

## 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

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.

Be fair, consistent and effective in taking enforcement actions. Utilize enforcement tools to obtain compliance and not as an ends unto itself.

Plan for all residents of the city – present and future. Represent 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.

Respect the opinions of everyone.

### GOALS

#### I. Improve and enhance public safety (Visioning)

##### Accomplishments

- Declared Empirian Village (EV) unlawful to occupy because they had allowed their rental license to elapse. All outstanding violations associated with the annual property maintenance inspection had to be repaired and a fine of \$278,000 paid before occupancy of vacant apartments was allowed.
- Investigated over 400 property maintenance complaints from Empirian Village tenants.
- Issued 393 municipal infraction citations during the first eight months of the fiscal year. All but four of those citations were issued to Empirian Village for failure to abate code violations within the allotted compliance time period. The fines associated with the Empirian Village citations equaled \$55,650.
- The amount of time dedicated to inspections and complaint investigations at Empirian Village was increased due to the number of complaints received, the length of time taken to correct violations, failure to abate violations within a reasonable period of time and the problems created by the power

outages which resulted from the poorly planned and implemented switch from central heating and cooling plant to individual unit heat pumps.

- Held several meetings with representatives of Empirian Village to discuss the overall condition of the property, management practices and strategies to improve response to tenant complaints and undertake a proactive maintenance process and ways to assist the police department with crime control and property safety.

## Issues

The Department has not operated at full staffing and efficiency for the fiscal year. The retirement of an inspector, combined with the filling of the new inspector position, brought two new inspectors into the department in 2009. One of the new hires has since departed city employment and that position remains unfilled due to budget constraints. Therefore, the community development/code enforcement operations are understaffed by one. There will be further turnover in staffing when Supervisory Inspector Davis retires this summer.

The vacant inspector position was intended to allow for one inspector to be assigned full time at Empirian Village. Even without that position, the department has been forced to assign the equivalent of one full-time inspector to the property. Property maintenance complaints have increased in the past two years. In calendar year 2008, the department received 276 property maintenance violations, of which 180 came from Springhill Lake/Empirian Village. In 2009, total property complaints for the city increased to 562, of which 472 were from Empirian Village. This represents a 162% increase in complaints over the previous year. In the first weeks of 2010, complaints are still being registered at a rate which would equal that of 2009.

In addition to the property maintenance issues, in December 2009 the complex began having power outages, due to a poorly designed and implemented change from the central heating and cooling system to individual heat pump units for every apartment unit. The power demand for the individual units was not considered, so when the weather turned cold, and the heat pumps were operated, the electric demand exceeded service and the electric system malfunctioned. This required that PEPCO extend additional service to those buildings where heat pumps had been installed. This caused significant disruption as residents had to be relocated until electric service could be restored. Empirian Village's response to the initial outages was slow and it was necessary for the city, with the assistance of Camp Fire USA and other service agencies, to arrange for support and financial assistance for those residents impacted by the electric outages.

At this time, it is believed that all of the units involved, which included part of Sections 1 and 2 and all of Section 3, have been properly upgraded. As the department conducts its annual inspection, this will be confirmed.

Even without the electric service problems and the tenant complaints being called into this office, there remain significant maintenance, operation and livability issues. In December 2009, this office posted the entirety of Empirian Village as unlawful to occupy because the owners had failed to abate property maintenance code violations from the annual inspection. As a result of being declared unlawful to occupy, vacant apartments could not be leased and no new tenants could be housed at Empirian Village. After several weeks of discussion and the abatement of violations from the 2009 inspection, the city and Empirian Village entered into an agreement which would allow them to begin leasing apartments. As part of the settlement, Empirian Village agreed to pay a fine of \$278,000 for allowing their rental license to expire.

Department staff has engaged the management of Empirian Village in a dialogue to develop strategies to improve maintenance, security and management practices. It is too early to determine if any of the

strategies which have been identified will work. The ongoing problems at the property will require a comprehensive approach if the trends of the past several years are to be reversed. There is no single action which will make desirable change happen. Until the current neglect and deterioration of the property is stopped, the department is evaluating if and how additional inspection effort can be made at Empirian Village without neglecting responsibilities for code enforcement elsewhere in the city.

### Action Steps/Management Objectives

- ✧ Continue concentrated inspection and enforcement at Empirian Village. Expand efforts to include regular coordination with other city departments, to broaden the city’s effectiveness in facilitating physical and social improvement at the property. Evaluate reassigning additional inspection resources to routine, year long inspection and oversight, without lessening service to other areas and properties in the city.
- ✧ Continue with the smoke detector and battery give away program. Inspectors will provide smoke detectors if during inspections it is noted that required smoke detectors are missing. Batteries will also be installed on site if an inspector notes a smoke detector with missing or dead batteries. This program supports households and families in making sure all homes have the most basic of fire safety devices in their homes.
- ✧ Study landlord-tenant commissions and determine if establishing such a commission or board would be beneficial to the city and its citizens in helping protect the rights of each with respect to the rental of residential properties.
- ✧ Draft legislation establishing a tenant “bill of rights” which would set forth basic protections for every residential tenant.

## II. Improve transportation opportunities (Visioning)

### Accomplishments

- Obtained a Council of Governments \$30,000 grant to fund the preparation of a bicycle/pedestrian plan. The Advisory Planning Board (APB) will complete a report to the City Council which includes recommendations.



- Obtained a Safe Routes to School Grant in the amount of \$137,000.
- Continued to work with County to identify potential bus route modifications to improve transit services.
- Prepared a grant application for Regional Bus Stop Improvement Program.

- Implemented improvements to the bus stop on Laurel Hill Road to improve handicap accessibility.
- Prepared and presented staff recommendation on improving pedestrian safety at the St. Hugh's crosswalk.
- Coordinated the installation of two bus stops with the Department of Public Works.

