction surveys
Building utilization rate of 30% of available hours for one third of the buildings	Facility booking information

### Specific Tasks/Products for FY13

- Continue evaluation of all buildings and determine course of action for buildings beyond their lifecycle and buildings below 30% utilization rate
- Pursue single tenant leases as appropriate for the underutilized buildings closed in FY11
- Conduct comprehensive fee analysis and, based on Vision2030 cost recovery information, introduce new fee schedule as/if appropriate
- Introduce and monitor user satisfaction surveys

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of patrons surveyed who rated quality of service as good to excellent in random sampling customer surveys	80%	Not Available	80%	80%	User satisfaction survey instrument being developed for FY12
% of buildings utilized 30% or more	33%	22%	28%	33%	Continued target marketing efforts increasing usage

### Cost Recovery Goals

Park Activity Building – Park Fund							Vision 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Park Activity Building Rentals	Rentals Private	 Mostly Individual Benefit	125%	91%	95%	100%	Continued target marketing efforts increasing usage/ revenue

## Event Centers

### Description

The Event Centers Program provides for the maintenance, operation, programming, rental and administration of Ag History Farm Park, Brookside Gardens, Lodge at Little Seneca Creek, Rockwood Manor and Woodlawn Manor. These centers offer residents and visitors, businesses, and government agencies attractive, versatile indoor and outdoor venues in park settings for meetings, social events, educational offerings, and other group, family, or community activities. In addition, special events and programs are also offered or being planned at these sites. These centers are operated as Enterprise facilities to reduce the cost of providing these opportunities to the public. Approximately 68,000 visitors a year attend events at these facilities.

### Goals

To provide rentals of well maintained gathering places in the parks where our clients can meet, learn, socialize or just relax and to raise revenues to offset the cost of providing these benefits to the public.

### Performance Measures


Objective	Measure
Facilities rented 33% of available time	Facility bookings
Generate sufficient revenues through user fees to cover most or all operating costs in the Enterprise Fund	Operating revenues in excess of operating expenditures
Provide quality services and programs	User satisfaction survey

### Specific Tasks/Products for FY13

- Install a tent facility at the Lodge at Little Seneca Creek.
- Update Rockwood’s Sky View Lodge to attract corporate clientele.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Target	Comments/Issues
% of time that facilities are rented	33%	12%	33%	33%	Continue target marketing
% of operating revenues that cover operating expenditures	Varies Each Year by Budgeted Amount	90%	72%	83%	Budgeted amount changes based on fluctuations in revenue and expenditures
% of patrons surveyed who rated service and program quality as good to excellent in random sampling surveys	80%	Not Available	Not Available	80%	User satisfaction survey instrument being developed for FY13

### Cost Recovery Goals

Event Centers Program Element –Enterprise Fund							Visjon 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Wedding - Woodlawn	Rentals Private	 Mostly Individual Benefit	125%	470%	470%	470%	New tent pad expanded rental opportunities

## Paved Surfaces

### Description

The Paved Surfaces Program provides for the care and maintenance of all park roadways including Sligo Creek Parkway, Little Falls Parkway, and Beach Drive, and includes parking lots and other paved surfaces. These parkways offer residents and visitors a scenic park experience while in transit as well as easy access to hiker/biker trails, playgrounds, basketball and tennis courts, and green open space along stream valleys for picnicking or bird watching. The parking lot and paved surfaces allows for safe, easy access and enjoyment of all park facilities.

### Goals

To provide safe and easy access to communities and parks, recreational opportunities (passive & active), natural environment accessibility, alternative routes and methods to work and special events.

### Performance Measures



Objective	Measure
Provide safe parking lots, paved surfaces, and parkway shoulders and guardrails.	Monthly inspections
Respond to citizen service requests in a timely manner	Respond to service requests and complete repairs within 30 days

### Specific Tasks/Products for FY13

- Mowing and trimming around and sweeping and/or blowing of paved surfaces.
- Maintenance of shoulders and guardrails.
- Replacement of deteriorated signage.
- Removal of invasive plants, and litter and trash.
- Removal of snow on roadway and paved surfaces (parking lots and sidewalks).
- Traffic control and enforcement by Park Police.
- Clean up after storm damage.
- Striping of parking lots.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of monthly inspections of parking lots, paved surfaces and parkway shoulders and guardrails completed	100%	Not Available	8%	8%	Staff reallocated to focus on higher priority areas
% of service calls with response and repair within 30 days	100%	54%	55%	55%	

### Cost Recovery Goals

Paved Surfaces Program Element – Park Fund							
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Parkways, Parking Lots, and other Paved Surfaces	Open Facility/ Area Usage	 Mostly Community Benefit	0%	0%	0%	0%	Core service

## Trails - Paved

### Description

The Trails - Paved Program Element provides for the maintenance and administration of more than 78 miles of paved trails, bridges and boardwalks throughout the park system. These trails connect the park system with the surrounding communities and offer the public convenient access to the natural environment and popular amenities. Paved trails are point-to-point trails and are 8-10 feet wide. The major trails include: Black Hill Regional Park, Cabin John Regional Park, Capital Crescent, Fairland Recreational Park, Little Falls Branch, Long Branch, Magruder Branch, Martin Luther King, Jr. Recreational Park, North Branch Trail, Northwest Branch Trail, Paint Branch, Rock Creek, Sligo Creek, South Germantown Recreational Park and Wheaton Regional Park. Other trails include Matthew Henson Trail and a variety of greenways and connector trails. Note: Paved trails are not plowed nor treated during snow or icy weather events except when the trail is identified as a corridor for the Safe Routes to School program.

