

PLANNING AND COMMUNITY DEVELOPMENT

STRATEGIC PLAN

MISSION

The Department of Planning and Community Development is charged with the responsibility to preserve and protect the health, safety, welfare, integrity and ideals upon which Greenbelt was founded, for the city and its residents and visitors, through thoughtful planning and guidance of physical growth and change, and the enforcement of city codes which define the quality, character and maintenance of all properties, buildings, and infrastructure in Greenbelt.

VALUES

We are here to serve the public.

Every task and project undertaken by the department, whether directly or indirectly provides service to the community. Accordingly, it is this focus which defines the manner in which the department operates.

We strive to be fair, consistent and effective in taking enforcement actions. Enforcement actions are used only to obtain compliance, and not as an ends unto itself.

We recognize that we must plan for all residents of the city – present and future. We are charged with representing the interests of all segments of the community, recognizing that everyone is entitled to a safe, healthy and well planned place to live, work, school and recreate.

All opinions are valued and respected.

GOALS

I. Improve and enhance public safety (Visioning)

Accomplishments

- ★ Dedicated additional inspection hours to complaint investigation and general code compliance monitoring at Empirian Village. An average of 48 inspection hours per week were focused on Empirian Village inspection and case management.
- ★ Continued special enforcement efforts focused at Northway fields dumping, Roosevelt Center rules and regulations, trash disposal, noise abatement, and handbill violations.
- ★ Continuation of annual inspection of all apartment buildings and commercial properties.
- ★ Maintained a consistent enforcement effort at the vacant Greenbelt Nursing Center until the building was razed in a controlled demolition. Inspected for proper restoration of the site.
- ★ Continued sediment control and site compliance inspections at the Ambulatory Care Center.

- ★ Initiated enforcement on several unfit dwelling units, and continued enforcement effort of unfit dwellings which have not been brought into compliance. Obtained administrative search warrants when necessary to perform required inspections.

Issues

The City Council approved the funding of an additional Community Development Inspector so the department could assign an inspector full-time to Empirian Village. This position was not filled until February, but through the management of the work load, the department was able to maintain inspection presence of 48 hours per week at Empirian Village for the entire year, even before adding the new inspector to the staff. This allowed the department to fulfill one of Council's most important management objectives for the year of increasing inspection activity at the property.

The maintenance problems that characterized the Springhill Lake Apartments are still evident, even after the change in ownership. It had been hoped that under new ownership, a sustained effort to maintain the property would become the new standard. This may yet happen, but at this time indicators of property maintenance investment and effort, such as the number of complaints received from residents and the length of time required to resolve complaints and violations, do not reflect an improvement in the quality of property care and maintenance.

Elsewhere in the city, in a troubling but no longer surprising trend, several unfit dwelling units were identified this year as in past years. In many cases the condition in the home is discovered by a family member, friend, or as a result of some type of noxious impact from the unfit unit into an adjacent area. Unfit units require many months of enforcement effort, and usually require assistance of other individuals and agencies. Unfortunately, without continued intervention, the occupant usually relapses to the same patterns which lead to the unfit condition. The department involves Greenbelt CARES, County Adult Protective Services, and other agencies as appropriate when these conditions are discovered. It is a problem which will not be solved; it can only be managed on a case by case basis.

Action Steps/Management Objectives

- ✦ Continue concentrated inspection and enforcement at Empirian Village. Expand efforts to include coordination with other city departments, to broaden the city's effectiveness in facilitating physical and social improvement at the property.
- ✦ Continue the program of providing smoke detectors and batteries in any housing unit which does not have the required operating detectors at the time of a property maintenance inspection, thereby ensuring that no inspected housing unit is without basic fire detection systems.
- ✦ Begin semi-annual, city-wide windshield inspections to identify property code violations early, and extend consistent property maintenance monitoring throughout the city.

II. Improve transportation opportunities. (Visioning)

Accomplishments

- ★ Completed Greenbelt East traffic calming construction.

- ★ Replaced the stolen *Speed Sentry* unit and purchased a second unit. Coordinated with Public Works on the installation and relocation of the units consistent with a schedule to place the unit throughout the community, and in response to requests from the public for speed monitoring. Collected and analyzed the data from the *Speed Sentry* units and made recommendations for traffic calming and enforcement actions in response to the data analysis.
- ★ Worked with the Advisory Planning Board on the development of a city-wide pedestrian and bicycle master plan. Received a grant from the Council of Governments' Transportation/Land Use Connection program for the preparation of a city-wide pedestrian and bicycle master plan.
- ★ Prepared grant application for Safe Routes to School program.
- ★ Coordinated road improvement projects on Cherrywood Lane with the Public Works Department, including installation of a crosswalk to improve pedestrian access to Metro Access Drive, and at the entrance to Chipotle's to improve traffic safety. In Greenbelt East, added crosswalks at key intersections.



Issues

The two Speed Sentry units have been in use for much of the year. Units are placed at different locations throughout the city and remain there for two weeks. During the two weeks, the display is turned off for one week so that control data on speed can be collected. During the second week, the display is illuminated, and speed and volume data is collected. Staff can then compare the data to determine if the Speed Sentry has been effective in reducing vehicle speeds.

The data that has been collected from the Speed Sentry is valuable as it provides an objective measure of traffic conditions in the city, and the staff can develop responses based on conclusions drawn from the data. In addition, the Speed Sentry units receive positive public feedback. Generally, vehicle speeds observed and displayed are at or below posted speed limits.