## Issues

The role of the department in transit issues has grown exponentially over the last couple of years. In 2008, the issue of transit gained greater public interest in the City with the release of the County's Transit Service and Operations Plan (TSOP) and the completion of the City's independent transit study titled, "*Maximizing Transit Opportunities*". The release of these studies, particularly the TSOP, which included several recommendations to modify bus service within Greenbelt spurred a group of Greenbelt transit advocates to band together to form Transit Riders United of Greenbelt (TRU-G). With the formation of TRU-G and its advocacy efforts to see improved bus service and greater ridership in Greenbelt, and the serious economic challenges facing the Washington Metropolitan Area Transit Authority (WMATA), the need to address the City's transit address has moved to the forefront of the department's work program.

The two main issues facing the City is how to safeguard against the potential loss of service associated with the WMATA's FY 2011 proposed service changes and how to ensure that existing transit services meet the needs of city residents. Related to the latter, there has been a growing concern about the accessibility and condition of the City's transit facilities. City staff agrees that there are challenges associated with many of the City's existing bus stops and as a first step to formalizing a transit facilities improvement program staff is proposing that the department undertake a city-wide bus stop study in FY 2011. The study will look at every bus stop in the City and evaluate them based on placement, handicap accessibility, pedestrian safety, amenities (i.e., bus shelter) and signage. The study will recommend and prioritize improvements that need to be undertaken and identify associated costs. The department hopes to utilize the knowledge and first hand experience of TRU-G members and the APB.

The economic challenges facing WMATA, as well as the County, poses serious threats to maintaining and/or enhancing the level of transit service in the City. Staff believes in FY 2011, the City will see the restructuring of existing bus routes in the City. In light of WMATA's FY 2011 proposed restructuring plan for Greenbelt, staff believes transit will become a leading issue for the department, demanding considerable staff time and resources.

Staff continued to look for opportunities to utilize grants as a source to implement elements of the work program. This year, work was completed on the Bicycle/Pedestrian plan funded through a Council of Governments grant. This project reflects an initiative of the APB and will yield many suggestions for improving the transportation system for pedestrians and bicyclists. When the APB has completed their review of the draft plan, there will be recommendations forwarded to Council which implement the plan.

We have now collected an extensive amount of data on traffic volumes and speeds utilizing the Speed Sentry devices. This data needs to be reviewed to determine if additional traffic calming measures need to be implemented. This will be done in the coming fiscal year.

## Actions Steps/Management Objectives

- ✧ Identify and implement improvements as recommended in the Bicycle/Pedestrian plan.
- ✧ Implement the Safe Routes to Schools grant.
- ✧ Continue to work with County transit staff and Transit Riders United of Greenbelt to implement bus route modifications to improve transit service city-wide.
- ✧ Complete a city-wide bus stop study.
- ✧ Review data collected from the Speed Sentry and determine if additional traffic calming measures are necessary to address speeding.
- ✧ Identify locations for the installation of bus shelters.
- ✧ Oversee the implementation of improvements to the St. Hugh's crosswalk to improve pedestrian safety and driver compliance.

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

### Accomplishments

- Completed installation of the Buddy Attick restroom facility.



- Oversaw the design of the pedestrian bridge for the Greenhill/Hillside Roads Stream Stabilization project.
- Coordinated obtaining required state and county permits for the Greenhill/Hillside Roads Stream Stabilization project.
- Worked with Maryland Historical Trust staff to draft and record an easement on the Greenbelt Theater.
- Submitted Program Open Space (POS) applications and received Board of Public Works approval for all approved projects, resulting in 100 percent of the City's POS funds being encumbered.
- Submitted and received POS reimbursement for the Greenwood Village Playground Upgrade project.
- Designed and managed construction of the Braden Field storage shed, with the assistance of Public Works.
- Continued project management of the Public Works expansion during the one-year warranty and maintenance period.
- The Greenbelt Dam Emergency Action Plan was completed and submitted to the State of Maryland, and is awaiting the state's assignment of a classification and determination of required repairs. Future steps will be determined by the state's response.

- Assisted the Recreation Department in the preparation of design/build specifications and submission requirements for the replacement of the Pool Pak units at the Aquatic and Fitness Center.
- Assisted the Recreation Department in drafting the construction contract for the renovation of tennis courts.
- Consulted with IT and the Police Department on code issues associated with the renovations to the dispatch office which will occur in conjunction with the installation of the CAD system.

## Issues

The department remains busy providing support to other city departments in planning and undertaking a variety of capital projects. This ranges from assuming full project management control to consulting on permit requirements or assisting in drafting construction agreements. Issues can include zoning requirements, code compliance, permit requirements, bidding and contract execution. The department has previously drafted a capital project management process to institutionalize internal review. This process should be finalized and implemented in the next fiscal year.

Delays in the theater project continue. It appears that there is inadequate funding for the entire project. If the project is to be staged, it will be necessary to determine the breakdown of the project to address any design and permit issues associated with the reduced scope. One option is to have the architect modify the plans to indicate staging. A second option would be to enter into a design/build contract and work with the contractor to determine how to stage the project, assuming that the total project cost will be greater than are available funds.

Another issue is the required upgrade to the electric power supply for the building. The existing electric service is inadequate. The options are to proceed with the upgrade immediately, so the electric supply issue is resolved. A second option is to have the mechanical engineer recalculate electric service needs once the modified project scope and phasing is prepared and then proceed based on those calculations. A third option would be to have a contractor selected under the design/build deal with the electric supply as part of their project.

It had been expected that by now planning would be underway on several capital projects at Greenbelt Station, for which the developer was making financial contributions. With the stop of planning and construction at Greenbelt Station due to the economy, there has been no progress on these projects. The developer had made a payment of \$120,000 as their first contribution. This money had been earmarked for police station upgrades, specifically addressing space use. This remains a need at the police station and plans should be made to expend these funds.