### Goals

To provide well maintained hard surface trails for access to communities and parks, and safe recreational opportunities for walking, biking and running.

### Performance Measures


Objective	Measure
Provide trails with consistent surface and free of debris	Monthly Inspections
Provide safe bridges and boardwalks on paved trails	Cyclic planned inspections
Provide maintained trails by repairing trails in a timely manner	Respond to service requests and complete repairs within 30 days

### Specific Tasks/Products for FY13

- Continue a 30 day inspection cycle for trail surface, bridges, and boardwalks per recommended maintenance standards.
- Repair tripping hazards and deficiencies identified on trails.
- Monitor change in service calls after inspection program is initiated.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of monthly paved trail inspections completed	100%	72%	70%	70%	Too few staff available to conduct monthly inspections
% of trail bridges and boardwalks inspected per the planned cycle	100%	100%	100%	100%	
% of service calls with response and repair within 30 days	100%	54%	65%	65%	

**Cost Recovery Goals**

Trails - Paved Program Element – Park Fund							Visjon 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Paved Trails, Bridges, and Parkways	Open Facility/ Area Usage	 <p>1 Mostly Community Benefit</p>	0%	0%	0%	0%	Core service



## Arboriculture

### Description

The Arboriculture Program provides a comprehensive tree care program, managed by International Society of Arboriculture Certified Arborists, to plan, operate and administer county-wide operations to maintain healthy trees and forests. Professionally trained staff responds to over 1,000 service requests for tree maintenance and removals per year. Services include inspections of trees for health and safety, removal of high risk trees and limbs, preventative tree maintenance, 24/7 emergency tree response, and integrated pest management. The Significant and Champion Tree Program cares for over 200 individually notable trees, important stands of trees and those on historic properties. Care to trees under this program includes inventory and mapping, soil aeration and addition of amendments such as compost and compost tea, mulching to protect and enhance root systems and lightning protection installation. Expert arboricultural consultation for tree preservation and protection is provided to Park Development and Park Permitting projects.

### Goals

To provide healthy, sustainable trees in our parks; reduce the chances of property damage to our facilities; preserve historic, significant and champion trees and stands; and encourage Best Management Practices in Arboriculture for park development and construction projects.

### Performance Measures


Objective	Measure
Identify trees in need of maintenance	Annual inspections
Provide safe and healthy trees in our parks	Service request backlog and patron service requests
Provide timely consultation on park development and construction projects	Consultation responses
Respond to emergency service requests in a timely manner	Respond to emergency service requests within 3 hours

### Specific Tasks/Products for FY13

- Increase number of parks inspected annually.
- Increase inspections along property boundaries for preventive maintenance.
- Maintain tree emergency response and tree safety standards.
- Increase number of Historic, Significant and Champion Trees maintained.
- Increase Tree Steward Volunteer Program to 100 trained stewards.
- Reduce the amount of tree damage and loss that occurs from construction and renovation projects.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% parks inspected on an annual basis	100%	10%	36%	50%	Increase in inspections due to anticipated tree steward program
% of service requests for tree maintenance completed based on total number (includes completed, not done, or still in progress)	100%	66%	75%	75%	Increase in completed service requests due to efficiencies gained from redistributing work crews.
% requests for consultation responded to by provided deadlines	100%	100%	100%	100%	
% emergency service requests responded to within 3 hours	100%	100%	100%	100%	

Cost Recovery Goals

Arboriculture Program Element – Park Fund							Vision 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Tree Care	Open Facility/ Area Usage	 <p>Mostly Community Benefit</p>	0%	0%	0%	0%	Core service

## Horticulture

### Description

The Horticulture Program provides for the management, operation and administration of county-wide services to support the development, beautification, maintenance, conservation, and renovation of parks, and facilities. The Horticultural Program provides plant production services including the propagation and growing of woody and herbaceous materials, trees, shrubs, annuals, and perennials; compost operations; landscaping services including installation, maintenance and renovation of horticultural resources and a comprehensive two-year aftercare program for newly planted trees which includes watering, pruning and mulching.

### Goals

To provide well-designed and maintained landscapes that serve as the green infrastructure of the parks. Benefits include shade for park users, wildlife habitat and food sources for local fauna, reduction in storm water runoff, and improvement to water quality and energy conservation.