The department continues to respond to requests for improvements or changes in the pedestrian, bicycle, and vehicle network. The recent installation of bollards at Chipotles and the crosswalk with flashing warning bollards, both on Cherrywood Lane, are examples of countermeasures taken as a result of citizen concerns. Not all complaints or suggestions made to department staff result in changes, but all are evaluated, and changes are made when they would improve safety and operations.

Action Steps/Management Objectives

- ✦ Examine use of rapid flashing beacons to improve visibility at crosswalks.
- ✦ Identify possible funding sources to acquire additional Speed Sentry units.
- ✦ Continue responding to comments and suggestions from citizens. Recommend changes to the pedestrian, bicycle and vehicular network made when needed and justified.

III. Undertake and complete capital projects and infrastructure improvements within budget and in a timely fashion.



Accomplishments

- ★ Continued project management of the Public Works expansion, extending into final inspections, project closeout, turn over, and maintenance/warranty period.
- ★ Filed for Maryland Department of the Environment permits for the construction of the Greenhill/Hillside Roads Outfall Stabilization and Stream Restoration Project.
- ★ Continued working with GTM Architects to secure a building permit for renovation of the Greenbelt Theater. Worked with Gardiner and Gardiner Construction to develop a cost estimate for the project and to evaluate the constructability of the project. Also evaluated phasing of the project in an effort to minimize disruption to the operation of the theater. Undertook an acoustic analysis to ensure that interior modifications would not detract from the quality of the theater sound system.
- ★ Managed the extension of electric service to the observatory at Northway Fields and closed out the Prince George's County building permit for the observatory.
- ★ Completed the first phase recommendations for the space study for the police station, as well as improvements to the rear parking lot.
- ★ Coordinated obtaining required state and county approvals required as a condition of outside funding for the Greenbelt Theater renovation project and the Buddy Attick Park restroom project.
- ★ Oversaw the design and installation of the restroom facility at Buddy Attick Park.

Issues

Timely completion of capital projects is an ongoing challenge to staff, since there are many individuals and agencies involved in the planning, design, review, approval, permitting, inspection and contract management of every project. Several of the projects nearing completion this year reflect years and years of project development.

There are typically three factors which cause project delay. The first is definition of a project scope, which can expand as more people become involved and different ideas and goals are injected into the project. This is a problem because the project can quickly grow larger than initial budget estimates. A second problem arises when detailed cost estimating is not completed and underestimates design, permit and utility costs and fees. These can easily make up 30% of a major project, and for smaller projects this percentage can grow to 50% of the project cost.

The final area of delay occurs during the permitting process. Our recent experiences have seen permits taking well over one year to be reviewed and approved, and over three years for the Public Works project. These delays have a disastrous impact on project costs, due to cost escalation, additional professional service costs, expiration of permits, and the unquantifiable frustration to the public.

While much of what happens with a capital project falls outside the city's control, we should exercise greater control over the project scoping, cost estimation and design phases of a project. This means formalizing our process so the city is never faced with a project which can't be funded after it is designed and permitted. It is suggested that a formal project planning process be developed, and that all major projects be handled according to that process. This would require more time and expense in the early stages of project planning, but will result in a more streamlined design development stage.

Action Steps/Management Objectives

- ✦ Complete the Buddy Attick restroom and the Greenbelt Theater renovation projects.
- ✦ Develop a capital project planning process for managing future major capital projects.

IV. Maintain an active, leadership role in planning for development and redevelopment in Greenbelt West.

Accomplishments

- ★ Continued review of plans for development of Greenbelt Station, until development stopped. Worked with banks which had posted bonds for permitted construction of streets and stormdrains to see that all work necessary to stabilize the site had been completed. Also identified consultants who had not been paid and worked with the surety companies to obtain compensation for those owed fees by the developer.
- ★ Consulted with Beltway Plaza on concepts for the construction of 1,400 dwelling units at the Beltway Plaza site as part of its "redevelopment". Noted significant deficiencies in the plan which should be addressed, but continued with review of the plans when the owners filed the development plans with M-NCPPC in spite of the objections of city staff.
- ★ Reviewed a request to vacate a plat of right-of-way for Railroad Avenue, a paper street located within the Greenbelt Station development.
- ★ Monitored the development agreement with Greenbelt Station to ensure compliance.
- ★ Enforced conditions of the annexation agreement for the South Core, particularly as it related to right-of-way requirements.

- ★ Issued two construction permits for streets and stormwater construction for Greenbelt Station.
- ★ Required issuance of a permit for the construction of the Cherrywood Lane/Metro Access Drive roundabout, which must start by the end of March, 2009. Worked with WMATA on revisions to the design necessitated by WMATA's use of longer buses. As a result of staff's requirement, a performance bond guaranteeing construction of the roundabout was posted with the city.
- ★ Reviewed the sign plan for Capital Office Park.
- ★ Worked with Capital Office Park on repairs to the pedestrian and bicycle path that provides a critical link from Kenilworth Avenue to Ivy Lane.
- ★ Consulted with Petrie Ross Ventures in their evaluation of a solicitation for construction of a Federal agency office complex at Greenbelt Station. Petrie Ross ultimately did not respond to the solicitation.
- ★ Reviewed the building permit application for Old Line Bank in the Capital Office Park and negotiated right-of-way improvements for Turner Drive.
- ★ Inspected the Branchville Road bridge construction at Greenbelt Station for that portion of the bridge within the city, as well as public street construction in the South Core of Greenbelt Station. Paid particular attention to sediment and erosion control measures given the history of sediment control failures from upstream construction sites not within the city but which drain into Indian Creek. Upon learning that Greenbelt Station had ceased operations, conducted inspections of land development work to determine if any additional work needed to be done to ensure that the property would be properly stabilized and secured.
- ★ Reviewed the feasibility study for the construction of a major league soccer stadium at Greenbelt Station.