The Greenbelt Dam Emergency Action Plan has been completed and submitted to the state for review. It is expected that the State of Maryland will require that repairs be made to the toe drain, which appears to be crushed. This will require that a trench be dug into the dam and the new pipe installed. There has been no cost estimated for this project. It is possible, although not likely, that the State could decide that the earthen dam is not adequate and requires extensive repair. If this were to happen, the cost for such a project would need to be projected and schedule and funding options discussed with the State. While this scenario is not expected, it would be an expensive and highly regulated project,

Work continues on the Greenhill/Hillside Roads Stream Stabilization project and it is expected to be started in FY 2010 and finished in FY 2011. The Greenbrook Trail project, which would have the city assume maintenance for the trails between Greenbrook Estates and Greenbrook Village, has been delayed because

the management company representing Greenbrook Estates has not proposed substitute language to the original draft agreement prepared by the city. Additional focus will be given to this project to get the agreement approved and repairs to the trail made.

### **Action Steps/Management Objectives**

- ✧ Draft and implement a capital projects management process, which includes internal review of the project scope, budget, regulatory and permit requirements, bidding, contract development and negotiations.
- ✧ Manage the bidding and construction of the Greenhill/Hillside Roads Stream Stabilization project.
- ✧ Proceed with the theater project, assuming that it will need to be phased due to the total project cost.
- ✧ Continue to seek grant monies to address environmental protection needs, paying particular attention to projects that can address water quality at the Greenbelt Lake, including projects within its watershed.
- ✧ Continue to complete the administrative tasks associated with the completion of POS projects.
- ✧ Oversee the completion of a dredging plan for the forebay area.
- ✧ Finalize the Greenbelt Dam Emergency Action Plan based on determinations by the State of Maryland on the classification of the dam and any required repairs.
- ✧ Complete discussions on the Greenbrook Trails easement and undertake any necessary repairs.

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

#### **Accomplishments**

- Continued to have discussions with principals from Greenbelt Station regarding options for project given changing market interest in the various components of the development as it was approved.
- Started review of a conceptual site plan for new development at Beltway Plaza.
- Monitored plans for the expansion of the Greenbelt Federal Courthouse.
- Made claim to the bonding company for the default by Greenbelt Station in building the Cherrywood Lane roundabout.

#### **Issues**

Discussions with Beltway Plaza (BWP) about “redevelopment” have also been underway for several years, and BWP has recently filed a conceptual site plan application and redevelopment plans. Concerns of the past remain with this most current plan. The plan must present a vision for a complete Beltway Plaza and not just an opportunistic expansion of building area without dealing with the functional and aesthetic deficiencies which characterize the site.

Even though the new owners of Empirian Village do not propose redevelopment of the former Springhill Lake Apartment complex, they have previously indicated that they wish to upgrade the property. Upgrades to the property could have a very beneficial impact on the character of the complex. However, EV has indicated they do not have funds at this time to pursue an upgrade program.

The future of Greenbelt Station is unknown. Bankruptcy and the default on permits have left the south core undeveloped. While there have been expressions of interest by different townhouse developers, staff has been unimpressed with the design quality of the townhouses proposed by these developers. Every concept would require modification to the development agreement and covenants. The developers have suggested they wish to restructure their monetary commitments to the city and the developer has defaulted on the permit to construct the Cherrywood Lane roundabout.

It appears that neither the north nor south core will develop as reflected in the approved conceptual site plan. It is likely that any development concept presented to the city will represent a departure from the details reflected in the conceptual site plan, development agreement and covenants. The development agreement and covenants were drafted to reflect a set of design details based on the Greenbelt Station plan. These documents should be used as a guide to describe important elements, such as protection of sensitive areas, architectural quality, type and level of amenities, connectivity, identity and balance in uses. As new concepts are presented to the city, there can be flexibility in the letter of the development agreement and covenants, as long as the goals for the development are not compromised.

We continue to battle with the developer over their default in the agreement and responsibility to construct the Cherrywood Lane roundabout. The developer does not appear to have the funds to construct the roundabout and the bonding company has been unresponsive to our requests to call on the bonds to pay for the project. Staff will continue working to secure funding from either the developer or the bonding company to pay for the roundabout construction.

### **Action Steps/Management Objectives**

- ✧ Review development plans for Beltway Plaza, seeking commitments for the developer to meet community needs as part of the development concept.
- ✧ Continue efforts to secure funding to construct the Cherrywood Lane roundabout.
- ✧ Confer with developers, investors and interested parties regarding the Greenbelt Station development, ensuring that any new proposals or concepts maintain the quality and investment in the community as is reflected in the approved conceptual site plan, development agreement and covenants.

## **V. Preserve and enhance Greenbelt's legacy of a planned community (Visioning)**

### **Accomplishments**

- Reviewed revisions to the site plan for CVS in Greenway Shopping Center.
- Processed one variance application.
- Continued to implement the city-wide encroachment policy.
- Developed GIS snow removal maps for Public Works.

- Received a grant from the Maryland Department of the Environment for the Greenhill/Hillside Roads Stream Restoration project.
- Monitored the condition of several foreclosed properties, working with mortgage companies as required to ensure that the properties were properly maintained.



- Provided support to the Greenbelt Farmers Market.
- Identified and oversaw the implementation of a permanent resolution of the discrepancy between the street right-of-way line along Crescent Road, between Gardenway and Eastway, and GHI yard lines.
- Presented the Roosevelt Center Market Study to the Roosevelt Center Merchants Association.

- Reviewed a Merchant Revolving Loan Fund application.