### Performance Measures



Objective	Measure
Produce trees for park planting projects	Trees planted
Provide timely consultation on park development and construction projects	Consultation responses
Provide tree aftercare program to meet industry standards to sustain tree survival	Tree aftercare maintenance

### Specific Tasks/Products for FY13

- Harvest and install approximately 1,000 locally grown trees into the Park's landscape from Pope Farm.
- Provide aftercare to include water, mulch and pruning to approximately 2,000 trees during the growing season thereby increasing survivability of plants installed on Parkland.
- Provide on-site inspection of park construction projects to ensure plants and installation meet standards.
- Provide a composting program to recycle and compost bio-degradable green material generated by Montgomery Parks. Compost Program will provide approximately 1500 yards of finished compost annually.
- Provide a horticulture major maintenance program for the Department.
- Elevate maintenance of horticultural areas at event centers including Rockwood and Woodlawn Manor.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of trees planted versus trees removed	100%	129%	190%	154%	
# of trees planted	--	1,029	2,087	2,000	
#of trees removed	--	800	1,100	1,300	
% requests for consultation responded to by provided deadlines	100%	100%	100%	100%	Additional Staff assisting with consultations
% of trees sustained after two year aftercare program	100%	100%	95%	95%	Workyears and resources have shifted to focus on departmental priorities.

Cost Recovery Goals

Horticulture Program Element – Park Fund							
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Plant Production Services	Open Facility/ Area Usage	 Mostly Community Benefit	0%	0%	0%	0%	Core service

## Natural Resources Management

### Description

The Natural Resource Management Program Element preserves, protects and enhances the natural environment within Parks. Services include habitat management and restoration, reforestation, rare species and habitat protection, non-native invasive (NNI) plant management, deer management, nuisance wildlife management, development and coordination of the Countywide Deer Management Program, and consultation to other divisions and outside agencies.

### Goals

To provide beautiful, diverse natural areas for the public to connect with nature and the outdoors; ensure functioning ecosystems and the benefits they provide all residents - e.g. cleaner air and water, reduced flooding and erosion, groundwater recharge, moderation of air and water temperature extremes, and many other critical ecosystem functions.

### Performance Measures



Objective	Measure
Develop and implement deer management programs to reduce negative impacts to park resources	Ongoing deer management programs in Best Natural Areas (BNAs) and Biodiversity Areas (BDAs)
Develop and implement programs that protect, maintain and enhance park vegetation resources	Ongoing vegetation management programs in BNAs and BDAs
Develop and implement Park Natural Resource Management plans to provide guidance to park management staff	Written Natural Resource Management Plans for BNAs and BDAs.
Enhance Natural Resource Management efforts through the use of volunteers	Volunteer hours

### Specific Tasks/Products for FY13

- Continue to develop and implement natural resource management recommendations through Operation and Use guidelines for park BNAs and BDAs.
- Incorporate park natural resource management work program into Smart Parks/ParkStat system.
- Continue development and updates of Nuisance Wildlife Management Guidelines.
- Continue to expand volunteer programs to assist with Natural Resource Management work.
- Continue to expand deer management program into new park areas.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of BNAs and BDAs with on-going deer management	80%	65%	65%	65%	Difficult to increase due to limited staff and budget, and restricted access to some Parks.
% of BNAs and BDAs with on-going vegetation mgt (e.g. NNI & meadow mgt, reforestation)	33%	3%	2%	4%	Drastically low level due to budget and staff cuts.
% of BNAs and BDAs with completed Natural Resource Management Plans	80%	22%	32%	45%	Relatively new effort that should expand in future.
# of volunteer hours spent on Natural Resource projects	10,000	10,045	10,000	10,100	A small new effort planned for FY12 will provide a small increase for FY13.

**Cost Recovery Goals**

Natural Resources Management Program Element – Park Fund							
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Deer Management Program	Monitored Facility/ Area Usage	 Considerable Community Benefit	15%	4%	4%	3%	

## Cultural Resources

### Description

The Cultural Resources Program provides stewardship and education via 117 built and 600 archaeological resources. Responsibilities include: rehabilitating historic buildings; telling the County's history through interpretation and public programs at the best sites; educating the public through historical talks, exhibits, and interpretive signage; master and preservation planning; and archaeology.

### Goals

To protect and rehabilitate historical buildings, promote archaeology, and provide educational and public programs that reveal the county's unique history.