Issues

Over the next 10 years, development at Greenbelt Station was expected to bring over 2 million square feet of commercial floor area, 300 hotel rooms and 2,000 dwelling units into Greenbelt. However, the ongoing credit crisis and economic downturn has caused all construction and land development at Greenbelt Station to stop, with no indication when construction might resume. This time last year it was expected that construction of housing units in the South Core would be underway, with first units available for occupancy sometime in 2009. Now, we have no idea when construction may start, and even if the development concept previously approved will be used. Discussions about possible development options for the North Core are also on hold.

Discussions with Beltway Plaza (BWP) about “redevelopment” have also been underway for several years, and BWP is indicating that they intend to proceed with their plans to build 1,400 dwelling units on their site. Planning staff has identified many problems with their concept, but BWP plans to proceed with design review. It is too early to predict what will happen during the development review process, but it is possible the city could find itself involved in another protracted opposition case. While it is premature to conclude

that redevelopment at Beltway Plaza could not be beneficial to the property and to the city, the plans currently being circulated would need significant redesign to be considered a desirable plan.

Even though the new owners of Empirian Village do not propose redevelopment of the former Springhill Lake Apartment complex, they are planning to renovate the buildings, mechanical systems, and apartment interiors. The scope of the improvements is being developed, and it too is being scaled back due to the current economic conditions. Even with these proposed improvements, the property requires aggressive maintenance to take care of long neglected problems and to avoid continued decline of the buildings. Staff will continue to work with the owners in seeing this property improved.

Action Steps/Management Objectives

- ✦ Review detailed site plans, landscape plans, storm drain and paving plans, and all other design and construction plans for Greenbelt Station, when construction and development resume.
- ✦ Engage in continuous discussions with Empirian Village regarding their plans for renovations, ensuring that equal attention is paid to maintenance repairs and upgrades.
- ✦ Work with Beltway Plaza on the review of their concepts for redevelopment, ensuring that any plans reflect strategies to improve the visual and functional qualities of the property, and that any changes contribute to the economic and social quality of the community.

V. Preserve and enhance Greenbelt’s legacy of a planned community.

Accomplishments

- ★ Reviewed revisions to the site plan for the expansion of the Capitol Cadillac showroom.
- ★ Processed two variance applications.
- ★ Proposed a plan for the maintenance of Greenbelt Lake, including dredging of the forebays.
- ★ Met with local watershed groups to review the city’s development review process.
- ★ Received Maryland Board of Public Works approval for two Program Open Space (POS) development projects. Completed and submitted the annual POS program. Applied for reimbursement from POS for the skatepark project, and the Canning Terrace playground improvement project.
- ★ Continued to implement the city-wide encroachment policy.
- ★ Worked with the Forest Preserve Advisory Board (FPAB), focusing on trail management and coordinating actions and activities of other groups with the forest preserve management and maintenance guidelines. Worked with Public Works and the FPAB on recommendations for the removal of invasive species adjacent to the observatory.
- ★ Worked with citizen organizers of the Pumpkin Walk, in conjunction with the FPAB, to ensure that the activity was conducted consistent with management and maintenance guidelines for the forest preserve.

- ★ Submitted a grant application to the Maryland Department of the Environment requesting funding for the Greenhill/Hillside Roads Outfall Stabilization and Stream Restoration project.
- ★ Coordinated the review of environmental permits associated with Greenbelt Station with the city's environmental consultant.
- ★ Applied for the Transportation Grant Program with the Maryland Department of Energy.
- ★ Participated in the Greener Greenbelt Initiative workshops.
- ★ Settled a court case involving the illegal removal of mature trees in the city right-of-way, receiving sufficient funds to cover the cost of planting new trees.
- ★ Submitted a draft of the Emergency Action Plan for the Greenbelt Lake dam with the Maryland Department of the Environment and participated in the city's required emergency preparedness exercise. Continued working with the city's consultant, CPJ & Associates, on the completion of the project.

Issues

There are few remaining undeveloped parcels in the city, with most of those being in Greenbelt West. Opportunities for new development in other parts of the city will be limited to tear downs or infill development. Under either scenario, the zoning ordinance does not provide the design flexibility necessary for redevelopment within existing communities and neighborhoods. Therefore, any proposals for new development within developed Greenbelt should not be forced into a site because of the requirements of the zoning ordinance. Infill development should be contextual. It should complement its neighborhood, and this means that redevelopment proposals may be accompanied by proposals for changes in the zoning ordinance. It is important to recognize that an inflexible and outdated zoning ordinance may not result in good design, but could instead be an impediment.

Good infill and/or redevelopment in existing neighborhoods may require use of zoning tools, techniques and regulations which do not currently exist. Zoning exists to implement a good plan. Zoning, which does not accomplish desired change, or which creates an obstacle to desired, planned change, does not serve the public's interest. Therefore, it is important that the city remain open to the possibility that new zoning techniques may be needed to achieve desired change.