## Issues

This department continues to handle a heavy work load. Staff resources are shifted as necessary to respond to priorities, new demands and assignments, and long range projects. The issues with Empirian Village have consumed a significant amount of staff time. This will probably continue for the next year. Anticipating that the most effective tool the city may possess to effect change at Empirian Village is code enforcement, staff is contemplating options to reassign inspectors from routine annual licensing inspections to full time enforcement at Empirian Village. This could be done for one and perhaps two years without compromising property maintenance standards elsewhere in the city.

Over the past 10 years, proposed development in Greenbelt West has been another work priority for the department. This activity has slowed since the economic downturn, although Beltway Plaza is now pursuing a proposal for development along the Breezewood Drive side of the property. When development activity will begin at Greenbelt Station is unknown, but it would become a priority of the department when and if this were to occur.

## Action Steps/Management Objectives

- ✧ Continue to identify grant funding sources for Greenbelt Lake water quality improvement projects.
- ✧ Continue to review all development plans to evaluate potential impacts on the environment.

## **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.
- Continued to implement and modify the department's file retention policy.
- Implemented a new community development software program and the transition from the old software to the new software system.
- Continued to post department weekly reports to the Greenbelt discussion list.
- Established a Yahoo group for the Forest Preserve Advisory Board (FPAB) to provide easier discussion between members and shared access to FPAB written materials.

### **Issues**

The City Council approved the purchase of community development software program which will allow the department to combine all of its licensing and permit data bases into a single address based system. This system will be available to all department members on line and will provide complete code enforcement and permit history for every property. While this will take a significant amount of staff time to transfer the multiple data bases into the new program, it should improve efficiency in administrative duties and will also allow for much more comprehensive control and monitoring of all elements of code enforcement. Staff has also met with IT staff to discuss using the city webpage citizen complaint system.

The department will be losing its most experienced inspector when Supervisory Inspector Willie Davis retires. His experience in the field as well as his value in mentoring new inspectors will be a significant loss to the department. It is hoped that his position will be filled prior to his retirement, so we can benefit from his training and leadership skills in this transition.

In addition to the retirement of Mr. Davis, Planner Amy Hofstra will miss several months of work due to the birth of her child. Two major projects being handled by Ms. Hofstra, review of Beltway Plaza and administering the Safe Routes to School grant, will be shifted to the planning staff during her absence. As these projects are priorities, it is possible there will be shift in work priorities within the office which will impact other projects.

This department handles a significant volume of paper in the course of daily activities. Plans consume a huge amount of space, and because these documents provide the only record of the design and physical characteristics of buildings and improved properties, the documents must be retained. The department now requires electronic copies of all plans, but because we do not possess the types of printers needed to reproduce multiple pages of plans, the paper copies are retained. The department has one small room where all documents, plans, closed files are stored. We have exceeded the capacity of the plan files we possess and there is no room for organized file storage. Off site storage of archived plans and files would allow for organized maintenance of files and plans which are used on a regular basis.

Protection of historic plans has been started with the conversion of these plans to electronic images. This is a very time consuming process, since every page which is copied must first be recorded, by hand, so an

inventory and file name can be developed. Each year several hundred plan pages will be inventoried and copied for electronic storage. However, paper copies of most plans will still be retained, so the problem with the lack of space for plan and file storage continues.

### **Action Steps/Management Objectives**

- ✧ Oversee the transition to the new community development software system.
- ✧ Oversee the organization of the department's file storage room.
- ✧ Continue converting plans to electronic media.
- ✧ Participate in the city's web based complaint log and tracking system.

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

#### **Accomplishments**

- Reviewed the County's Preliminary Water Resources Functional Master Plan.
- Reviewed the County's proposed changes to the Prince George's County Landscape Manual.
- Reviewed the Prince George's County Historic Sites and Districts Plan.
- Reviewed and provided comments on the Federal Capital Improvements Program for FY 2010-2015 and the State of Maryland Consolidated Transportation Program for FY 2010-2015.
- Worked with County Council Chair Dernoga on legislation to expand limited planning and zoning authority.
- Reviewed County zoning legislation including the new mixed use legislation.
- Monitored legislation associated with the implementation of the Stormwater Act of 2007.

#### **Issues**

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

Assistant Planning Director Terri Hruby has assumed the majority of responsibility to review state and county legislation. In FY 2010, she spent a significant amount of time reviewing the new mixed use legislation and the model ordinance implementing the Stormwater Act of 2007. While both have passed, it is anticipated that there will be revisions which will require continued investment of staff time.

## Action Steps/Management Objectives

- ✧ Continue to review proposed county zoning legislation for impact on the city before offering comment.
- ✧ Work with county and state legislators on proposals to expand planning and zoning authority to municipalities.

## **VIII. 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

- Administrative Assistant Pam Lambird continues to take a leadership role in false alarm reduction efforts through her election as President of the Maryland chapter of the False Alarm Reduction Association (FARA) and the President of the Mid-Atlantic chapter of FARA. FARA is a nationwide organization which addresses government, public safety and regulatory efforts, an initiative in false alarm reduction.
- Animal Control Officer Susie Root received training from the U.S. Department of Agriculture which will allow her to possess and administer certain veterinary medications and drugs considered controlled and dangerous.

### Issues

Community Planner Amy Hofstra will qualify to test for the American Institute of Certified Planners examination during FY 2011. This is the single professionally recognized certification for the planning profession and it reflects expertise in the field. This designation is important for the planning staff because it gives added credibility and value to testimony given by the planning staff on any planning matter.

The inspection staff is required to possess certification in one of a variety of disciplines recognized by the International Code Council (ICC). While the staff is only required to possess a single certification, it has been the department's practice to encourage and fund the efforts of the inspection staff to obtain multiple code certifications across a range of disciplines (single-family, commercial, plumbing, electric, mechanical, fire safety, property maintenance, plan reading and review, or elevator). As the inspectors have become proficient in the understanding and interpretation of these building codes, the staff has been able to address more complicated code issues. While this expertise may not be directly applicable to their daily inspection duties, it has been indispensable in addressing problems like the electric outages at Empirian Village. Due to the expertise and knowledge of the staff, the city was in a position to understand the depth of the problem, its causes and what was required to achieve a safe and adequate repair.