### Performance Measures



Objective	Measure
Provide historic structures that are stabilized or rehabilitated according to best preservation practice	Historic structures stabilized or rehabilitated
Provide interesting, history-based programs at heritage building sites	User satisfaction surveys
Enhance interpretive and archaeological programs through a wide network of trained volunteers	Volunteer hours
Provide analysis of archaeological artifacts beyond dig and laboratory stages	Artifacts catalogued and analyzed in electronic database

### Specific Tasks/Products for FY13

- Rehabilitate Meadowbrook Stables with restored windows, doors, and refurbished woodwork.
- Create and install interpretive signs on the Civil War and environmental stewardship.
- Complete the Woodlawn Barn Visitors Center's design on Quakers and the Underground Railroad.
- Complete the Josiah Henson Special Park Facility Plan that creates a museum about slavery.
- Continue introducing first-person narrative, costumed interpretation at the Underground Railroad trail.
- Finalize Archaeology collections software database and continue dig at Josiah Henson Special Park.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
# of historic structures stabilized or rehabilitated per year (per completion of capital projects)	1	1	1	1	Planning and maintenance projects also are ongoing, and focus on priority historic buildings.
% of visitors who rated program quality as good to excellent in random customer surveys	90%	90%	90%	90%	Quality of interpretation depends on staff tours and well-trained docents.
# of work years contributed outside of operating budget via in-kind donations by archaeology and interpretive volunteers	4	4	4	4	There are 80 volunteers in the Cultural Resources program whose time equates to four or more work years annually.
% of artifacts catalogued and analyzed per Secretary of the Interior's Standards for Archaeology	5%	0%	0%	5%	Inadequate staffing. 1 yr fieldwork= 5 yrs in lab. FY13 is 1 <sup>st</sup> year of database necessary for analysis.

Cost Recovery Goals

Cultural Resources Program Element – Park Fund							Vision 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Underground Railroad Tour	Monitored Facility/ Area Usage	 Considerable Community Benefit	15%	83%	87%	91%	High usage of Volunteers
Specialized Camps, Archaeology	Specialized Event/Camp	 Balanced Community/ Individual Benefit	70%	98%	98%	98%	High usage of Volunteers



## Streams

### Description

There are 457 miles of streams and more than 500 lakes, ponds, and stormwater management facilities and devices in the park system. The Streams program manages these assets through: biological monitoring, stream restoration, stormwater management, volunteer trash cleanups, analysis of development impacts on aquatic resources, and coordinating the Department of Parks NPDES program. In addition, park staff members provide expert consultation and coordination with Federal, State and local agencies on inter-agency watershed restoration efforts affecting County parkland, as well as the retrofit and maintenance of stormwater facilities on parkland.

### Goals

To best steward the aquatic resources and provide a safe, enjoyable, aquatic resource-focused experience for park users; provide the necessary water quality and in-stream and riparian habitat to support aquatic and related terrestrial biota.

### Performance Measures


Objective	Measure
Maintain habitat and water quality to support aquatic biota per State Water Use Standards	State Water Use standards
Enhance stream work program of providing clean, trash free stream valleys through the use of volunteers	Stream clean-up projects
Maintain healthy streams for fauna	Monitor streams
Pro-actively plan stream stabilization/infrastructure protection projects	Stream restoration projects (measured in linear feet of restoration)

### Specific Tasks/Products for FY13

- Complete one or two stream restoration (stream bank stabilization, habitat enhancement) CIP projects in-house.
- Ensure that other agency projects, including InterCounty Connector mitigation projects and WSSC Consent Decree work is done properly, are well-coordinated, and do not have long-term negative impacts on park users or aquatic biota.
- Develop a more meaningful measure for volunteer stream cleanup outcomes and interagency coordination.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of streams within parks that meet State Water Use standards	95%	75%	95%	95%	Actuals based on CY2011 monitoring
# of stream clean-up (trash removal) projects using volunteers	Varies by Year	111	107	80	
# of monitoring sites sampled per year for fish, macroinvertebrates, and habitat	30	15	20	20	Workyears and resources have shifted to focus on departmental priorities.
Ratio of unplanned (emergency or other) stream restoration projects (measured in linear feet of restoration) to unplanned projects	2 to 1	0	2 to 1	2 to 1	

Cost Recovery Goals

Streams Program Element – Park Fund							Vision 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Stream Monitoring	Open Facility/ Area Usage	 Mostly Community Benefit	0%	0%	0%	0%	Core Service

## Natural Surface Trails

### Description

This program includes 141 miles of sanctioned trails maintained to departmental standards for use by hikers, equestrians and cyclists. The maintenance is primarily performed by region staff with help from volunteers. One to two miles of new hiking only and multi-use trail are constructed each year primarily by volunteers. One-half to one mile of existing sanctioned trail is renovated each year in order to meet departmental standards, and is performed primarily by volunteers. These are existing trails that once renovated will need less maintenance.

### Goals

To provide safe, enjoyable trails that meet the Department's sustainability standards; implement the CIP trail projects in order to provide more opportunities for trail users; decrease the amount of maintenance needed on trails by renovating existing trails so they meet the Department's sustainability standards.