There are many needs for treating environmental features in the city. One of the greatest challenges facing the city in the coming years is the health of the Greenbelt Lake. The lake and forebays have filled with silt and sediments, and this has compromised the water quality of the lake. Aesthetically, the lake is suffering due to growth of aquatic vegetation and recurring algae blooms. While the lake can continue to function as a water quality facility for an untold period of time, the recreation and aesthetic value of the lake is suffering.

Dredging of the lake and the forebay will probably cost well over \$1 million, and engineering and permitting for such a project could add 20% of the project cost. It appears that the only reasonable option to undertake any significant water quality project at the Greenbelt Lake will require that the city identify a major outside funding source.

One approach being taken in other jurisdictions to improve water quality is to allow the use of permeable pavement. The benefits of such pavement, in addition to performance and maintenance issues, should be examined to determine if modification to paving standards is advisable.

Action Steps/Management Objectives

- ✦ Evaluate the present and future housing needs of the community, to provide context for evaluating new development and redevelopment opportunities for housing growth in the city.
- ✦ Review proposals for redevelopment or infill development which reflects quality design which is sensitive to its environment and is beneficial to the neighborhood and community. This would include evaluating changes in the zoning ordinance to allow the desired development.
- ✦ Oversee the completion of the Greenhill/Hillside Roads outfall stabilization and stream restoration project.
- ✦ Identify grant funding for the implementation of Greenbelt Lake water quality improvement projects.
- ✦ Review all development plans to evaluate potential impacts on the environment.
- ✦ Examine standards for permeable pavement and determine if there are appropriate applications in the city.



VI. Operate, assign and administer the work program and departmental activities for efficiency without compromising quality and effectiveness.

Accomplishments

- ★ Continued converting archived plans to electronic files.
- ★ Began implementation of file retention policy.
- ★ Researched database programs for managing department files, particularly those associated with the code enforcement/community development functions.
- ★ Computerized complaint files, allowing for more efficient assignment and monitoring of citizen complaints.
- ★ Created a complaint tracking system for Animal Control.
- ★ Automated the city's building permit tracking system.
- ★ Developed a more efficient database management system for the False Alarm Reduction program.
- ★ Acquired new Global Positioning System (GPS) unit and provided instruction on its use to the Public Works Department.
- ★ Began posting department weekly reports to the Greenbelters discussion list.

Issues

Due to the magnitude of the work program, the variety of tasks and responsibilities assigned to the department, and the urgency and time sensitive nature of much of the department's work load, it is necessary to constantly assign and reassign duties to meet all of the demands placed on the office. Since much of what this department deals with are issues of public health and safety, it is imperative that public contacts, response, and communication within and outside the department, be accurate, complete and timely. This has been difficult because there is no central system to manage information. A complicating factor is the ease with which the public can contact the department and personnel within the department. We receive comments and complaints via email, phone, letter, the Greenbelters group, notes, Council action requests, customer contact, police radio calls, and personal observation.

While we have implemented our own solutions as we are best able, primarily by establishing individual data bases for each type of problem, these data bases are only marginally effective in managing information. We do not have remote access to the data. Staff members cannot update the data bases, so the information is often stale. Further, cases or files in one data base do not communicate with another data base.

Since demand for service does not decline over time, we must be efficient and effective in our efforts. Case management is the single greatest area where operation efficiencies can be realized.

Action Steps/Management Objectives

- ✦ Identify a database program to manage code enforcement case files.
- ✦ Continue converting plans to electronic media.
- ✦ Participate in the city's web based complaint log and tracking system.
- ✦ Monitor response time to requests for service to ensure that citizen contacts are handled promptly and to ensure that staff is communicating with the public regarding calls for service.

VII. Participate in state, county and regional activities to represent and promote city interests.

Accomplishments

- ★ Participated in U.S. Census Local Update of Census Addresses (LUCA) program to confirm the city's boundaries in preparation for the 2010 census.
- ★ Participated in the Maryland Municipal League Planning Director Advisory Group which provides technical advice in municipal planning and zoning issues. Also participated in the Planning Director's roundtable associated with the Maryland Department of State Planning.
- ★ Reviewed and provided comments on the Federal Capital Improvements Program for FY 2009-2014, the State of Maryland Consolidated Transportation Program for FY 2009 – 2014, and the Prince George's County Department of Public Works and Transportation Transit and Operation plan.
- ★ Reviewed seven alternatives for the US Route 1/MD Route 201 Corridor Study and reviewed options with the Advisory Planning Board and the City Council.

- ★ Monitored plans for the Purple Line by the Maryland Transit Authority.
- ★ Worked with County Councilmember Dernoga on legislation to create Transferable Development Rights procedures in Prince George's County.
- ★ Reviewed the County's Master Plan for Transportation and provided comments to the City Council.



- ★ Monitored county planning projects including the update of the Historic Sites and District Plan and the Water Resources Functional Master Plan.
- ★ Reviewed proposed county legislation to implement the Green Infrastructure Plan.
- ★ A member of staff was elected President of the Maryland False Alarm Reduction Association.
- ★ Coordinated with the WSSC on the water main rehabilitation project to ensure that damaged areas are repaired promptly and consistent with city standards.