Administrative Assistant Pam Lambird has started her second term as president of the regional chapter of the False Alarm Reduction Association. Her involvement with FARA has been very useful to the department as she has been able to advise on initiatives in false alarm reduction efforts. More importantly, her involvement in this field means that the department is able to administer the city's false alarm reduction program without using the technical or professional staff.

Use of administrative staff to administer some of the department's enforcement and regulatory programs has been very beneficial because it allows us to shift responsibility away from the inspection staff. In addition to Ms. Lambird's work with FARA, Administrative Assistant Carolyn Carroll has assumed responsibility for the enforcement of the noise ordinance. On occasion the administrative staff is required to attend a court hearing because both administrative assistants are empowered to issue municipal infractions.

### **Action Steps/Management Objectives**

- ✧ Obtain American Institute of Certified Planners (AICP) certification for Amy Hofstra.
- ✧ In anticipation of the retirement of Supervisory Inspector Willie Davis and the employment of a new inspector, ensure that new inspection staff possess or obtain necessary certifications and licenses as required to demonstrate professional expertise.
- ✧ Continue support of professional and technical staff in training for required certification and licenses, and maintaining those certifications and licenses through continued education.
- ✧ Identify low cost/no cost training and education programs which provide relevant training and education at minimal cost to the city.
- ✧ Prioritize the expenditure of training funds toward required training, with secondary priority directed to training which is relevant but not required.

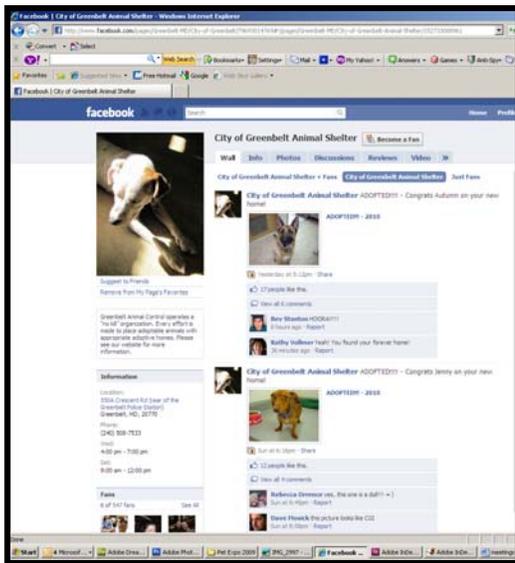
### **IX. Operate a model municipal Animal Control program which encourages responsible pet ownership through educational events and programs. Continue operation of a no-kill shelter, emphasizing the practices of spay/neuter, adoption of homeless animals and management of free roaming cat populations.**

#### **Accomplishments**

- Implemented a Trap/Neuter/Release program to manage the feral cat population in the community. Trapped 24 adult cats and worked with Alley Cat Allies and Maryland SPCA to have the cats spay/neutered and vaccinated for rabies. Cats which were determined to be unadoptable were returned to their neighborhood within 48 hours.
- Started performing distemper vaccinations, blood tests for feline FIV and FluK and blood tests for heartworm/Lyme in house by animal control staff. This will reduce veterinary costs without compromising the health of shelter animals.



- Established partnership with Petco, in addition to existing partnership with Petsmart, to conduct adoption fairs and advertise available adoptables.
- Held twice monthly adoption fairs.
- Held the Pet Expo (May) and Pooch Plunge (September). Participated in the Labor Day parade.



- Expanded the volunteer program, with more than 30 regular adult volunteers who perform a wide variety of services, such as cleaning of the cat rooms, dog walking, cat and dog socialization and play, maintains the animal control Facebook page and assistance with activities and events.
- Held a variety of fundraising activities to help offset medical expenses for several special needs shelter animals. These fundraisers also support efforts to purchase equipment to establish an in-house spay/neuter facility. Established a Café Press online store, linked to the Facebook page, which gives the public an outlet to purchase pet related items with proceeds to benefit the animal control program.
- Collected over \$7,000 in donations to support the animal control program.

## Issues

The demand for animal control services increased significantly during the fiscal year. The number of animals taken into the shelter increased three fold over the number of animals in custody in the last fiscal year. It is believed that the state of the economy is part of the explanation for this increase in the population of shelter animals. Nearly 40% of all shelter animals were either owner surrenders or abandoned. We believe that the increase in the number of animals taken into the shelter will be lower next year, as it is expected that the number of owner surrenders will decline.

Even though the number of animals taken into the shelter this fiscal year has tripled, adoptions have increased, and with little exception, the average stay of shelter animals is much shorter over prior years. This is due to the effort of the animal control staff in publicizing available adoptables. Another factor which makes the animals from the animal control program attractive to potential adopters is the health of the animals. Shelter animals receive basic inoculations including rabies, and are spay/neutered. In the past year, only one animal was reported to have an undisclosed condition after the adoption.

The shelter continues to operate as a no-kill for convenience shelter. The only animals euthanized are those which are ill and cannot be treated, and those with a temperament which makes the animal unsuitable for adoption. Those animals are typically aggressive.

As the number of animals in the shelter has increased, so has the cost to provide care to those animals. The average cost to provide health care to a shelter dog is \$67. The average cost per cat is \$58. Adoption fees have been raised from \$50 to \$100 for dogs and \$25 to \$50 for cats. This covers the health care cost for shelter animals. There have been cases where special animals have required exceptional health care. This year a female cat that nursed several litters of motherless kittens developed a related mammary gland infection which required surgery. Fund raising specific for that cat's care resulted in sufficient funds to cover the cost of the surgery and treatment.