### Performance Measures


Objective	Measure
Provide safe and enjoyable trails	Quarterly inspections
Maintain existing trails	Renovated trail
Construct new trails	New trail

### Specific Tasks/Products for FY13

- Increase the number of volunteers enrolled in the Trail Ranger program in order to alleviate some of the maintenance done by the region staff. Currently 45 rangers are covering 82 miles of trail.
- Increase the number of volunteer crew leaders who are trained to lead other volunteers on trail work days thereby increasing the number of projects completed during the year. Currently 11 crew leaders are supervising 20 projects per year.
- Increase number of volunteers certified in the use of chain saws in order to alleviate some maintenance done by park staff. Currently the Parks has two certified volunteers.
- Continue renovation of the Little Bennett trail system thereby decreasing the amount of maintenance needed by bringing the existing system up to departmental standards.
- Begin Design of the Mountain Bike Challenge Area in the Carson Farm Special Park.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of quarterly trail inspections completed	100%	63%	60%	65%	New trails are continually added which need additional coverage and maintenance.
# of trail miles renovated in order to meet sustainable standards	0.5 to 1 mile annually	1.4 miles	2.1 miles	2.0 miles	Increase renovation of existing trails and decrease new construction
# of trail miles constructed in order to meet sustainable standards	1 to 2 miles annually	1.7 miles	1.0 miles	1.0 miles	FY11 includes 1.2 miles of developer built trail and FY12 will decrease new trail construction

**Cost Recovery Goals**

Natural Surface Trails Program Element – Park Fund							Vision 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Sanctioned Trails for Hikers, Equestrians, and Cyclists	Open Facility/ Area Usage	 <p>Mostly Community Benefit</p>	0%	0%	0%	0%	Core Service

## Nature Centers

### Description

Nature education and interpretation are core values of the Department of Parks. The Department features four nature centers whose mission is to inspire people to learn about and enjoy our natural and cultural resources and to advocate for the stewardship of these resources. The Nature Centers Program accounts for the maintenance, operation, programming, and administration of nature-related activities, exhibits and facilities at Black Hill, Brookside, Locust Grove, and Meadowside Nature Centers. These facilities provide interpretive educational opportunities to the public as well as organized groups through exhibits, trails, gardens, special events, and naturalist programs throughout the year for over one million regional park visitors.

### Goals

To connect residents and visitors to the natural environment; educate and serve as a resource for natural, historical, and cultural heritage of Montgomery County; provide leisure opportunities; support Montgomery County Public Schools' curriculum goals; provide volunteer opportunities and trainings; serve diverse clientele; provide on-site and off-site programming opportunities; and provide summer nature camps.

### Performance Measures


Objective	Measure
Increase children's participation in outdoor activities as part of the No Child Left Inside initiative.	Participation numbers
Provide quality nature programs and experiences that meet the needs of a diverse clientele.	User satisfaction survey

### Specific Tasks/Products for FY13

- Promote outreach programs in Montgomery County schools, libraries and recreation centers.
- Provide 8 weeks of full-day summer camps with aftercare at each facility.
- Recruit and train volunteer naturalists to assist with implementation of programming
- Develop marketing strategies in alignment with Park-wide initiatives to promote programs and events.
- Amend existing programs and develop new programs that align with new Maryland Environmental Literacy Standards for schools.
- In conjunction with Brookside Gardens, develop an interpretive master plan.
- Increase the presence of naturalists in parks to educate visitors about park unique resources and stewardship values.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of programs with an outdoor component	100%	96%	100%	100%	
% of patrons surveyed who rated service and program quality as good to excellent in the "How Are We Doing?" surveys	90%	99%	90%	90%	

Cost Recovery Goals

Nature Centers Program Element – Park Fund							Vision 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Birthday Parties	Organized Parties	 <p>Mostly Individual Benefit</p>	125%	143%	143%	143%	

## Public Gardens

### Description

The mission of Public Gardens is to connect people to plants in a meaningful way so that they come to appreciate, cultivate and protect plants in their gardens and in the natural environment. This program element is responsible for the maintenance, programming and development of Brookside Gardens and McCrillis Gardens, a future garden at Ovid Hazen Wells Park in Damascus and the Parks Community Garden Program. Brookside Gardens approved operating budget is supplemented by an emerging advancement program and a robust enterprise revenue program, including the Garden of Lights, Wings of Fancy Live Butterfly Exhibit, and the School of Botanical Art and Illustration.

### Goals

To provide a place of beauty and relaxation for inspiration and mental well-being; offer safe, paved trails for exercise to improve physical health; build upon a reputation as an expert in the community for information about plants and gardening and develop mission-based programs to share this knowledge with our visitors; provide hands-on learning activities for children; maintain a year-round schedule of fee-based and free programs and activities to appeal to many ages, income levels, and interests; partner with community organizations with similar missions to leverage resources and provide enhanced services; grow unique specialty crops for horticultural displays and exhibits; design, plant, maintain and interpret gardens and landscapes and promote the growing of local produce and healthy living.