Issues

The staff is very involved in the planning and review for local, regional and statewide projects which may impact the city. This commitment of time will continue. In addition, staff reviews development and zoning plans which occur outside of the city to determine if there will be an impact on the city.

This year the planning staff worked with County Councilmember Dernoga on proposed legislation to create a process for the transfer of development rights (TDR's) in the county. This legislation was characterized as an anti-sprawl measure, so there was a great deal of public interest in the legislation even before it had been carefully evaluated. Upon further examination, it was determined that the proposed TDR process would undermine the Greenbelt Station agreement, and could result in an increase in the amount of new residential development in the city. The proposed legislation is on hold as comments are evaluated. It is imperative that initiatives such as a TDR program be carefully examined for adverse impacts to the city's interests.

With the emphasis on Smart Growth, and efforts to focus new development within the developed tier, it is possible that proposals for new development in the city may include an increase of density. County regulations do not recognize impact of development on municipal public facilities, and staff is concerned that the Smart Growth movement could run contrary to Council goals to protect existing neighborhoods.

Caution must be taken when evaluating new legislation or new development to consider all impacts on Greenbelt, and resist efforts by those outside of Greenbelt to define the value and benefit without a thorough understanding of the merits of a proposal.

Action Steps/Management Objectives

- ✦ Review all proposed county zoning legislation for impact on the city before offering comment.

IX. Continue investment in the professional development of the staff. Keep the staff well trained and up to date on professional and technological advances. Encourage professional recognition through designation by accreditation organizations and bodies.

Accomplishments

- ★ All inspectors obtained national certification.
- ★ Took advantage of free or low cost training opportunities throughout the region.
- ★ The planning staff obtained sufficient hours of training to satisfy continuing education requirements for AICP certification maintenance.

Issues

Emphasis continues to be made for all department staff to obtain professional accreditation and certification. Once accreditation and certifications are received, there is usually a requirement for continuing education. At this time, all professional and technical staff has obtained accreditation, except for the Community Planner, who will have sufficient experience in order to sit for the American Institute of Certified Planners examination next year. The testimony of planners who have obtained AICP status is considered expert, and is given greater weight and deference than is other testimony on planning and zoning cases. It is of tremendous value to the city to have the entirety of the department's professional and technical staff recognized as being expert in their field.

Staff members are encouraged to identify opportunities to increase professional and technical skills and knowledge, with a special emphasis on finding locally available training.

Action Steps/Management Objectives

- ✦ Provide training opportunities for professional and technical staff to expand job knowledge and maintain professional certifications and accreditations.
- ✦ Utilize web based training when available.

X. Operate a model municipal Animal Control program which encourages responsible pet ownership through educational events and programs. Continue operation of a no-kill shelter, emphasizing the practices of spay/neuter, adoption of homeless animals, and management of free roaming cat populations.

Accomplishments

- ★ Expanded adoption outreach efforts by registering with Petfinder and participating in regular adoption events.
- ★ Participated in the Discovery Channel's Animal Planet Puppy Bowl V, a nationally televised event, which featured one of Greenbelt's adorable adoptable dogs. This program encourages adoption of animals from shelters, and Greenbelt received national recognition for its No-Kill Animal Control program.

- ★ Continued hosting the popular family/pet oriented activities, such as the Pet Expo and the Pooch Plunge. Attendance at these events continues to grow every year.
- ★ Started placing pictures of available animals in the city's weekly News Review ad.
- ★ Achieved full staffing, which allowed staff scheduling to be expanded to seven days each week.
- ★ Instituted an on-call rotation for response to off-hours animal control emergencies.
- ★ Established regular hours on Wednesday and Saturday during which the shelter is open to the public.
- ★ Launched a volunteer program, using volunteers for shelter maintenance and animal socialization.
- ★ Staff received training in the administration of vaccinations, which will reduce veterinary costs to the city.
- ★ Placed special emphasis on improving public service through timely response to calls for service and making the public aware of Animal Control activities.
- ★ Began working with mobile veterinarian Dr. Sherry Seibel, who comes to the shelter to perform general animal checkups, intake evaluations of new animals and simple spay/neuter. Using a visiting veterinarian has reduced cost for medical care, and has also saved many hours of staff time previously spent taking animals to and from local veterinary clinics.
- ★ Received Drug Enforcement Administration license to hold controlled substances for the purpose of conducting on site euthanasia, and to use chemical immobilization of animals, if required.
- ★ Drafted standard operating procedures for the program.
- ★ Started using community outreach opportunities, such as the Greenbelters group, to provide information to citizens and to respond to questions and comments from the public.
- ★ Continued working with a Roosevelt High School student as a shelter assistant. This has allowed the department to increase shelter staffing while saving the city the salary equivalent of a half-time position. The equivalent cost to the city for this assistance is \$4,000.
- ★ Continued operation of a no-kill animal shelter and animal control program, resulting in the adoption of dozens of dogs, cats and pocket pets.
- ★ Captured a stray male Shepard mix that had been running at large in the North End for several weeks. Successfully socialized "Tarzan".



Issues

Animal Control was finally able to achieve full staffing. Of the 2 ½ positions funded in the budget, there is one full-time animal control officer, one full-time shelter manager, and one half-time animal control officer. At full staffing, the department has been able to provide seven day a week animal control coverage. In addition, there is now adequate staffing for the department to be able to respond on-call for animal control emergencies.