In an effort to further manage the costs of operating the shelter without compromising the standard of care for the animals, staff has been trained to administer certain vaccines and to conduct the feline leukemia/HIV screening test. Animal Control Officer Susie Root has also been trained to conduct emergency euthanasia.

As in past years, animal control provides temporary housing for the animals of residents who are displaced from their home due to fire or other emergency. This service is provided without cost to the resident, except for any health care which must be provided. This fiscal year, animal control provided temporary housing for 10 animals whose families were displaced from Empirian Village due to fire and the electric failures.

Animal control initiated its Trap – Neuter – Release program this year. The TNR program is intended to control the population of feral and free roaming cats. This is a very progressive approach to deal with this cat population. Through the first six months of the program, 24 adult cats were trapped, spay/neutered, vaccinated for rabies and returned to their “colony”. In addition, three litters of kittens were trapped. Kittens remain in the shelter and are subsequently available for adoption. The cost to TNR a cat is \$30, so the estimated annual cost for the program is \$1200. Based on Humane Society of the United States studies, it is estimated that 153 kitten births were eliminated this year as a result of the TNR effort.

After several years of effort, the animal control volunteer program is well established with a complement of 15 regular volunteers. These volunteers provide a wide range of services, including dog walking, animal play and socializing, and shelter cleaning. There are a greater number of special event volunteers whose help is equally valuable. It is estimated that there is a one for one ratio of volunteer hours to paid staff hours. The increase in animal control activities is possible because of the support of the volunteers.

The animal control officers continue to respond to calls for service. These officers share on-call duties, which make animal control response available around the clock for emergencies. Animal control officers have been called out to respond to wild animals in and around homes, fire, reports of animal neglect and cruelty. The number of cruelty/neglect cases has remained fairly consistent with past years, but there have been more serious cases. Two particularly serious cases resulted in criminal prosecution, with the one case resulting in a conviction with a sentence of jail time, fines and community service.

### **Action Steps/Management Objectives**

- ✧ Establish and equip treatment room within the animal shelter for the purpose of providing space for veterinary treatment of animals on-site and use as a spay/neuter clinic.
- ✧ Implement a sponsorship program allowing the public to provide financial support for the care of shelter animals.
- ✧ Continue to scrutinize medical expenses, identifying options to reduce costs without compromising the health of the shelter animals.
- ✧ Hold an animal shelter open house.
- ✧ Develop an animal control emergency operations plan.

### **XI. Continue enforcement of parking enforcement 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**

- Recommended changes to Chapter 11 of the City Code (Parking). Proposed new regulations to deal with used car sales operations in residential neighborhoods and also modifications to parking restrictions for oversize vehicles.

- Scheduled personnel to rotating shifts to provide parking enforcement every day of the week and during different time periods.
- Continued focus on chronic parking enforcement problems, such as used car sales in residential neighborhoods and parking of oversize vehicles on city streets.

## **Issues**

Parking enforcement personnel continue in their primary responsibility to patrol the city and enforce parking violations. We continue to operate with a zero tolerance for fire lane and handicap parking violations. Strictness in the enforcement of these regulations is directly related to the safety of the public and the zero tolerance philosophy reflects the seriousness of those violations.

In addition to routine enforcement, staff takes on special enforcement projects as necessary to address specific problems and concerns. A continuing problem has been the operation of used car sales in residential neighborhoods. Multiple, unregistered used cars can be found parked on the street adjacent to and on the property of homes from which the sales business operates. These vehicles can be ticketed as unregistered vehicles, with a \$40 fine, but because the vehicle does not have a registered owner, there is nobody against whom an unpaid violation can be assessed. Consequently, the tickets are ignored. Changes to the city code which will allow for unregistered vehicles to be booted is one mechanism being considered to address the used car sales issue.

Another on-going enforcement priority addresses oversized vehicles parked overnight on city streets. The City Code is confusing in its description of what constitutes an oversized vehicle. It is based on the dimensions of the vehicle, the gross vehicle weight and the class of vehicle. A change to the code which simplifies the description of an oversize vehicle is being drafted. However, to protect a citizen who may have an occasion to park such a vehicle on a city street for a short time, a temporary permit system similar to that which is currently allowed by code will be retained. This should allow for more uniform and consistent enforcement against oversized commercial vehicles being parked on city streets.

Parking enforcement staff also works with citizens and homeowners' associations to address specific concerns and problems, such as abandoned vehicles, vehicles parked for over 30 days and unregistered vehicles.

As changes to the code to deal with used car sales and oversized vehicles are enacted, there will be a concentration of enforcement, particularly related to the used car sales. Focus will also be directed to areas and issues of known concern, including enforcement of the permit system at Green Ridge House, enforcement of unregistered and disabled vehicles and regular patrol of all streets in the city.