### Performance Measures




Objective	Measure
Provide quality horticulture programs and experiences that meet the needs of a diverse clientele.	User satisfaction survey
Provide garden plots for growing local produce	Number of plots available

### Specific Tasks/Products for FY13

- Identify and solicit alternative funding sources for the Community Garden program
- Partner with MCPS to develop school community gardens
- In conjunction with the Nature Centers, develop an interpretive master plan.
- Work with the Montgomery Parks Foundation to launch a capital campaign for phases one and two of the Master Plan for Brookside Gardens.
- Pursue Leadership in Energy and Environmental Design for Existing Buildings (LEED-EB) certification for the Brookside Gardens campus

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of patrons surveyed who rated service and program quality as good to excellent in the "How Are We Doing?" surveys	95%	96%	95%	95%	
# of garden plots available to the public	700	252	521	700	

Cost Recovery Goals

Public Gardens Program Element – Enterprise Fund							
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Children's Day	Community Wide Event	 1 Mostly Community Benefit	0%	62%	62%	62%	
Garden of Lights	Special Event	 3 Considerable Community Benefit	150%	143%	170%	140%	FY12 High visitation due to mild weather



## Park Planning

### Description

The Park Planning program works to ensure the provision of an adequate supply of County parks with an appropriate balance between stewardship of natural and cultural resources and recreation to meet the needs of all County citizens. Long-range planning efforts in FY13 include: implementation of *Vision 2030 and Ten-Year Strategic Plan (2011)*, an updated *Land Preservation, Parks, and Recreation (PROS) Plan*, the new *Urban Park Planning Guidelines*, the updated *Countywide Park Trails Plan*, and ongoing work on park master plans (regional, recreational, special, stream valley and conservation parks) and trail corridor plans. This program element also includes the ongoing implementation of the *Legacy Open Space Functional Master Plan (2001)* to, in coordination with the park acquisition program in Park Development, address issues of resource stewardship and ensure provision of an adequate supply of conservation and recreation parkland. Other park planning projects for FY13 include: studies for specific facilities related to changing recreation trends and demographics; concept plans for developer-dedicated parks; programs of requirements for urban, local, and neighborhood parks; park recommendations in community based master plans; operation and use plans for park managers; review of subdivision plans, mandatory referrals on parkland, and partnership proposals.

### Goals

To ensure that parks and trails are strategically planned and located to provide adequate supply and provide the appropriate balance between stewardship and recreation.

### Specific Tasks/Products for FY13


- Complete PROS Plan Update.
- Complete Countywide Park Trails Plan Amendment.
- Complete Urban Parks Guidelines.
- Review approximately 100 regulatory plans (site and preliminary plans, mandatory referrals, etc.)
- Prepare park planning recommendations in community based master plans, such as White Oak Science Gateway, Long Branch, Burtonsville, and Chevy Chase Lakes.
- Continue implementation of the Legacy Open Space program.

### Performance Measures

Objective	Measure
Protect the County's best natural and cultural resources for public enjoyment and enrichment	Retention of "Best Natural Areas" and "Cultural Resources"
Provide a wide variety of recreational opportunities to all County residents	PROS Plan and/or Vision 2030 Plan data regarding needs
Ensure that parks and trails are a key element of planning for future growth and development	Community-based plans

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of recommendations in approved park master plans and community based plans balance recreation and stewardship goals for natural and cultural resources	100%	100%	100%	100%	Staff always bases recommendations on a balance of needs with established stewardship goals.
% Park and Trail staff time dedicated to implementing Vision 2030 priorities	75%	NA	75%	80%	Work program follows priorities from final Vision 2030 Plan, June, 2011.
% of community-based plans that have a dedicated parks element	100%	100%	100%	100%	Every plan has a park team providing recommendations.

**Cost Recovery Goals**

Park Planning Program Element – Park Fund							Visjon 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Park Planning	Indirect Costs	 <p>1 2 3 4 5</p> <p>Mostly Community Benefit</p>	0%	0%	0%	0%	Core Service

## Partnerships

### Description

Partnerships include all types of support relationships that enable Montgomery Parks to provide high quality services, activities, and programs to the public. These include: public-private partnership projects, community partnerships (such as volunteers and friends groups), corporate sponsorships, and grants and donations received from foundations, individuals, and the Montgomery Parks Foundation (MPF) in support of our work. The projects supported by these varying types of non-tax supported funding are selected from the annual funding priorities list and are typically projects with significant value that are least likely to receive operating or CIP funds. One of the principal goals of the Partnerships Program is to generate support for the park system via non-tax supported resources in order to continually improve the overall parks experience for the residents and visitors of the Montgomery County Park System.

### Goals

To leverage the assets of both the public and private sector through Private Public Partnerships that increase and enhance the quality and level of service provided by public resources alone.