By having seven (7) day a week coverage, complaints from citizens about delay in service have been significantly reduced. The department has also launched its volunteer program, which uses citizens interested in walking, exercising and socializing shelter animals. Animal control continues to work with a Roosevelt High School student, who works 20 hours per week as a shelter assistant. When this student graduates and leaves the area, there will be a hole in our staffing resources which will need to be addressed.

This has been a very productive year for Animal Control, as the staff was able to address several long standing management objectives. In addition, many new service initiatives were launched, the adoption rate improved and we were able to expand service to every day of the week. All of these accomplishments have improved the operation of the animal control program, as well as the quality of service.

One issue which has been discussed every year is how to control the population of stray and feral cats. The options are to ignore them, capture and euthanize them, or manage them. After consulting with animal control agencies and humane agencies from around the country, staff has concluded that the best approach is a management program. Free roaming cats are trapped, neutered or spayed, vaccinated, and then returned to a colony. This approach addresses the single biggest problem with free roaming cats, which is their rampant reproduction. The shelter usually takes in as many as ten litters of cats every year. Staff has started a pilot reproductive control program with a colony of cats living in the storm drains at a retail center. Depending on how effective this approach proves to be, it may be expanded into other areas of the community.

Action Steps/Management Objectives

- ✦ Expand the feral cat management program throughout the city. Use citizen volunteers to monitor the cat colonies.
- ✦ Continue operation of a “no kill” shelter.
- ✦ Develop a foster family network, allowing placement of shelter animals on an interim basis in home, which is preferable to long term impoundments in the shelter.
- ✦ Post “what to do” information on the city web page, giving advice on dealing with squirrels, birds, etc.
- ✦ Expand in shelter veterinary care to include spay and neuter. Evaluate providing low cost spay/neuter to citizens.
- ✦ Include an annual open house as one of the department’s ongoing outreach programs.

XI. Continue enforcement of parking regulations with an emphasis on violations which create a danger to the public, as well as nuisance violations which adversely impact the public, adjacent properties and neighborhoods.

Accomplishments

- ★ Began working with neighborhoods in the identification of inoperable, disabled, unregistered and out of state registered vehicles.
- ★ Utilized code authority to tow unregistered vehicles in a continuing effort to eliminate used car sales in residential neighborhoods.
- ★ Assigned personnel to work a rotating weekend schedule to identify oversized vehicles parked illegally in the city.

Issues

This year a special emphasis was made to address nuisance parking violations, such as unregistered vehicles, used car sales and parking of oversized vehicles. In spite of our best efforts to utilize the state and county governments to address these problems, it has been left to the city to develop strategies to eliminate these violations. In those neighborhoods where we have an active group of citizens, our job is made easier because the citizens identify the problem vehicles. The citizens are also able to report when targeted vehicles are present in the neighborhood.

In addition, the department has adopted an extremely aggressive approach in dealing with used car sales, resorting to impoundment of any car which does not have current registration. If problem parking violations continue, we may need to develop new regulations to deal with the scofflaws.