## **Action Steps/Management Objectives**

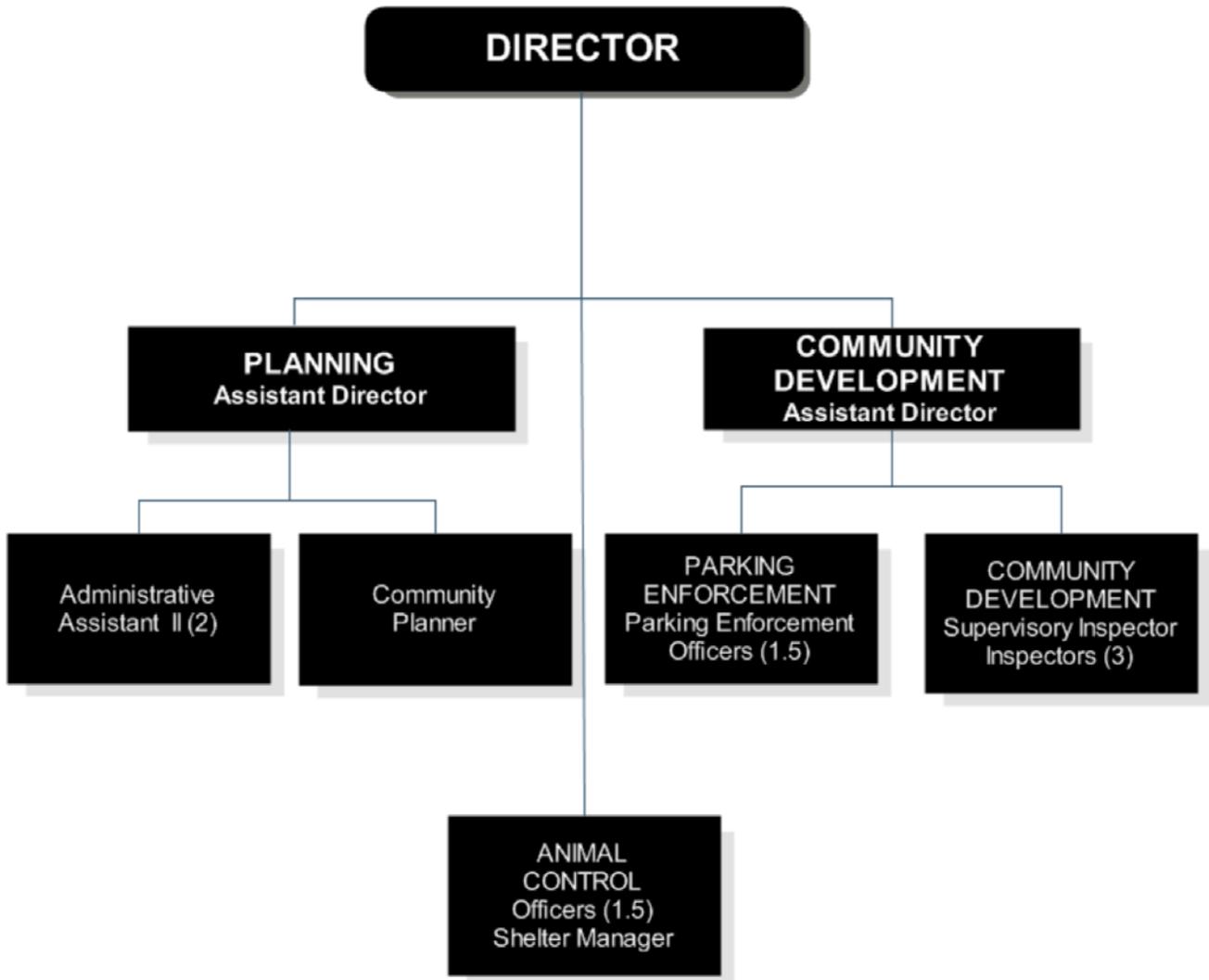
- ✧ Focus enforcement attention on used car sales in residential neighborhoods utilizing all enforcement tools available and recommending new enforcement tactics as needed.
- ✧ Continue routine patrol and enforcement of Green Ridge House parking permits, unregistered and disabled vehicles, oversize vehicles, fire lanes and handicap parking violations.



# PERSONNEL STAFFING

	Grade	Auth. FY 2009	Auth. FY 2010	Prop. FY 2011	Auth. FY 2011
<b>210 Planning</b>					
Planning & Community					
Development Director	GC-26	1	1	1	
Assistant Planning Director	GC-22	1	1	1	
Community Planner I	GC-16	1	1	1	
Total FTE		3	3	3	
<b>220 Community Development</b>					
Assistant Community					
Development Director	GC-22	1	1	1	
Supervisory Inspector	GC-18	1	1	1	
Project Manager/ Construction					
Inspector		1	-	-	
Community Development	GC-12				
Inspector I & II	& 14	3	3	3	
Parking Enforcement Officer	GC-9	1.5	1.5	1.5	
I & II	& 10				
Administrative Assistant II	GC-13	2	2	2	
Total FTE		9.5	8.5	8.5	
<b>330 Animal Control</b>					
Animal Control/Shelter	GC-11				
Coordinator I & II	& 12	2	2	2	
Animal Control/Shelter	NC	.5	.5	.5	
Coordinator I & II					
Total FTE		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 Advisory Board; preparing special studies addressing particular issues; drafting legislation; and other duties as necessary.

<b>Performance Measures</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimated</b>	<b>FY 2011 Estimated</b>
Advisory Planning Board Meetings	15	15	12	12
Forest Preserve Advisory Board Meetings	10	10	10	10
Grants Administered	-	-	7	5
Full Time Equivalents (FTE)	3	3	3	3

## Management Objectives

- ✧ Continue transit efficiency efforts to improve bus service including a review of bus stop locations (Visioning).
- ✧ Implement findings of approved Pedestrian/Bicycle master plan as funding is available (Visioning).
- ✧ Monitor and coordinate any development/redevelopment plans for Greenbelt West. Insure that affordable housing is a consideration (Visioning).
- ✧ Oversee the completion of the Greenhill/Hillside Roads Outfall Stabilization and Stream Restoration project.
- ✧ Oversee the review of the Conceptual Site Plan for the redevelopment of the Beltway Plaza Mall.
- ✧ Undertake renovations to the Greenbelt Theater.
- ✧ Obtain grant funding for the implementation of Greenbelt Lake Water Quality Improvement projects.

## Budget Comments

- 1) Funds in Membership & Training, line 45, will enable the Community Planner to obtain her certification and the other Planning staff to get their CEU's to maintain their certifications.