### Performance Measures


Objective	Measure
Develop community partnerships in support of parks	Volunteer participation
Ensure public-private partnerships are supporting departmental funding priorities and master plans	Public Private Partnerships

### Specific Tasks/Products for FY13

- Develop a directed partnerships approach for larger public-private partnerships to ensure these partnerships are aligned with the department's funding priorities and our master plan process.
- Identify and market 2 to 5 direct partnership opportunities to target audiences.
- Build corporate and youth participation in volunteer initiatives.
- Inform prospective partners about the new directed partnerships approach and community match opportunities.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% increase of the number of volunteers participating in park projects	2%	-1%	-1%	0%	Reduced staff working on volunteer coordination due to budget constraints  # of volunteers in FY10 = 8,500 FY11 = 8,446
% of public-private partnership projects that support funding priority list and/or master plan goals	100%	100%	100%	100%	

Cost Recovery Goals

Partnerships Program Element – Park Fund							Vision 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Partnerships	Rentals, Partner	 Balanced Community/ Individual Benefit	70%	TBD	TBD	TBD	Parks has a number of unique partnerships. Cost recovery data has not been thoroughly analyzed.

## Property Management

### Description

The Property Management program provides lease administration and real property management for a diverse portfolio of commercial buildings, residential housing, historic properties, and a number of unique facilities and programs including affordable equestrian recreation, instructional classes, meeting space, therapeutic services, soccer and a wildlife refuge. The Property Management program promotes use of properties as sources of revenue for public benefit, and as a means of land stewardship. The program promotes effective and best practices as a landlord representative for the County's extensive Parks system.

### Goals

To provide oversight of leased Commission property, and ensure Commission leases and agreements reflect current Commission practices and policies; and, where appropriate, provide a source of revenue.

### Performance Measures




Objective	Measure
Achieve a high occupancy rate for Commission park rental houses offered for lease.	Occupancy rate
Reduce the number of expired or outdated legal agreements.	Backlog of legal agreements
Provide for the demolition of candidate Commission properties.	Demolition performance statistics.

### Specific Tasks/Products for FY13

- Advertise, market and secure qualified tenants for vacant Commission park rental houses.
- Maintain a detailed inventory of agreements for leased Commission property, including the lease expiration dates.
- Revise, update, produce or terminate legal agreements for leased Commission properties.
- Identify funding, secure necessary permits, and provide for the demolition of candidate Commission properties.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of occupied of park rental houses	100%	100%	91%	91%	FY12 = 36 rental units Poor economy and longer turnover time contribute to the lower occupancy rate.
% reduction of backlog of expired or outdated legal agreements for rental properties	90%	31%	31%	50%	FY12 = 41 leases of 131 are expired or outdated. FY13 - Reprioritize work program to allocate more staff to this effort and facilitate legal review.
% of identified candidate properties for demolition that are demolished	75%	90%	50%	80%	Poor economy and fewer staff resources contribute to the lower number of candidate properties, as well as the demolition accomplishment rate.
# Identified candidate properties	--	9	4	4	
# Properties demolished	--	10	7	5	

Cost Recovery Goals

Property Management Program Element – Park Fund							
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Park Rental Houses	Rentals Private	 Mostly Individual Benefit	125%	140%	117%	117%	Maintenance and leasing performed in-house beginning in FY12.
Group Homes	Rentals Inter-Governmental Agencies	 Mostly Individual Benefit	70%	0%	0%	0%	Leased to Montgomery County Government for \$1 per year

## Third Party Support

### Description

The Third Party Support program provides for the coordination of event planning and evaluation, policing, and staff assistance related to events and programs hosted by non-park groups on parkland or in park owned facilities. The primary customers served are the Montgomery County Recreation Department (MCRD) and the Montgomery County Revenue Authority (MCRA). The program is primarily comprised of Park Police support for MCRD's four aquatic centers, nine community centers, the 4<sup>th</sup> of July celebration, as well as the MCRA's four leased golf courses. Other events are the annual Iranian New Year Festival, marathons and walks, and support for other Federal, State, and local policing agencies. The Park Police support includes, but is not limited to, site/facility security, crime prevention, crime reporting and investigation. Additional customers vary from businesses hosting trade and product demonstrations, to various ethnic groups celebrating and promoting their heritage.

### Goals

To ensure a safe and enjoyable recreation experience at specific park facilities owned by the Parks Department and operated, managed and staffed by other entities, and offer suitable parks and facilities for use by the public as venues of special events in exchange for fees that will cover the costs of providing the services and personnel to support those events.