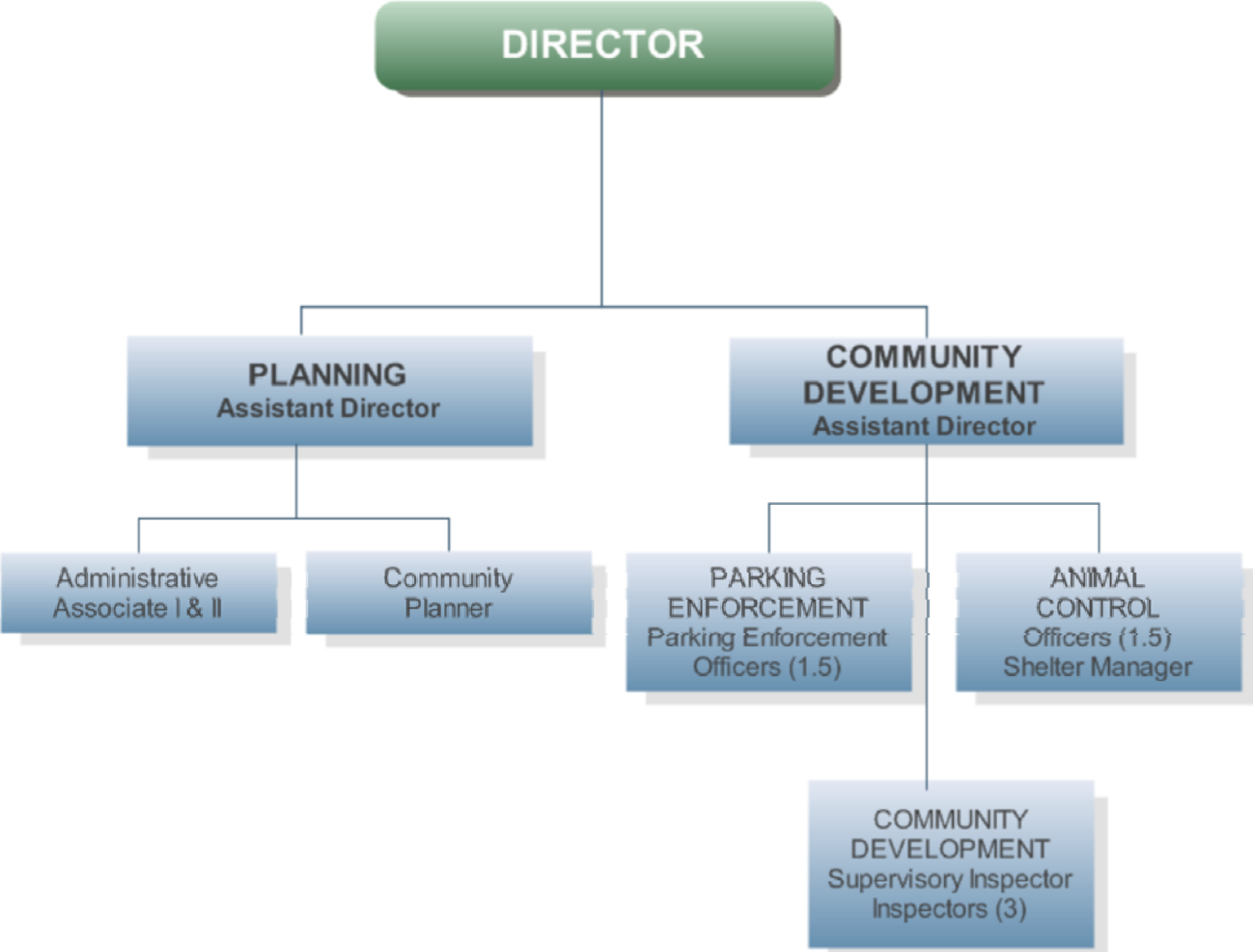
Action Steps/Management Objectives

- ✦ Continue to focus on nuisance parking violations (oversized vehicles, unlicensed, unregistered and inoperable vehicles). Solicit neighborhood support in identifying problem vehicles and notifying Parking Enforcement staff when those vehicles are parked in the neighborhood.
- ✦ Research legislative solutions to the sale of used cars in residential neighborhoods.

PERSONNEL STAFFING

	Grade	Auth. FY 2008	Auth. FY 2009	Prop. FY 2010	Auth. FY 2010
210 Planning					
Planning & Community					
Development Director	GC-18	1	1	1	1
Assistant Director, Planning	GC-15	1	1	1	1
Community Planner	GC-11	1	1	1	1
Total FTE		3	3	3	3
220 Community Development					
Assistant Director,					
Community Development	GC-15	1	1	1	1
Supervisory Inspector	GC-13	1	1	1	1
Project Manager/ Construction					
Inspector	GC-13	1	1	-	-
Community Development					
Inspector	GC-8	2.5	3	3	3
Parking Enforcement Officer	GC-7	1.5	1.5	1.5	1.5
Administrative Associate II	GC-9	1	1	1	1
Administrative Associate I	GC-8	1	1	1	1
Total FTE		9	9.5	8.5	8.5
330 Animal Control					
Animal Control Officer	GC-8	1.5	2	1.5	1.5
Animal Shelter Manager	GC-8	-	.5	1	1
Total FTE		1.5	2.5	2.5	2.5

PLANNING & COMMUNITY DEVELOPMENT



PLANNING



The Planning Department is responsible for overseeing all physical development in the city. Duties include reviewing development projects for impact on the city; planning, coordinating, and managing capital projects; compiling demographic data and the preparation of population and housing projections; coordination of planning and development activities with other public bodies; planning and coordinating environmental enhancement projects; serving as liaison to the Advisory Planning Board, the Board of Appeals and Forest Preserve Task Force; preparing special studies addressing particular issues; drafting legislation; and other duties as necessary.

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated
Advisory Planning Board Meetings	15	15	15	15
Forest Preserve Advisory Board Meetings	10	10	10	10
Full Time Equivalents (FTE)	3	3	3	3

Management Objectives

- ✦ Work with County on improving bus service (Visioning).
- ✦ Develop a Pedestrian/Bicycle master plan (Visioning).
- ✦ Monitor and coordinate any development/redevelopment plans for Greenbelt West. Insure that affordable housing is a consideration (Visioning).
- ✦ Develop a capital project planning process for managing future major capital projects.
- ✦ Oversee completion of the Greenhill/Hillside Roads outfall stabilization project.

Budget Comments

- ❶ The funds in Other Services, line 34, are for the archiving of plans to lessen storage and retrieval problems.
- ❷ The Director and Assistant Director are certified planners. As such, they are required to complete 32 hours in professional development every two years. The Membership & Training budget, line 45, provides for the required training.

PLANNING Acct. No. 210	FY 2007 Actual Trans.	FY 2008 Actual Trans.	FY 2009 Adopted Budget	FY 2009 Estimated Trans.	FY 2010 Proposed Budget	FY 2010 Adopted Budget
PERSONNEL EXPENSES						
01 Salaries	\$221,784	\$212,193	\$244,900	\$241,700	\$250,800	\$258,500
28 Employee Benefits	72,285	69,158	79,800	73,200	80,800	81,100
Total	\$294,069	\$281,351	\$324,700	\$314,900	\$331,600	\$339,600
OTHER OPERATING EXPENSES						
30 Professional Services	\$31,000	\$146	\$0	\$0	\$0	\$0
33 Insurance	2,502	2,002	2,100	2,100	2,200	2,200
34 Other Services	1,663	1,365	1,500	1,500	1,500	1,500
45 Membership & Training	6,243	9,459	12,000	11,800	10,100	10,100
53 Computer Expenses	0	614	0	0	0	0
55 Office Expenses	59	787	600	600	600	600
Total	\$41,859	\$14,373	\$16,200	\$16,000	\$14,400	\$14,400
TOTAL PLANNING	\$335,927	\$295,724	\$340,900	\$330,900	\$346,000	\$354,000

COMMUNITY DEVELOPMENT



This office is responsible for activities relating to the protection of the health, safety and welfare of the community through the enforcement of housing, building, sediment control and construction codes. This office is also responsible for burglar alarm licensing, handbill and noise ordinance enforcement, as well as parking enforcement.