<b>PLANNING Acct. No. 210</b>	<b>FY 2008 Actual Trans.</b>	<b>FY 2009 Actual Trans.</b>	<b>FY 2010 Adopted Budget</b>	<b>FY 2010 Estimated Trans.</b>	<b>FY 2011 Proposed Budget</b>	<b>FY 2011 Adopted Budget</b>
<b>PERSONNEL EXPENSES</b>						
01 Salaries	\$212,193	\$244,330	\$258,500	\$261,000	\$261,000	
28 Employee Benefits	69,158	71,932	81,100	82,400	79,200	
Total	\$281,351	\$316,262	\$339,600	\$343,400	\$340,200	
<b>OTHER OPERATING EXPENSES</b>						
30 Professional Services	\$146	\$907	\$0	\$200	\$0	
33 Insurance	2,002	2,107	2,200	2,100	2,300	
34 Other Services	1,365	40	1,500	1,000	1,000	
45 Membership & Training	9,459	7,514	10,100	8,700	9,100	
53 Computer Expenses	614	0	0	0	0	
55 Office Expenses	787	156	600	300	300	
Total	\$14,373	\$10,724	\$14,400	\$12,300	\$12,700	
<b>TOTAL PLANNING</b>	<b>\$295,724</b>	<b>\$326,986</b>	<b>\$354,000</b>	<b>\$355,700</b>	<b>\$352,900</b>	

# 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.

<b>Performance Measures</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Estimated</b>	<b>FY 2011 Estimated</b>
Board of Appeals Meetings	4	2	2	2
Residential Inspections	1,196	1,200	1,500	2,000
Apartment Units Inspected	580	615	1,000	1,000
Construction Permits Issued	4	2	0	2
Building Permits Issued	411	400	390	400
Sediment Control Permits Issued	2	1	1	1
Sediment Control Inspections	312	150	80	100
Noise Ordinance citations	18	25	20	25
Noise Ordinance warnings	196	250	300	250
Noise Ordinance complaints	196	275	250	250
Property Violation Complaints	276	294	560	400
Handbill Violations	42	45	60	50
Burglar Alarm Licenses Issued	80	165	82	170
Day Care Businesses Licensed	13	13	13	13
Alarm Companies registered	25	25	25	25
Non-residential Units licensed	580	600	600	600
Liquor licenses issued	20	20	20	20
Residential false-alarms	257	250	275	275
Non-residential false alarms	434	430	470	450
Police non-response	22	25	30	40
Parking Tickets Issued	3,750	3,900	2,750	2,750
Municipal Infractions Issued	-	-	450	400
Full Time Equivalents (FTE)	9	9.5	8.5	8.5

## Management Objectives

- ☒ Maintain concentrated inspection and enforcement at Empirian Village.
- ☒ Study creation of Landlord-Tenant commission.
- ☒ Establish process for review of capital projects.
- ☒ Maintain certifications of Planning and Community Development staff through continuing education.
- ☒ Implement new community software program.

## Budget Comments

- 1) In FY 2010, the increase in Other Services, line 34, was required to fund the services of a temporary employee.

<b>COMMUNITY DEVELOPMENT Acct. No. 220</b>	<b>FY 2008 Actual Trans.</b>	<b>FY 2009 Actual Trans.</b>	<b>FY 2010 Adopted Budget</b>	<b>FY 2010 Estimated Trans.</b>	<b>FY 2011 Proposed Budget</b>	<b>FY 2011 Adopted Budget</b>
<b>PERSONNEL EXPENSES</b>						
01 Salaries	\$411,395	\$447,292	\$449,700	\$450,000	\$455,600	
25 Repair/Maintain Vehicles	6,891	8,181	7,300	7,300	8,000	
27 Overtime	4,743	3,968	4,200	6,500	4,000	
28 Employee Benefits	132,704	141,545	144,900	142,900	142,600	
Total	\$555,733	\$600,986	\$606,100	\$606,700	\$610,200	
<b>OTHER OPERATING EXPENSES</b>						
30 Professional Services	\$52,105	\$25,816	\$10,900	\$8,800	\$8,800	
33 Insurance	3,484	3,642	3,800	2,800	3,500	
34 Other Services	42	192	200	3,100	100	
38 Communications	9,255	10,712	10,100	11,300	11,300	
42 Building Rental	22,500	23,500	24,800	24,800	26,000	
45 Membership & Training	2,636	3,023	3,700	4,200	3,400	
48 Uniforms	2,751	1,863	1,900	1,400	1,400	
49 Tools	578	23	500	500	500	
50 Motor Equipment						
Maintenance	8,776	5,401	6,600	8,800	7,200	
Vehicle Fuel	9,624	8,327	11,800	9,300	10,000	
52 Departmental Equipment	2,850	4,744	3,000	1,500	1,500	
53 Computer Expenses	700	0	0	0	0	
55 Office Expenses	11,446	17,962	14,500	15,600	14,800	
Total	\$126,747	\$105,205	\$91,800	\$92,100	\$88,500	
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>\$682,480</b>	<b>\$706,191</b>	<b>\$697,900</b>	<b>\$698,800</b>	<b>\$698,700</b>	
<b>REVENUE SOURCES</b>						
Street Permits	\$266,845	\$37,969	\$0	\$63,000	\$50,000	
Licenses & Permit Fees	535,388	674,654	652,500	635,100	656,100	
Liquor License	8,965	9,160	8,400	8,400	8,400	
Development Review Fees	24,890	3,000	0	5,000	3,000	
Non-Residential Burglar Alarm Fees	26,100	21,100	38,000	20,000	20,000	
Municipal Infractions	32,650	36,123	35,000	65,000	35,000	
False Alarm Fees	26,825	54,050	35,000	35,000	35,000	
County Grants	6,500	6,500	6,500	6,500	6,500	
Total	<b>\$928,163</b>	<b>\$842,556</b>	<b>\$775,400</b>	<b>\$838,000</b>	<b>\$814,000</b>	