### Performance Measures



Objective	Measure
Provide seamless coordination of third party facility usage and satisfactory experiences for those customers.	User satisfaction surveys and after action event assessment
Provide pre-event analysis to ensure best locations are selected for proposed/scheduled events.	Pre-event coordination
Provide third-party events using little or no tax payer funding	Cost recovery

### Specific Tasks/Products for FY13

- Introduce and monitor user satisfaction surveys.
- Increase public awareness of public third-party events hosted on parkland if/as appropriate.
- Monitor cost recovery of events requiring additional support from Parks staff.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of event facilities used and services rated as good or excellent by third party groups/users	80%	N/A	80%	80%	Survey to be introduced in FY12
% of proposed events that have pre-event coordination with all affected parties	100%	100%	100%	100%	
% of events with identified costs for which costs were recovered	80%	N/A	80%	80%	

Cost Recovery Goals

Third Party Support Program Element – Park Fund							Visjon 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Marathon in the Parks	Rentals, Non-Profit/Civic Group	 <p>Balanced Community/ Individual Benefit</p>	70%	100%	100%	100%	
Walks – Avon, Komen, Hope	Rentals, Non-Profit/Civic Group	 <p>Balanced Community/ Individual Benefit</p>	70%	100%	100%	100%	



## Management and Administration

### Description

The Management and Administration Program provides for the management and administration of the entire work program for the Department. This includes the development, implementation and monitoring of all programs, sub-programs, and program elements. This program is comprised of senior level management staff as well as administrative positions that direct, guide and support the work program for the Department.

The Management and Administration Program ensures that the work of the Department is conducted in an efficient and effective way, supports the Department's mission, meets organizational goals, adheres to best practices, and performs to the standards and measures established by Department leaders and County policymakers.

### Goals

To establish clear accountability and measurement standards for managers; empower park staff through support, training and mentoring; ensure the Department continues to evolve toward a more customer-oriented organization; institute economies of scale where/when appropriate and cost effective; lead the development of Department goals and objectives and manage the work programs to deliver the desired outcomes.

### Performance Measures


Objective	Measure
Enhance staff training opportunities	Hours of training provided to staff
Revitalize park training curriculum for park staff	Develop individual training plans
Develop new revenue sources to leverage tax-supported resources	New funding opportunities

### Specific Tasks/Products for FY13

- Finalize Training Curriculum and Database.
- Preparation of employee development plans aligned with key organizational goals and priorities.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
# hours of training provided to staff	500 hours	664 hours	665 hours	665 hours	Hours tracked in Commission-wide Training Calendar. Does not include training outside of the agency
% of individual development plans created for all positions or employees	50%	N/A	10%	50%	Development of plans by classification series will begin in FY12
% of alternative funding leveraged as a % of overall operating budget	20%	N/A	10%	20%	Expand opportunities through the Parks Foundation and departmental sponsorships

**Cost Recovery Goals**

Management and Administration Program Element – Park Fund							Vision 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Management and Administrative Services	Indirect Costs	 <p>Mostly Community Benefit</p>	0%	0%	0%	0%	Core Service

## Capital Investment

### Description

The Capital Investment Program Element provides new parks and recreational amenities to meet needs, renews older parks and infrastructure, and protects the natural environment. This program includes the following sub-elements: Land Acquisition, Infrastructure Maintenance/Renovation, Environmental/Stewardship Projects, and New Development.

### Goals

To establish a comprehensive implementation and financial strategy to renovate/replace aging park infrastructure to adequately maintain the park system for users; support leisure and recreational services by providing new and/or enhanced park facilities; protect and preserve open space, and valuable historic, cultural, and natural resources.

### Performance Measures



Objective	Measure
Acquire land for new parks or expansion of existing parkland for new park facilities, preservation of open space, historic, or cultural resources.	Funds spent on land acquired
Develop new parks and park facilities.	Funds spent on new parks or park facilities.
Renovation or replacement of existing park facilities.	Funds spent on renovation or replacement of existing park facilities.
Protection or renovation of park-owned natural, environmental, or historical resources.	Funds spent on protection or renovation of park-owned natural, environmental, or historical resources.

### Specific Tasks/Products for FY13

- Acquire 200 acres of parkland through the Legacy Open Space Program, 50 acres of non-local parkland, and 5 acres of local park land.
- Reduce investment in new parks and focus on renovating existing parks in order to reduce maintenance and other impacts to the operating budget.
- Continue Sustainable Site Design, Environmental Site Design, and Low Impact Development.
- Renovate 10 playgrounds, 8 basketball/tennis courts, and 4 park sites to meet ADA standards.
- Survey/inspect at least 25 park encroachments, and complete 2 facility plans.
- Continue business process improvements using new technology platforms, commissioning to preserve capital investments, and web-based project management systems.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of budgeted amount spent and encumbered for acquisition for local parks, non-local parks, and Legacy Open Space (LOS)	80%	114%	80%	80%	Exceeded goal due to improved business process.
% of budgeted amount spent and encumbered through multi-year contracts for new parks or park facilities	80%	205%	80%	80%	Exceeded goal due to improved business process.
% of budgeted amount spent and encumbered through multi-year contracts for renovation or replacement of existing park	80%	174%	80%	80%	Exceeded goal due to improved business process.
% of budgeted amount spent and encumbered through multi-year contracts for protection or renovation of park-owned natural, environmental, and historical resources	80%	151%	80%	80%	Exceeded goal due to improved business process.

**Cost Recovery Goals**

Capital Investment Program Element – Park Fund							
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Capital Investment Services	Indirect Costs	 Mostly Community Benefit	0%	0%	0%	0%	Core Service