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Estimated
Board of Appeals Meetings	4	4	2	4
Residential Inspections	300	1,196	1,200	1,500
Apartment Units Inspected	500	580	615	650
Construction Permits Issued	10	4	2	0
Building Permits Issued	500	411	400	400
Sediment Control Permits Issued	8	2	1	1
Sediment Control Inspections	230	312	150	150
Noise Ordinance citations	5	18	25	20
Noise Ordinance warnings	90	196	250	250
Noise Ordinance complaints	150	196	275	275
Property Violation Complaints	200	276	294	325
Handbill Violations	20	42	45	40
Burglar Alarm Licenses Issued	160	80	165	82
Day Care Businesses Licensed	12	13	13	13
Alarm Companies registered	33	25	25	25
Non-residential Units licensed	580	580	600	600
Liquor licenses issued	20	20	20	20
Residential false-alarms	140	257	250	250
% False Alarm Reduction (residential)	9%	84%	85%	90%
Non-residential false alarms	275	434	430	430
% Non-Residential False Alarm Reduction	7%	+58%	-1%	-
Police non-response	25	22	25	30
Parking Tickets Issued	3,452	3,750	3,900	4,000
Full Time Equivalents (FTE)	8	9	9.5	8.5

Management Objectives

- ✦ Maintain concentrated inspection and enforcement at Empirian Village.
- ✦ Identify database program to manage case files.
- ✦ Continue to focus on nuisance parking violations.

Budget Comments

- ❶ Funding in Salaries, line 01, and Benefits, line 28, is lower in FY 2009 due to not filling the Capital Projects Manager position. In FY 2010, the position of Capital Projects Manager has been eliminated.
- ❷ Professional Services, line 30, includes \$10,000 for consulting engineering services for both development projects and city capital projects.
- ❸ Departmental Equipment, line 52, is higher in FY 2009 due to the purchase of a second Speed Sentry.

COMMUNITY DEVELOPMENT Acct. No. 220	FY 2007 Actual Trans.	FY 2008 Actual Trans.	FY 2009 Adopted Budget	FY 2009 Estimated Trans.	FY 2010 Proposed Budget	FY 2010 Adopted Budget
PERSONNEL EXPENSES						
01 Salaries	\$375,438	\$411,395	\$487,700	\$420,900	\$438,100	\$449,700
25 Repair/Maintain Vehicles	8,201	6,891	8,100	7,200	7,300	7,300
27 Overtime	4,637	4,743	4,200	4,200	4,200	4,200
28 Employee Benefits	119,381	132,704	137,700	144,400	144,500	144,900
Total	\$507,658	\$555,733	\$637,700	\$576,700	\$594,100	\$606,100
OTHER OPERATING EXPENSES						
30 Professional Services	\$2,459	\$52,105	\$14,200	\$26,300	\$10,900	\$10,900
33 Insurance	4,015	3,484	4,300	3,700	3,800	3,800
34 Other Services	563	42	700	200	200	200
38 Communications	8,511	9,255	10,500	10,500	10,100	10,100
42 Building Rental	21,400	22,500	23,600	23,600	24,800	24,800
45 Membership & Training	2,500	2,636	4,300	3,700	3,700	3,700
48 Uniforms	1,232	2,751	1,900	1,900	1,900	1,900
49 Tools	0	578	500	500	500	500
50 Motor Equipment Maintenance	9,123	8,776	4,100	6,200	6,600	6,600
Vehicle Fuel	9,229	9,624	12,000	10,000	11,800	11,800
52 Departmental Equipment	7,086	2,850	3,000	4,400	3,000	3,000
53 Computer Expenses	0	700	0	0	0	0
55 Office Expenses	16,263	11,446	13,200	14,700	14,500	14,500
Total	\$82,381	\$126,747	\$92,300	\$105,700	\$91,800	\$91,800
TOTAL COMMUNITY DEVELOPMENT	\$590,039	\$682,480	\$730,000	\$682,400	\$685,900	\$697,900
REVENUE SOURCES						
Street Permits	\$47,942	\$266,845	\$80,000	\$35,000	\$0	\$0
Licenses & Permit Fees	570,881	535,388	652,500	652,500	652,500	652,500
Liquor License	6,831	8,965	6,900	8,400	8,400	8,400
Development Review Fees	22,000	24,890	15,000	4,000	0	0
Non-Residential Burglar Alarm Fees	12,200	26,100	20,000	12,000	26,000	38,000
Municipal Infractions	67,867	32,650	20,000	35,000	35,000	35,000
False Alarm Fees	18,038	26,825	500	40,000	35,000	35,000
County Grants	6,500	6,500	6,500	6,500	6,500	6,500
Total	\$752,259	\$928,163	\$801,400	\$793,400	\$763,400	\$775,400

